

PGDM

iConnect

Course-Outline

**PGDM – Financial Management
(2023 - 2025)**

ITM Business School

Institute for Technology & Management

ITM Campus, Plot No.25 & 26, Institutional Area,
Sector – 4, Kharghar (E), Navi Mumbai – 410 210

33835500 | Fax 27740950;

email: kharghar@itm.edu | **website:** www.itm.edu

Course Structure PGDM Financial Management (2023-25)
PGDM Financial Management

Sr. No.	Course Code	Semester I	Credits	Hours
1		Accounting for Managers	4	40
2		Marketing Management	4	40
3		Leading and Managing Organizations	4	40
4		Managerial Economics	2	20
5		Enterprise Systems Management	2	20
6		Decision Sciences	4	40
7		Lifestyle Management	2	20
8		Introduction to Operations Management	2	20
9		Technology Based Business Transformation	2	20
10		Introduction to MS Excel and Advanced Methods	4	40
11		Managerial Communication - 1	4	40
12		Verbal Skills and Quantitative Analysis - 1	2	20
13		Entrepreneurship	2	20
14		Career Management - 1	2	20
		Total	40	400
Sr. No.	Course Code	Semester II	Credits	Hours
1		Research Methodology	2	20
2		Cost and Management Accounting	2	20
3		Security Analysis and Portfolio Management	4	40
4		Financial and Commodity Derivatives	4	40
5		Corporate Tax Planning	2	20
6		Bank Management	2	20
7		Corporate Finance	4	40
8		Financial Products and Services	2	20
9		Leadership Lab	2	20
10		NGO Internship	2	20
11		Managerial Communication – 2	2	20
12		Advanced Excel	2	20
13		Verbal Skills and Quantitative Analysis - 2	2	20
14		Sales and Services of Financial Instruments	2	20
15		Career Management – 2	2	20
16		Capstone Project Phase – I	2	20
		Total	38	380
		Industry Internship Project	8	80
Sr. No.	Course Code	Semester III	Credits	Hours
1		Strategic Management	2	20
2		Business Ethics and Corporate Governance	2	20

3		International Financial Management	2	20
4		Corporate Restructuring and Valuation	2	20
5		Treasury and Forex Management	2	20
6		Financial Modelling and Simulation	2	20
7		Investment Banking	2	20
8		Financial Risk Management	2	20
9		Comprehensive Review Module	2	20
10		Placement Readiness Module	2	20
11		Career Management – 3	2	20
12		Corporate Transition Module	2	20
13		Verbal Skills and Quantitative Analysis - 3	2	20
14		Capstone Project Phase – II	2	20
		Total	28	280
Sr. No.	Course Code	Semester IV	Credits	Hours
1		Capstone Project – Final	4	40
2		Alternative Finance	2	20
3		Career Management	-	-
		Total	6	60
		Grand Total	120	1200

PGDM
iConnect
Course-Outline
(2023 - 2025)

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

SEMESTER- I

Course Code : 0207300300

Course Title : Accounting for Managers

Credit : 4

Duration : 40 hrs.

Course Faculty :

Session Plan and CO mapped

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Explain accounting principles, standards, and basic cost concepts which are required for maintaining business accounting records.	L2 Understand	3	Internal Assessment: Assignment End term - Theory
CO2	Apply accounting principles and standards for preparation of Financial Statements.	L3 Apply	9	Internal Assessment: Class test, Assignment End term: Case study

CO3	Calculate Costs and Budgets to determine profit	L 4 Analyze	6	Internal Assessment: Class test, Assignment End term: Theory & Numerical
CO4	Compute the financial statements of the companies to enable users for decision making purpose	L 4 Analyze	12	Internal Assessment: Project End term: Case Study,
CO5	Assess the financial statements of companies to foster analytical and critical thinking abilities.	L 5 Evaluate	10	Internal Assessment: Assignment, Class test, End term -Case study

Session Plan and CO mapped

Units	Hours	Units	Course Outcome (CO)	Topics Mapped with CO	Evaluation Tools
1	2	Introduction - Accounting Principles and Concepts			
(i)	1.0	Introduction – Accounting Principles, Accounting Standards & IFRS	CO1 - Explain accounting principles, standards & IFRS	L 2 Understand	Internal Assessment: Assignment End term - Theory
(ii)	1.0	Cost Accounting concepts	CO1- Explain basic cost concepts	L 2 Understand	Internal Assessment: Assignment End term -

					Theory
2	3	Accounting for Depreciation			
(i)	1.0	Introduction, importance, and methods of Depreciation	CO1- Explain Accounting Principles and standards -Depreciation	L 2 Understand	Internal Assessment: Class Test
(ii)	2.0	Application of SLM Method of Depreciation	CO2 - Apply Accounting Principles and Standards -Depreciation	L 3 Apply	Internal Assessment: Class Test
3	5.5	Preparation of Financial Statements of a Sole Proprietor: Trading A/c, Profit and Loss Account and Balance Sheet			
(i)	1.5	Introduction of Financial Statements of a Sole Proprietor	CO2 - Apply Accounting Principle and Standards for the preparation of Financial Statements	L 3 Apply	Internal Assessment: Class Test
(ii)	2	Preparation of Financial Statements of a Sole Proprietor: Trading & Profit & Loss A/c	CO2 - Apply Accounting Principle and Standards for the preparation of Financial Statements	L 3 Apply	Internal Assessment: Class Test
(iii)	2	Preparation of Financial Statements of a Sole Proprietor: Balance Sheet	CO2 - Apply Accounting Principle and Standards for the preparation of Financial	L 3 Apply	Internal Assessment: Class Test

			Statements		
4	6.5	Preparation of Financial Statements of Companies by applying the Revised Schedule III of the Companies Act, 2013: Statement of Profit and Loss, Balance Sheet			
(i)	1.5	Introduction of Financial Statements of Companies by applying the Revised Schedule III of the Companies Act, 2013	CO2 - Apply Accounting Principle and Standards for the preparation of Financial Statements of companies	L 3 Apply	Internal Evaluation Assessment: Assignment End term: Case study
(ii)	2.5	Preparation of Financial Statements of Companies -Statement of Profit and Loss	CO4 - Compute the financial statements of the companies	L 4 Analyze	Internal Evaluation: Assignment End term -Case study
(iii)	2.5	Preparation of Financial Statements of Companies -Balance Sheet	CO4 - Compute the financial statements of the companies	L 4 Analyze	Internal Evaluation: Assignment End term -Case Study
5	7	Preparation of Cash Flow Statement			
(v)	1.5	Introduction of Cash Flow Statement	CO4 - Compute the Cash Flow Statement of the companies	L 4 Analyze	Internal Assessment: Assignment End term- Case Study
(v)	5.5	Preparation of Cash Flow Statement	CO4 - Compute the Cash Flow Statement of the	L 4 Analyze	Internal Assessment: Assignment End term- Case

			companies		Study
6	10	Tools and Techniques of Financial Statement Analysis: Comparative Statements, Common Size Statement, Trend Analysis, and Ratio Analysis			
(i)	2	Tools and Techniques of Financial Statement Analysis: Comparative Statements,	CO5 - Assess the financial statements of companies	L 5 Evaluate	Internal Assessment: Project End term - Case Study
(ii)	2	Common Size Statement and Trend Analysis,	CO5 - Assess the financial statements of companies	L 5 Evaluate	Internal Assessment: Project End term - Case Study
(iii)	4	Ratio Analysis	CO5 - Assess the financial statements of companies	L 5 Evaluate	Internal Assessment: Project End term - Case Study
(iv)	2	Analysis and assessment of Annual Reports of Listed Companies (different Sectors)	CO5 - Assess the financial statements of companies	L 5 Evaluate	Internal Assessment: Project End term - Case Study
7	6	Preparation of Cost Sheet & Budgets by using the relevant cost accounting concepts			
(i)	3	Preparation of Cost Sheet	CO3 - Calculate Cost Accounting concepts for the preparation of Cost Sheet	L 4 Analyze	Internal Assessment: Class Test End term Theory & Numerical

(ii)	3	Budgets and budgetary control	CO3 - Calculate Cost Accounting concepts for the preparation of Budgets	L 4 Analyze	Internal Assessment: Assignment End term Theory & Numerical
------	---	-------------------------------	---	------------------------------	--

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	-	2	-
CO2	3	3	-	2	-
CO3	2	3	-	-	-
CO4	3	3	-	2	1
CO5	2	3	2	2	2
CO	2.6	2.8	2	2	1.5

Pedagogy

1. Lecture

2. Case Study
3. Live Projects
4. Numerical

Evaluation: -

Internal Assessment-40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Project
5. Assignment

Assessment Parameter:

Parameters	Cos	CO1	CO2	CO3	CO4	CO5
	Marks					
Internal	40	10.00 %	35.00%	10.00 %	22.50%	22.50%
Class Test	10	0.00%	100.00%	0.00%	0.00%	0.00%
Project	5	0.00%	0.00%	0.00%	0.00%	100.00%
Assignment	5	0.00%	0.00%	0.00%	100.00%	0.00%
Attendance	10	20.00%	20.00%	20.00%	20.00%	20.00%
Class Participation	10	20.00%	20.00%	20.00%	20.00%	20.00%
End Term	60	16.67 %	16.67%	16.67 %	16.67%	33.33%
Total	100	14.00 %	24.00%	14.00 %	19.00%	29.00%

Textbook:

1. Accounting for Managers-Dr. CA Geetanjali Pinto, Prof. Uma Ghosh, Prof. Dhaval Bhatt, Dr. CA Pinky Agarwal, Dr Rajshree Yalgi – Himalaya Publishing House, First Edition 2021

Reference Books:

1. Financial Accounting for Management - D.D. Harsolekar, Dr. CA Pinky Agarwal, Taxmann Publication Pvt Ltd. First Edition 2022
2. Accounting and Finance for Non-Finance - Jai Kumar Batra, Sage, 1/e, 2019.

3. Financial Accounting for Management – N. Ramachandran & Ram Kumar Kakani, McGraw Hill Education, 4/e, 2018.
4. Essentials of Financial Accounting – Ashish K. Bhattacharyya, PHI, 4/e, 2017
5. Accounting for Management - Dhanesh K. Khatri, McGraw Hill Education Pvt. Ltd. 1/e, 2015
6. Financial Accounting – Principles & Practices - Prof. Jawahar Lal & Dr. Seema Srivastava, Practices S. Chand, 3/e, 2014.
7. Accounting for Management – Dr. N.P. Srinivasan & Dr. M. Sakthivel Murugan, S.Chand, Revised Edition 2019.
8. A Textbook of Accounting for Management - Maheshwari & Maheshwari, VikasPublication 3/e, 2012
9. Accounting for Management - Dr. Jawahar Lal, Himalaya Publishing House, 6th edition, 2010
10. Accounting for Management - M N Arora, Himalaya Publishing House, 1st Edition, 2010

E-Books:

1. Accounting for Management – Dr. N.P. Srinivasan & Dr. M. Sakthivel Murugan, S.Chand, Revised Edition 2019, eBook.
2. Accounting for Management - S. Ramanathan, Oxford University Press, 1/e, 2019, eBook.
3. A Textbook of Accounting for Management - S N Maheshwari, Sharad K Maheshwari, Vikas Publishing House, 4/e, 2018, e-Book.
4. Accounting for Management - Lal, Jawahar., Himalaya Pub. House., 2019, eBook.

Semester : **I**
Course Title : **Marketing Management**
No of Credits : **4**
Contact Hours : **40 hrs**

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Explain the basics of Marketing, concepts, theories, principles for organizational, customer and societal value	L2: Understand	10	<u>End Term</u> - case study, short answers
CO2	Apply the Value creation and delivery concepts in the context of competitive environment to benefit the stakeholders	L3: Apply	10	<u>Internal</u> - assignment, class test <u>End Term</u> - Case study, short answers
CO3	Examine the competitive environment and integrate the marketing strategies for better marketing decisions	L4: Analyse	9	<u>Internal</u> - Case study, assignment <u>End Term</u> - short answers
CO4	Assess the potential market segments to target and position effectively for profitable business opportunities	L5: Evaluate	7	<u>Internal</u> - Class test, case study discussion <u>End Term</u> - case study, short answers
CO5	Apply marketing mix strategies for value creation to all the stakeholders	L3: Apply	4	<u>Internal</u> -detailed presentation of all a brand launch with all the concepts embedded <u>End Term</u> - Case study, short answers

Mapping CO with PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

CO Code	PO1	PO2	PO3	PO4	PO5
CO 1	3	2	0	0	0
CO 2	3	2	2	3	2
CO 3	3	3	2	0	0
CO 4	3	3	0	3	0
CO 5	3	3	2	3	2
CO	3.0	2.6	2.0	3.0	2.0

Session plan

Sr. No	Hrs	Units	Cos	Cognition	Evaluation Tools
1	10	Introduction to Marketing			
(i)	10	Introduction – demand states, Sales Vs Marketing, types of marketing, customer satisfaction, loyalty and Value	CO1 - Explain the basics of Marketing, concepts, theories, principles for organizational, customer and societal value	L2: Understand	<u>End term:</u> Case study/short answers
2	10	Strategic Marketing			
(i)	10	Strategic Marketing planning, competition analysis, environment scanning, core competence and competitive advantage	CO2 – Apply the Value creation and delivery concepts in the context of competitive environment to benefit the stakeholders	L3: Apply	<u>Internal Evaluation:</u> Assignment, class test <u>End term:</u> Case study/short answers
3	9	Marketing mix and competition			
(i)	9	STP, consumer behavior analysis, introducing marketing mix, product strategies	CO3 - Examine the competitive environment and integrate the marketing strategies	L4: Analyse	<u>Internal Evaluation:</u> Case study Analysis, Assignment

			for better marketing decisions		<u>End term:</u> Short answers
4	7	Marketing mix (contd)			
(i)	7	Pricing, marketing communication, distribution channels, retailing	CO4- Assess the potential market segments to target and position effectively for profitable business opportunities	L5: Evaluate	<u>Internal Evaluation:</u> Class test, Case study (critical assessment) <u>End term:</u> Case study Short answers
5	4	Applied Marketing strategies for value creation			
(i)	4	Project – embedding the major marketing concepts	CO5 – Apply marketing mix strategies for value creation to all the stakeholders	L3 Apply	<u>Internal Evaluation:</u> A detailed presentation on a new brand creation, covering all the major marketing concepts supported by a report <u>End term:</u> Case study/short answers

Pedagogy

1. Lecture
2. Case Studies
3. Presentation and assignments
4. Articles reading

Evaluation

Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Case study discussion
5. Assignments
6. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40		20%	26%	24%	30%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Class Test	5	-	40%	-	60%	-
Case study discussion	5	-	-	60%	40%	-
Assignments	5	-	50%	50%	-	-
Projects	5	-	30%	30%	20%	20%
End Term	60	20%	15%	30%	20%	15%

Textbook:

Book Title	Name of Author	Publisher	Edition No.	Year
Marketing Management	Philip Kotler & Levin Lane Keller	Pearson	15 th	2015

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Marketing Management	Rajan Saxena	McGraw Hill	6 th	2019
Marketing Management – Indian context with global perspective	V S Ramaswamy & NamaKumari	McGraw Hill	5 th	2017

E-Books:

Book Title	Name of Author	Publisher	LinL	Year
Marketing Management with Indian cases	Philip Kotler & Levin Lane Keller	Pearson	https://1lib.in/booL/5285475/1e8c03	2017
Strategic Marketing Management: planning, implementation and control	Richard MS Wilson, Colin Gilligan	Butterworth-Heinemann	https://1lib.in/booL/701127/32ede3	2005

Course Title : **Leading and Managing Organization**
Semester : **I**
Credit : **4**
Duration : **40 Hrs**

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Explain management concepts at workplace for better performance in the organisation.	L2 Understand	5.0	<u>Internal</u> Evaluation: Assignment & Class Test & Theory Question in End term exam
CO2	Interpret contemporary HR practices for better workplace productivity.	L3 Apply	7.5	<u>Internal</u> Evaluation: Class Test, Question in end term exam
CO3	Correlate HR systems and individual behaviour for building up the strong culture	L4 Analyse	5.5	<u>Internal</u> Evaluation: Assignment, End term exam
CO4	Examine individual and team behavior for effective people management	L4 Analyse	10.0	<u>Internal</u> Evaluation: Question in End term exam, Assignments
CO5	Asset management functions including human resource practices for improving holistic organization performance	L5 Evaluate	12.0	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO5
CO1	3	2	2	1	-
CO2	2	3	2	2	-
CO3	2	3	2	1	2
CO4	3	3	2	2	3
CO5	2	3	3	2	3
CO EQ	2.4	2.8	2.2	1.6	2.5

Session Plan

Sr. No	Hours	Topic	COs	Cognition	Evaluation tools
--------	-------	-------	-----	-----------	------------------

1	5	Introduction to Management Concepts			
1.1	2	Importance of Management, Functions of Managers, Introduction to Human Resource Management, Introduction to Organizational Behaviour.	CO 1 Explain management concepts at workplace for better performance in the organisation.	L2: Understand	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
1.2	1	Skills & Roles of Managers,	CO1 Explain management concepts at workplace for better performance in the organisation.	L2: Understand	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
1.3	2	Evolution of Management Thoughts, New & Old Economy	CO1 Explain management concepts at workplace for better performance in the organisation.	L2 : Understand	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
2	2	Planning			
2	2	Definition, Need, importance Planning, levels of Planning & Strategic Planning Process.	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
3	2	Structuring			
3	2	Definition, Need, Importance of Structuring. Types of Organisational structure. structuring in Organizations	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
4	2	Organizing and controlling			
4.1	1	Definition of Organizing, Scope, need and importance Organizing Function, Elements of Organizing,	CO2 Interpret contemporary HR practices	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question

			for better workplace productivity.		in End term exam.
4.2	1	Managerial Control Process, Types of Control, Control Techniques. Application of Controlling Techniques	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
5	1	Leadership			
5.1	1	Definition, Importance, Leadership Traits,	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
5.2	1	Styles of leadership Leading for High performance Team	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
6		Human Resource Management			
6.1	1	Introduction, Functions, need of HRM.	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
6.2	1	Skills and competencies of an hr Manager. Role of Line manager as HR Manager	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
7	2	Recruitment and Selection.			
7.1	1	Definition, Need and Importance. Recruitment process, Selection Process.	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
7.2	1	Definition of Interview and Interview	CO2	L3:	<u>Internal</u>

		Techniques	Interpret contemporary HR practices for better workplace productivity.	Apply	Evaluation: Project, Class test Question in End term exam.
8	2	Performance Management			
8.1	1	Definition of Performance Management, Need and importance.	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
8.2	1	Definition of KRA and KPI. Methods of PMS. Modern methods of Appraisal.	CO2 Interpret contemporary HR practices for better workplace productivity	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
9	2	Compensation and Benefits			
9.1	1	Definition, need for and importance of compensation. Types of compensation.	CO2 Interpret contemporary HR practices for better workplace productivity	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
9.2	1	Components of employee compensation and CTC	CO5 Asset management functions including human resource practices for improving holistic organization performance	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
10	4	Introduction to OB and Personality			
10.1	2	Definition of OB, Definition of personality, types of personality,	CO4 Examine individual and team behavior for effective people management	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
10.2	2	Attributes that shape up the personality &	CO3	L4:	<u>Internal</u>

		Personal Effectiveness, Personality Attributes, Personality Testing	Correlate HR systems and individual behaviour for building up the strong culture	Analyse	Evaluation: Project, Class test Question in End term exam.
11	5	Perception and Individual Decision Making			
11.1	2	Overview of Perception, Attribution Theory, Perception and Individual Decision Making	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
11.2	2	Attitude, Values and Job Satisfaction, Managerial implication & application in industry	CO4 Examine individual and team behavior for effective people management	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
11.3	1	Defining Attitude, Components of Attitude, Attitude & Behaviour Relationship, Major Job Attitudes	CO4 Examine individual and team behavior for effective people management	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
12	4	Motivation and Motivation theories			
12.1	2	Motivation Concepts and Application: Defining Motivation, Theories of Motivation, Maslow, Mc Gregor, McClelland, Herzberg	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
12.2	2	Theories of Motivation, Maslow, Mc Gregor, McClelland, Herzberg	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
13	4	Group and Group Dynamics			
13.1	3	Foundations of Group Behaviour, Group Development Process, Understanding Work Team Effectiveness, Building Interpersonal Relationship, Transactional	CO4 Examine individual and team behavior	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question

		analysis	for effective people management		in End term exam.
13.2	1	Power & Politics, Bases of Power, Implications for Managers	CO4 Examine individual and team behavior for effective people management	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
14	4	Conflict and Stress Management			
14.1	1	Definition of conflict, reasons of conflict , Conflict management techniques	CO4 Examine individual and team behavior for effective people management	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
14.2	3	Definition of Stress, Reasons of Stress, stress management techniques, Role of Organisation in managing employee stress, wellness at workplace and its importance.	CO5 Asset management functions including human resource practices for improving holistic organization performance	L5 Evaluate	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.

Pedagogy
1. Lecture
2. Case Study
3. News/Article Analysis
4. Live Activity/Exercise
5. Videos

Parameters of Internal Assessment:

1. Project
2. Assignment
3. Test
4. Class Participation
5. Attendance

Evaluation:	
Internal Assessment	40%
External Assessment	60 %
Total	100%

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	21%	21%	21%	21%	15%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Class Test	5	50%	50%	0	0	0%
Assignments	5	0	0	50%	50%	0
Projects	10	20%	20%	20%	20%	20%
End Term	60	10%	20%	20%	25%	25%
Total	100	15%	21%	21%	24%	21%

Textbook:

1. Management Theory and Practice
(Text & Cases) - Dr. P Subba Rao & Venkatram Tej Kumar,
Himalaya Publis hing House, 2nd Edition,
2014

Reference Books:

1. New Era of Management - Richard L. Daft, CENGAGE Publisher, 2nd edition, Reprint- 2012
2. Principles of Management - P C Tripathi & P N Reddy, Tata McGraw Hill, 5th Edition, 2012
3. Essential of Management - An International, Innovation, & Leadership Perspective - Harold Koontz & Heinz Weihrich, Tata McGraw Hill, 10th Edition, 2015.
4. Management & Organizational Behaviour - Ramesh B Rudani, Tata Mac Graw Hill, 1st Edition, 2011
5. Human Resource Management - Gary Dessler & Biju Varkkey, Pearson, 14th Edition, 2016
6. Human Resource Management – Sharon Pande & Swapnalekha Basak, Vikas Text & Cases Publishing House Pvt. Ltd., 2nd Edition, 2015
7. Human Resource Management - Seema Sanghi, Vikas Publishing House Pvt. Ltd., 1st Edition, 2014.
8. Human Resource Management – A. Din Pangotra, Asian Books Pvt. Ltd., with Practical Up-Gradation 1st Edition, 2013
9. Organizational Behaviour – Text & Cases - Kavita Singh, Vikas Publishing House Pvt. Ltd., 3rd Edition, 2015.
10. Organizational Behaviour – A Modern - Arun Kumar & N Meenakshi, Vikas Approach Publishing House Pvt. Ltd., 1st Edition, 1st Reprint 2014.

E Books:

<http://open.lib.umn.edu/principlesmanagement/>

<http://www.freebookcentre.net/business-books-download/Introduction-to-Principles-of-Management.html>

<https://bookboon.com/en/management-organisation-ebooks>

<https://learnmgt.weebly.com/ebooks.html>

<https://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=30>

<http://bookboon.com/en/organisational-behaviour-ebook>

<https://www.free-ebooks.net/ebook/Management-and-Organization-Behavior>

http://bba12.weebly.com/uploads/9/4/2/8/9428277/organizational_behavior_15e_-_stephen_p_robbins__timothy_a_judge_pdf_qwerty.pdf

<http://www.saylor.org/books>

<https://bookboon.com/en/hrm-ebooks>

<https://www.ciphr.com/features/seven-best-hr-ebooks/>

<http://www.e-booksdirectory.com/listing.php?category=439>

Course Title : **Managerial Economics**
Semester : **I**
Credit : **2**
Duration : **20 hrs**

Course Outcome	Description	Cognition	Hours	Evaluation Tools
After the completion, of the course, students should be able to				
CO1	Understand the fundamental theories and concepts of managerial economics.	L2: Understand	3.75	Internal Evaluation: Class Test & Assignment End term: Theory Question
CO2	Apply the key concepts and techniques of microeconomics to recognize and solve business problems faced by an organization.	L3: Apply	3.75	Internal Evaluation: Class Test & Assignment End term: Theory Question
CO3	Examine the relationship between production function and cost for managerial decision-making.	L4: Analyze	2.5	Internal Evaluation: Class Test & Assignment End term: Numerical/Theory Question
CO4	Analyze the impact of macroeconomic factors on business decision-making.	L4: Analyze	6.25	Internal Evaluation: Class Test & Assignment End term: Theory Question
CO5	Evaluate the intent and outcomes of monetary and fiscal policies to address the economic issues.	L5: Evaluate	3.75	Internal Evaluation: Class Test & Assignment End term: Theory Question

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

COs	PO1	PO2	PO3	PO4	PO5
CO-1	3	2	1	3	1
CO-2	3	3	2	3	2
CO-3	3	3	2	3	2
CO-4	3	3	2	3	2
CO-5	3	3	2	3	2
CO	3	2.8	1.8	3	1.8
CO EQ	3	3	2	3	2

Session Plan:

Session	Hours	Topic	COs	Cognition	Evaluation Tools
1	1.25	The Nature and Scope of Managerial Economics and Theory of the Firm			
	1.25	7. What is Economics and Managerial Economics? - Scope of Managerial Economics. 8. Economic Principles: Concept of Scarcity, Opportunity Cost, PPC, Margin, Increment & Discounting Principle. 9. Objective of the Firm: Maximization Theory of Profit, Sales Revenue, Growth, Managerial Utility Function & the Wealth of Stockholders under risk and uncertainty.	CO-1 Understand the fundamental theories and concepts of managerial economics.	L2: Understand	Class Test Assignment <u>End term</u> Theory Question
2 & 3	2.50	Demand, Supply, and Market Equilibrium			
	0.50	10. Definition of Demand - Demand Function - Law of Demand 11. Law of Supply - Supply Function, Schedule	CO-1 Understand the fundamental theories and concepts of managerial economics.	L2: Understand	Class Test Assignment <u>End term</u> Theory Question
	2.00	12. Demand and Various Types of Goods - Demand Schedule and Demand Curve - Determinants of Demand - Changes in Quantity Demanded Vs. Changes in Demand - Individual Demand and Market Demand. 13. Supply Schedule and Supply Curve - Determinants of Supply - Change in Quantity Supplied Vs. Change in Supply - Individual Supply and Market Supply. 14. Market Equilibrium - Effects of Changes and Simultaneous Changes in Demand and Supply.	CO-2 Apply the key concepts and techniques of microeconomics to recognize and solve business problems faced by an organization.	L3: Apply	Class Test Assignment <u>End term</u> Theory Question
4	1.25	Elasticity of Demand			
	1.25	15. Price Elasticity of Demand - Degrees of Elasticity - Point and Arc	CO-2 Apply the key concepts and techniques of	L3: Apply	Class Test Assignment <u>End term</u> Theory Question

		Elasticity - Price Elasticity and Total Revenue. 16. Cross-Price Elasticity 17. Income Elasticity	microeconomics to recognize and solve business problems faced by an organization.		
5 & 6	2.50	Supply-Side Economics: Theory of Production and Cost			
	2.50	18. Definition of Production - Short Run and Long Run Function of Production - Classification of Factors of Production - Law of Diminishing Marginal Returns. 19. Concepts of Revenue: Total Revenue (TR) and Marginal Revenue (MR). 20. Cost Concepts - Costs Curve in the Short Run and Long Run - Returns to Scale - Break-Even Analysis - Margin of Safety - Total Economic Cost - Economic Profit.	CO-3 Examine the relationship between production function and cost for managerial decision-making.	L4: Analyze	Class Test Assignment <u>End term</u> Numerical/Theory Question
7	1.25	Market Structure: Introduction and Basic Features			
	1.25	Market Morphology - Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly: Market Features - Existence in Real World(examples).	CO-1 Understand the fundamental theories and concepts of managerial economics.	L2: Understand	Class Test Assignment <u>End term</u> Theory Question
8 & 9	2.50	Nature and Scope of Macroeconomics and National Income: Concept and Measurement			
	1.25	21. Definition and Nature of Macroeconomics - Circular Flow: Two, Three and Four Sector Economy - Aggregate Demand & Supply - Consumption & Investment.	CO-1 Understand the fundamental theories and concepts of managerial economics.	L2: Understand	Class Test Assignment <u>End term</u> Theory Question
	1.25	22. National Income: GDP/GNP, Nominal, Real and Deflator - GDP at Factor Cost & Market Price - Methods of Measuring National Income - NDP, National Income (NI) and Per-Capita Income (PCI) - Personal Income (PI) and Disposable Income (DI) - National Income	CO-4 Analyze the impact of macroeconomic factors on business decision-making.	L4: Analyze	Class Test Assignment <u>End term</u> Theory Question

		Estimates Based on New Series (Base Year 2011-12) – GVA.			
10 & 11	2.50	Inflation: Theories and Control Measures			
	2.50	<ol style="list-style-type: none"> 1. Inflation, Deflation, Disinflation, and Stagflation - Methods of Measuring Inflation: WPI/PPI, CPI and GDP Deflator - Kinds of Inflation - Degrees or Types of Inflation. 2. Modern Theories of Inflation - Demand-Pull and Cost-Push Inflation - Inflation and Money Supply - Inflation and Interest Rates - Effects of Inflation - Philips Curve - Policy Measures to Control Inflation. 	CO-4 Analyze the impact of macroeconomic factors on business decision-making.	L4: Analyze	Class Test Assignment <u>End term</u> Theory Question
12 & 13	2.50	Monetary Policy			
	2.50	<ol style="list-style-type: none"> 1. Evolution of Money – Functions of Money - The Value of Money - The Quantity Theory of Money - The Neutrality of Money. 2. Demand for Money and Supply of Money - Money Creation by the Commercial Bank - Banks and the Money Supply - The Money Multiplier - Deposit Creation and Deposit Multiplier - Credit Multiplier. 3. Monetary Policy: Meaning, Scope, and Quantitative and Qualitative Instruments. 	CO-5 Evaluate the intent and outcomes of monetary and fiscal policies to address the economic issues.	L5: Evaluate	Class Test Assignment <u>End term</u> Theory Question
14	1.25	Fiscal Policy and Union Budget			
	1.25	<ol style="list-style-type: none"> 5. Meaning and Objectives of Fiscal Policy - Fiscal Instruments & Target Variables - Fiscal Deficit - Union Budget 2022-2023. 	CO-5 Evaluate the intent and outcomes of monetary and	L5: Evaluate	Class Test Assignment <u>End term</u> Theory Question

			fiscal policies to address the economic issues.		
15 & 16	2.50	Balance of Payment			
	2.50	1. Meaning, Purpose, and Structure of Balance of Payments: Basic Principles - Balance of Trade (BOT) - Assessment of BOP Disequilibrium - Capital Account Convertibility - Special Drawing Rights. 2. Calculating Exchange Rate Changes - Appreciation, Depreciation, Devaluation, and Revaluation - Exchange Rate in Free Market and Fixed Exchange Rate System - The Real Exchange Rate: NEER and REER - Purchasing Power Parity.	CO-4 Analyze the impact of macroeconomic factors on business decision-making.	L4: Analyze	Class Test Assignment <u>End term</u> Theory Question

Pedagogy	
1. Lecture	
2. Case Study	
3. News/Article Analysis	
4. Live Activity/Exercise	
5. Videos	
Evaluation:	
Internal	40%
External	60%
Total	100%

Evaluation:
Internal Assessment

External Assessment
Total

External Assessment:
End Term Examination

Parameters of Internal Assessment:

1. Class Test
2. Assignment
3. Class Participation
4. Attendance

Assessment Mapping:

Parameter	Marks	CO-1	CO-2	CO-3	CO-4	CO-5
Internal	20	17.5%	20%	20%	22.5%	20%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Class Test	5	10%	20%	20%	30%	20%
Assignment	5	20%	20%	20%	20%	20%
End Term	30	10%	20%	20%	30%	20%

Textbook:	
Managerial Economics (ME)	D. N. Dwivedi, 9th Edition, Vikas Publishing House Pvt Ltd, 2022.

Reference Books:	
Managerial Economics (MEG)	Geetika, Piyali Ghosh and Purba Roy Choudhury, 3rd Edition, McGraw Hill Education Pvt Ltd, 2017.
Managerial Economics Principles and Worldwide Applications (MEPWA)	Dominick Salvatore and Siddhartha K. Rastogi, 8th edition, Oxford University Press, 2016.
Managerial Economics (MEK)	Paul G. Keat. Philip K.Y. Young and Sreejata Banerjee, 7th Edition, Pearson Education, New Delhi, 2017.
Managerial Economics (MET)	Christopher R. Thomas, S. Charles Maurice, and Sumit Sarkar, 9 th Edition, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2011.
Macroeconomics Policy Environment (MPE)	Shyamal Roy. 2 nd Edition, McGraw Hill Education Pvt Ltd, New Delhi, 2016.
Principles of Economics	N. Gregory Mankiw, 7th Edition, Cengage Learning India Pvt Ltd, 2015.
Economics	Lipsey and Chrystal, 13 th International Edition, Oxford University Press, 2015.
Macroeconomics	Dornbusch Rudiger, Fischer, Stanley, Startz, 12th Edition, McGraw Hill Education, 2018.

eBooks:	
Managerial Economics (ME)	D. N. Dwivedi, 8th Edition, Vikas Publishing House Pvt Ltd, 2015.
Managerial Economics	Suma Damodaran, 2nd edition, Oxford University Press, 2010.
Principles of Economics	N. Gregory Mankiw, 7th Edition, Cengage Learning India Pvt Ltd, New Delhi 2015.
Managerial Economics	R. Panneerselvam, P. Sivasankaran & P. Senthilkumar, 1st Edition Cengage Learning India Pvt Ltd, 2018.
Managerial Economics Principles and Worldwide Applications (MEPWA)	Dominick Salvatore and Siddhartha K. Rastogi, 9th edition, Oxford University Press, 2020.
Microeconomics: Markets,	Douglas Curtis and Ian Irvine, LYRYX Service Course Solution, 2014.

Methods, and Models	https://laecon1.lyryx.com/textbooks/OPEN_CURTIS_MIC_1/marketing/CurtisIrvine-Microeconomics-2017A.pdf
Simplified Principles of Microeconomics	Hazbo Skoko, 1 st Edition, Bookboon.com, 2015. https://bookboon.com/en/simplified-principles-of-microeconomics-ebook#download
Principles of Microeconomics for AP courses	Timothy Taylor, Openstax College, Rice University, 2015. https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofMicroeconomicsforAPCourses-OP.pdf
Principles of Economics	Timothy Taylor, Openstax College, Rice University, 2014. https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofEconomics-OP.pdf
Essentials of Macroeconomics	Peter Jochumzen, 1 st Edition, Bookboon.com, 2010. https://bookboon.com/en/macroeconomics-uk-ebook
Practical Guide to Contemporary Economics	Yuri Yevdokimov, Bookboon.com, 2012. https://bookboon.com/en/practical-guide-to-contemporary-economics-ebook

Course Title: Enterprise Systems Management
Semester: I
Credit: 2
Duration: 20 hours

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand various information systems concepts and e-commerce strategies to improve managerial decision-making.	L2: Understand	2	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
CO2	Apply various information systems strategies and database concepts to upgrade decision-making practices.	L3: Apply	6	<u>Internal-</u> Practical <u>End Term-</u> Theory
CO3	Apply various e-commerce strategies to achieve innovative digital markets.	L3: Apply	2	<u>Internal-</u> Test, Practical <u>End Term-</u> Theory
CO4	Analyse enterprise systems strategies to gauge their impact on business decisions.	L4: Analyse	3	<u>Internal-</u> Test, Assignment <u>End Term-</u> Theory
CO5	Assess the impact of futuristic and challenging trends in enterprise systems.	L5: Evaluate	3	<u>Internal-</u> Assignment <u>End Term-</u> Theory

Mapping with CO-PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No Alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	2	2	-
CO2	3	3	3	-	1
CO3	3	3	3	-	1
CO4	3	2	3	3	1
CO5	3	2	3	3	2
CO	3	2.6	3	1.6	1.25

Session Plan

Sr. No	Hours	Units	COs	Cognition	Evaluation Tools
		Introduction to ESM			
1	2	23. Introduction to Enterprise Systems Management 24. Introduction to database concepts 25. Introduction to e-commerce concepts and strategies	CO1: Understand various information systems concepts and e-commerce strategies to improve managerial decision-making.	L2: Understand	<u>Internal Quiz, Test</u> <u>End Term-Theory</u>
		ERP Module - 1			
2	3	2. ERP Modules - An insight into TPS, MIS, DSS, ESS, and their applications 3. ERP, SCM, KMS, and CRM applications 4. ERP System Configuration and Integration 5. ERP implementation challenges 6. SCM implementation challenges 7. SCM Types 8. CRM implementation challenges	CO2: Apply various information systems strategies and database concepts to upgrade decision-making practices.	L3: Apply	<u>Internal-Practical</u> <u>End Term-Theory</u>
		ERP Module - 2			
3	3	4. Database Management Systems 5. Structured Query Language Practical 6. Business Intelligence 7. Business Analytics 8. Big Data Analytics 9. Difference between Business Intelligence, Business Analytics, and Big Data Analytics	CO2: Apply various information systems strategies and database concepts to upgrade decision-making practices.	L3: Apply	<u>Internal-Practical</u> <u>End Term-Theory</u>
		ERP Module - 2			

4	3	1. ERP, SCM, and CRM -the best fit for the chosen industry. Employee Table, Product Table, and Supplier Table in MS Access. E-Commerce Strategies as per Changing Business Trends.	CO3: Apply various e-commerce strategies to achieve innovative digital markets.	L3: Apply	<u>Internal-Test, Practical End Term-Theory</u>
		ERP Module - 1			
5	1	3. ERP, SCM, and CRM Project Design & Planning Process, Success factors of a good ERP, SCM, and CRM. How to leverage ERP, SCM, and CRM systems to enhance and improve better decision-making in organizations.	CO4: Analyse enterprise systems strategies to gauge their impact on business decisions.	L4: Analyse	<u>Internal-Test, Assignment End Term-Theory</u>
6	1	1. How do DBMS, Business Intelligence, Business Analytics & Big Data Analytics support Decision Making? 2. Structured Query Language Analysis	CO4: Analyse enterprise systems strategies to gauge their impact on business decisions.	L4: Analyse	<u>Internal-Test, Assignment End Term-Theory</u>
		E-commerce			
7	1	1. E-Commerce 2. Unique features of e-commerce, Assess digital markets, and digital goods strategies. 3. How has e-commerce transformed marketing?	CO4: Analyse enterprise systems strategies to gauge their impact on business decisions.	L4: Analyse	<u>Internal-Test, Assignment End Term-Theory</u>
		E-commerce			
8	2	1. How has e-commerce transformed marketing? 2. How has e-commerce affected B2B transactions? 3. What is the role of m-commerce in business and	CO 5: Assess the impact of futuristic and challenging trends in	L5: Evaluate.	<u>Internal-Assignment End Term-Theory</u>

		what are the most important m-commerce applications? 4. What issues must be addressed when building an e-commerce presence? 5. Types of E-Commerce 6. E-Commerce Payment Systems	enterprise systems.		
--	--	---	---------------------	--	--

Pedagogy

1. Lecture
2. Case Studies
3. Presentation and assignments
4. Projects

Evaluation

Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Class Activity
5. Assignments
6. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	15%	18%	22%	24%	21%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Class Test	10	30%	30%	15%	15%	10%
Class Activity	5	10%	20%	30%	20%	20%
Assignments	5	-	20%	20%	30%	30%
Projects	10	-	-	30%	40%	30%
End Term	60			30%	40%	30%

Textbook:

Book Title	Name of Author	Publisher	Edition No.	Year
Management Information Systems -Managing the digital firm-	Kenneth C. Laudon & Jane P. Laudon	Pearson	16th	2022

Reference Books:

Book Title	Name of Author	Publisher	Edition No.	Year
Management Information Systems	James A O'Brien, George M Marakas & Ramesh Behl	Tata McGraw Hill	12th	2018
Enterprise Resource Planning - Demystified	Alexis Leon	Tata McGraw Hill	2nd	2016
Management Information system	James A O'brien	Tata McGraw Hill	5 th	2016
Enterprise Resource Planning	Mary Sumner	Pearson		2015
Management Information Systems	Davis and Olson	Tata McGraw Hill	2nd	2017
Management Information Systems	Effy oz	Cengage Learning	6th	2019

E-Books:

Book Title	Name of Author	Publisher	Link	Year
MIS			http://www.uotechnology.edu.iq/depts/mypdf/subjects/4is/4mis.pdf	
MIS			http://www.academia.edu/5275161/Management_Information_Systems_12th_Edition_	
MIS			https://drive.google.com/file/d/1Arp1vggiOgxjksUrlScOBlt7b5Q8vvNF/view	
Introduction to MIS			https://drive.google.com/file/d/1DQ48mt_EbzBRRCX_Zyzmtz6SOhdsoagL/view	
MIS – Basic Concepts			https://drive.google.com/file/d/1xhxT8ReGYpmlfApE8IBXiJ0cCGH7Ji9F/view	
MIS			https://www.sigc.edu/departments/mba/studymet/ManagmentInformationSystem.pdf	
MIS			http://dinus.ac.id/repository/docs/ajar/Kenneth_C.Laudon_Jane_P_.Laudon_-_Management_Information_Sysrem_13th_Edition_.pdf	

MIS			http://www.pearsonmiddleeastawe.com/pdfs/SAMPLE-MIS.pdf	
MIS			Managing the digital firm - http://iefb.weebly.com/uploads/1/4/2/4/14240576/libri_per_msi.pdf	
ERP - Making it happen			http://www.labee.ufsc.br/~luis/egcec/livros/ERP/ERP%20-%20Making%20It%20Happen.pdf	
ERP - Global opportunities and challenges			http://www.csbd.edu.in/csbd.edu-old/pdf/Enterprise_Resource_Planning.pdf	
Thinking about ERP -			https://www.syspro.com/dl/EB/SYSPRO-Thinking-About-ERP-ALL-EB.pdf	
Open ERP			http://brochures.sisalp.fr/openerp-book-v6.pdf	
Business Analysis	Steven P. Blais		Best Practices for Success	

Semester : **I**
Course Title : **Decision Sciences**
No of Credits : **4**
Contact Hours : **40 hrs**

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the various statistical concepts used in Decision Science	L2: Understand	7.0	<u>Internal</u> Quiz, Test <u>End Term-</u> <u>Theory</u>
CO2	Illustrate the use of statistical concepts to solve business problems	L3: Apply	7.5	<u>Internal-</u> Assignments, project work, Viva <u>End Term-</u> <u>Sums</u>
CO3	Analyze the statistical information for business decision making	L4: Analyze	9.0	<u>Internal-</u> Assignment Viva project work <u>End Term-</u> <u>Sums</u>
CO4	Assess the tools & techniques used in decision making for its appropriateness	L5: Evaluate	5.5	<u>Internal</u> <u>Project work</u> <u>End term-</u> <u>Sums</u>
CO5	Develop suitable statistical models for business decision making	L6: Create	3.0	<u>Internal</u> <u>Project work</u> <u>End term</u> <u>sums</u>

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	-	-	-
CO2	2	3	-	1	-
CO3	3	3	2	1	2
CO4	3	3	2	2	2
CO5	3	3	2	2	2
CO	2.8	2.8	2	1.5	2

Session Plan

Sr. No	Hrs	Topic	COs	Cognition	Evaluation Tools
1	1	Introduction to Decision Sciences			
(i)	1	Meaning and Importance of Decision Science	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal - Test</u>
2	2.0	Representation of Data			
(i)	2	Frequency Distribution Charts, tables and diagrams.	CO2: Illustrate the use of statistical concepts to solve business problems	L3: Apply	<u>Internal- Practical, project work</u>
3	3.5	Measures of Central Tendency			
(i)	.5	Various concepts related to measures of central tendency	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal- Class Test, Viva, Project work</u>
(ii)	3.0	Practical application on various datasets	CO2: Illustrate the use of statistical concepts to solve business problems	L3: Apply	<u>Internal -Practical, Class test</u>
4	2.5	Measures of Dispersion			
(i)	.5	Various concepts related with measures of dispersion	CO1: Understand the various statistical concepts used in Decision Science	L2 : Understand	<u>Internal- Test, Viva, Practical</u>
(ii)	2	Sums related to dispersion	CO3: Analyze the	L4: Analyse	<u>Internal -</u>

			statistical information for business decision making		Project work, Test
5	1.5	Measures of Symmetry			
(i)	.5	Various concepts related to skewness, moments and Kurtosis	CO1 : Understand the various statistical concepts used in Decision Science	L2 : Understand	<u>Internal-Test, Viva</u>
(ii)	1	Sums related to Skewness and Kurtosis	CO3 : Analyze the statistical information for business decision making	L4: Analyse	<u>Internal - Project work</u>
6	3.5	Probability & its Distributions			
(i)	1	The various concepts related with probability	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal-Viva Test, End Term-Theory</u>
(ii)	1	Discrete and Continuous Frequency Distribution: Calculation of Binomial, Poisson and Normal Distribution	CO2 : Illustrate the use of statistical concepts to solve business problems	L3: Apply	<u>Internal-Test, Practical End Term-Sums</u>
(iii)	1.5	Discrete and Continuous Frequency Distribution: Application of Binomial, Poisson and Normal Distribution.	CO3 : Analyze the statistical information for business decision making	L4: Analyse	<u>Internal-Viva, Test, End Term-Theory</u>
7	1.0	Theory of estimation			
(i)	.5	Various concepts related with theory of estimation	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal-Test, Viva Practical End Term-Sums, Theory</u>
(ii)	.5	Calculation of point and interval estimate	CO2 : Illustrate the use of statistical concepts to solve business problems	L3: Apply	<u>Internal-Test, Practical End Term-Sums</u>
8	3.5	Hypothesis Testing			
(i)	1	T test & F Test : Concepts	CO3 : Analyze the statistical information for business decision making	L4 : Analyse	<u>Internal-Project work End term-Practical</u>
(ii)	2.5	T test & F test : Application	CO4 : Assess the tools & techniques used in decision making for its appropriateness	L5 : Evaluate	<u>Internal-Project work End term-Practical</u>
9	1	Chi-Square test			

(i)	1	Introduction to Chi-square	CO1 : Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal-Viva Test, End Term-Theory</u>
10	2	Analysis of Variance			
(i)	1	Concept of ANOVA	CO2 : Illustrate the use of statistical concepts to solve business problems	L3: Apply	<u>Internal-Project work End term-Practical</u>
(ii)	1	Practical application using software	CO4 : Assess the tools & techniques used in decision making for its appropriateness	L5 : Evaluate	<u>Internal-Project work End term-Practical</u>
11	4.0	Measures of Association			
(i)	.5	Understand the various concepts related measures of association	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal-Viva, Test</u>
(ii)	2.5	Concept: Karl Pearson, Spearman coefficient of correlation	CO3 : Analyze the statistical information for business decision making	L3:Apply	<u>Internal-Project work End term-Practical</u>
(iii)	1	Practical application using software : Karl Pearson, Spearman coefficient of correlation	CO4 : Assess the tools & techniques used in decision making for its appropriateness	L4 : Analyze	<u>Internal-Project work End term-Practical</u>
12	5	Regression Analysis			
(i)	1	Understand the various concepts related with regression analysis	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal-Viva</u> <u>End term-Practical question</u>
(ii)	1	Least Square Principle, Drawing the regression line	CO4: Assess the tools & techniques used in decision making for its appropriateness.	L5 : Evaluate	<u>Internal-Project work End term-Practical</u>
(iii)	2	Relationships among the correlation coefficient, Coefficient of Determination, Standard Error of Estimate.	CO5: Develop suitable statistical models for business decision making	L6: Create	<u>Internal-Project work End term-Practical</u>
(iv)	1	Multiple Regression Analysis	CO5: Develop suitable statistical models for	L6: Create	<u>Internal-Project</u>

			business decision making		work <u>End term-</u> Sums
13	1.5	Time Series and forecasting			
(i)	.5	Introduction and components of time series	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal</u> -Viva <u>End term</u> -Theory question
(ii)	1	Forecasting Techniques : Moving Average & Weighted Moving Average	CO3 : Analyze the statistical information for business decision making	L4: Analyse	<u>Internal-</u> Project work <u>End term</u> -Practical

Pedagogy

6. Lecture
7. Case Studies
8. Presentation and assignments

Evaluation

Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

26. Attendance
27. Class Participation
28. Class Test
4. Assignment
5. Project

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Internal	40	17.5%	25.0%	25.0%	15.0%	17.5%
Attendance	10	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	10	20.0%	20.0%	20.0%	20.0%	20.0%
Class Test	10	30.0%	40.0%	30.0%	0.0%	0.0%
Assignments	5	0.0%	40.0%	60.0%	0.0%	0.0%
Projects	5	0.0%	0.0%	0.0%	40.0%	60.0%
End Term	60	16.7%	16.7%	25.0%	25.0%	16.7%
Total	100	17.0%	20.0%	25.0%	21.0%	17.0%

Text Book:

Statistical techniques in Business & Economics- Lind, Marchal & Wathen, Mc Graw Hill Education, 16th Edition, 2017.

Reference Books:

Book Title	Name of the Author	Publisher	Edition no.	Edition year
Business Statistics	Ken Black	Wiley India,	7th Edition	Reprint 2012
Fundamentals of Business Statistics.	J.K Sharma	Vikas Publishing house Pvt Ltd, New Delhi	2 nd Edition	2014
Statistics for Management Prentice	Levin and Rubin	Pearson	7 th Edition	2011
Business Statistics in practice	Bruce L. Bowerman,	Tata Mc Graw Hill, Pearson.	7th Edition,	2014
Applied Statistical Methods	S. P. Gupta	S Chand	41 st Edition	2011
Business Statistics	S C Gupta	Himalaya Publishing	6 th Edition	2013

E-Books details:

Sr. No.	Name of the Book	Author's Name	Publication	link	Edition
1)	Introductory Statistics: Concepts, Models and Applications	David. W. Stockburger	Atomic dog publishing. com	http://www.pdf titles.com/book/13223/introductory-statistics-concepts-models-and-applications	1996
2)	Business Statistics	Bajpai Naval	Pearson India	https://www.pinterest.com/pin/760404718307803413/	2008
3)	Fundamentals of Business Statistics	Sharma J.K	Pearson India	https://docs.google.com/document/d/12xXI9UF2FEMuJ_uN6J6h7TJ1biiAp2kt1DKlh00yvA/edit	2008
4)	Problems & Solutions of Business	Sharma, J. K.	Pearson India	https://www.amazon.in/Business-Statistics-Problems-Solutions-Sharma-ebook/dp/B00CDIDNAG#reader_B00CDIDNAG	2011

	Statistics				
5)	Statistics for Economics, Accounting and business studies	Michael Barrow	Financial Times/ Prentice Hall	https://thenigerianprofessionalaccountant.files.wordpress.com/2013/04/statistics-for-economics-accounting-and-business-studies-4th-ed.pdf	2006
6	Business Statistics	Ken black	Wiley India	https://www.pdfdrive.net/business-statistics-e23260267.html	2010

Semester: I
Course Title: Lifestyle Management
No of Credits: 2
Contact Hours: 20 hrs

Course Outcome

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Explain Yoga concepts and principles to regulate and discipline lifestyle.	L2: Understand	2.0	<u>Internal</u> , Practical, <u>End Term</u> Theory
CO2	Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	6.0	<u>Internal</u> - Practical
CO3	Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	7.0	<u>Internal</u> - Practical
CO4	Assess the impact of Pranayama and Meditations in reducing stress.	L5: Evaluate	2.0	<u>Internal</u> - Test, Practical <u>End Term</u> -
CO5	Evaluate the Yogic and Lifestyle Management techniques in developing value-based leadership	L5: Evaluate	3.0	<u>Internal</u> - Test, Practical <u>End Term</u> - Test

Mapping CO with PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
------------------	-------------	-------------	-------------	-------------	-------------

CO-1	3	2	-	-	-
CO-2	3	3	2	-	2
CO-3	3	3	2	1	2
CO-4	3	3	2	1	2
CO-5	3	3	3	1	2
CO	3	3	2.23	1	2

Session Plan

Session	Hrs	Topic	COs	Cognition	Evaluation Techniques
1	2 hrs	<u>Introduction to LSM</u> Meaning of Yoga and its importance in higher education. Do's and Don'ts in LSM. Sitting correct for good postures. Simple yogic stretches for whole body. What is Asana? Does Yoga mean only asanas?	CO1: Explain Yoga concepts and principles to regulate and discipline lifestyle.	L2: Understand	<u>Internal</u> , Practical, <u>End Term</u> Theory
2	1 hrs	HELM-CONNECT Where we learn about our peers and our mentors, and we connect with them. We also understand the power of intention and the need for inner guidance.	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	<u>Internal</u> - Practical
3	1 hrs	<u>Personality Development Tools</u> Suryanamaskar simplified in steps. Build your strength. Guided Meditation 1: Pranadharana -I Shavasana for relaxation.	CO3: Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	<u>Internal</u> - Practical
4	1 hrs	HELM-CORE Here we move from outer connections to inner and we learn about our inner	CO2: Apply the HELM (Heartfulness	L3: Apply	<u>Internal</u> - Practical

		strengths, skills and values.	Enabled Leadership Mastery) concepts for Inner strength and strength building.		
5	1 hrs	<u>Yoga for improving Body Language.</u> Selected standing asanas - explanation, demonstration and practice. Guided Meditation 3: Pranadharana -I & II Shavasana for relaxation.	CO3: Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	<u>Internal-Practical</u>
6	1 hrs	<u>Yoga for Extra Energy.</u> Various stretches for loosening. Suryanamaskar Supine Asanas - explanation, demonstration and practice. Pranayama- Anuloma Viloma, Bhramari, Ujjai- explanation, demonstration and practice. Guided Meditation: Pranadharana I & II Shavasana for relaxation.	CO3: Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	<u>Internal-Practical</u>
7	1 hrs	<u>Yoga for Stress Management.</u> Pranayama- Kapalbhathi, Sheetali, Seetkari –demonstration, explanation and practice. Reflection Exercise. Guided Meditation: Pranadharana I, II & III Shavasana for relaxation.	CO4: Assess the impact of Pranayama and Meditations in reducing stress.	L5: Evaluate	<u>Internal-Test, Practical End Term-</u>
8	1 hrs	HELM-Context - Where we learn about our world and our place in it and try to understand how we can contribute towards the fulfilment of UN Goals for Sustainable Development	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	<u>Internal-Practical</u>
9	1 hrs	HELM-Choices - Role of peer pressure in decision making and how to take the right decision in most situations.	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery)	L3: Apply	<u>Internal-Practical</u>

			concepts for Inner strength and strength building.		
10	1 hrs	<u>Mudra Vighyan- Ancient science for Modern World.</u> Control Five basic elements for complete health. Explanation, Demonstration and Practice of important mudras. Shavasana for relaxation.	CO3: Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	<u>Internal-Practical</u>
11	1 hrs	HELM-Causality - Where we discuss the cause and effect of our actions.	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	<u>Internal-Practical</u>
12	1 hrs	<u>Yoga for Studies & for Creativity</u> Seven Chakras...Contd. Selected asanas – Explanation, Demonstration and practice. Relaxation.	CO4: Assess the impact of Pranayama and Meditations in reducing stress.	L5: Evaluate	<u>Internal-Test, Practical End Term-</u>
13	1 hrs	<u>Concentration building through Yoga.</u> Various asanas, Meditation Techniques. Jyoti Tratak / Bindu Tratak. Eye exercises	CO3: Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	<u>Internal-Practical</u>
14	1 hrs	HELM-Causality - Where we discuss the various resources available to the participants for deepening their Heartfulness practice	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	<u>Internal-Practical</u>
15	2.5 hrs	Revision & Test of Asanas, Pranayama & stress management	CO5: Evaluate the Yogic and	L5: Evaluate	<u>Internal-Test, Practical</u>

		techniques	Lifestyle Management techniques in developing value-based leadership		<u>End Term- Test</u>
16	2.5 hrs	Revision & Test of Asanas, Pranayama & stress management techniques	CO5: Evaluate the Yogic and Lifestyle Management techniques in developing value-based leadership	L5: Evaluate	<u>Internal- Test, Practical End Term- Test</u>

	Pedagogy
1.	Lecture
2.	Practical Demonstration
3.	Actual workout and practice
4.	Live Activity / Exercise
5.	Revisions

Evaluation:

Internal Assessment	40%
External Assessment	60%
Total	100%

Parameters of Internal Assessment:

Classroom participation
Attendance
Class Tests
Class Tests / Assignments

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	10%	25%	25%	20%	20%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Practical Class Test-1	5	-	-	40%	30%	30%
Practical Class Test-2	5	-	-	40%	30%	30%
End Term	30	25%	15%	30%	20%	10%

Text Books:

Study material will be provided on ERP

Reference Books:

1. Yoga for Health and Peace - Padmashree Sadashiv Nimbalkar, YVN Publication, Mumbai.
2. Pranayama- An Effective Means for Mental Peace - Padmashree Sadashiv Nimbalkar, YVN Publication, Mumbai.
3. Light on Pranayama - Padmavibhushan B.K.S. Iyenger, Harper Collins Publishers, Delhi.

Course Title: Technology Based Business Transformation

Semester: I

Credit: 2

Duration: 20 hours

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Identify the latest technological trends affecting digital disruptions across sectors.	L2: Understand	2.5	Internal Quiz, Test End Term- Theory
CO2	Illustrate the use of latest technologies tools to create value and enhance business opportunities.	L3: Apply	6.5	Internal- Practical End Term- Theory
CO3	Demonstrate the application of technological innovation in various business domain.	L3: Apply	3.5	Internal- Test, Practical End Term- Theory
CO4	Contrast the use of latest technological tools & techniques across industry to have in-depth insights.	L4: Analyse	3.5	Internal- Project End Term- Theory
CO5	Assess the impact of technology innovations to to measure its success and disruptions.	L5: Evaluate	4	Internal- Project End Term- Theory

Mapping CO with PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	-	2	-
CO2	3	3	-	2	-
CO3	2	3	-	2	-
CO4	2	3	2	3	2
CO5	2	3	2	3	2
CO	2.4	2.8	2.0	2.4	2.0

Session Plan

Sr. No	Hours	Units	COs	Cognition	Evaluation Tools
		Introduction to the Latest Technologies			
1	2.5	Introduction to the latest technologies that changing business trends.	CO1: Identify the latest technological trends affecting digital disruptions across sectors.	L2: Understand	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
		Applications of the latest technologies			
2	2	Understand the Basics of - 3. IOT Concepts, IOT Architecture, IOT Business Models, and Opportunities for IOT 4. Artificial Intelligence and the next wave of artificial intelligence	CO2: Illustrate the use of latest technologies tools to create value and enhance business opportunities	L3: Analyse	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
3	2.5	Understand the Basics of - 9. Machine Learning and Deep Learning 10. Augmented Reality and Virtual Reality	CO2: Illustrate the use of latest technologies tools to create value and enhance business opportunities	L3: Analyse	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
4	2	Understand the Basics of - 10. Block Chain 11. Emerging & Advanced Technologies 12. Application program interfaces 13. Smart Devices 14. Cloud Computing	CO2: Illustrate the use of latest technologies tools to create value and enhance business opportunities	L3: Analyse	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
5	3.5	Apply various strategies focusing on the industry impacts of technological innovation and digitizing Products for Sustainability's Sake Innovation.	CO3: Demonstrate the application of technological innovation in	L3: Analyse	<u>Internal-</u> Test <u>End Term-</u> Theory

			various business domain.		
6	3.5	Search and list down various latest Machin Learning, Deep Learning, Augmented Reality, Virtual Reality, and Blockchain technological tools to get in-depth insights and classify them as per the industry.	CO4: Contrast the use of latest technological tools & techniques across industry to have in-depth insights.	L4: Analyse	<u>Internal-Project End Term-Theory</u>
7	4	A Case Study on 4. Blockchain in Manufacturing: “FabRec”: A Prototype for Peer-to-Peer Network of Manufacturing Node 5. Case Study: 7 Inspiring Case Studies on VR and AR --“Smart Home with Full Automation” 6. Security-risks-of-cloud-computing	CO5: Assess the impact of technology innovations to to measure its success and disruptions.	L5: Evaluate	<u>Internal-Project End Term-Theory</u>

Pedagogy

1. Lecture
2. Case Studies
3. Presentation and assignments
4. Practical & Projects

Evaluation

Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Project

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
-----------	-------	------	------	------	------	------

Internal	20	18%	20%	18%	20%	25%
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Test	5	30.0%	40.0%	30.0%	0.0%	0.0%
Project	5	0.0%	0.0%	0.0%	40.0%	60.0%
End Term	30	13.3%	26.7%	20.0%	20.0%	20.0%
Total	50	15.0%	24.0%	19.0%	20.0%	22.0%

Reference Books:

Book Title	Name of Author	Publisher	Edition No.	Year
Internet of Things – Architecture and design principles	Raj Kamal	Tata McGraw Hill	12th	2018
The Digital Transformation Playbook – Rethink Your Business for the Digital Age	David Rogers	Columbia Business School Publishing	2nd	2016
Digital Transformation	Lindsay Herbert	Bloomsbury Publication		2018
Demystifying Digital Transformation: A Practitioner's Companion	Nishith Sharan			2018

E-Books:

Book Title	Link	Year
Technology Trends	https://www.forbes.com/sites/jaysondemers/2017/12/30/7-technology-trends-that-will-dominate-2018/#702d35c857d7	
Technology Trends	http://fortune.com/2017/12/26/4-technology-trends-2018/	

Hottest technologies	https://www.inc.com/yoram-solomon/3-hottest-technologies-that-will-change-your-busin.html	
Technologies will change small business	https://hubworks.com/13-technologies-will-change-small-business.html	
Smart city	https://pages.questexweb.com/rs/294-MQF-056/images/Build_a_Smart_City_FINAL.pdf	
Artificial intelligence	https://courses.csail.mit.edu/6.034f/ai3/rest.pdf	
Artificial intelligence	http://gunkelweb.com/coms493/texts/AI_Dummies.pdf	
Bitcoin and cryptocurrency technologies	https://lopp.net/pdf/princeton_bitcoin_book.pdf	
IOT	https://support.ptc.com/WCMS/files/160474/en/PTC_eBook_Impact_of_the_IoT_on_Manufacturers.p	

Course Title : Introduction to Operations Management
Semester : I
Credits : 2
Contact Hours : 20 Hrs

Course Outcomes	Description	Cognition	Hours	Evaluation Tool
CO1	Explain the concepts, principles, practices & challenges of operations management for managing business operations.	L2: Understand	5	Internal-Test, Assignment
CO2	Apply various framework, to New product design & development for value proposition.	L3: Apply	2	Internal-Test, Case Study, Exercise
CO3	Apply appropriate methods related to the selection of facility location, layout	L3: Apply	5	Internal-Test, Case Study End Term-Theory
CO4	Analyse the various inventory management tools, capacity planning for better productivity, cost effectiveness and efficiency of the business	L4: Analyze	6	Internal-Test, Case Study, Numerical
CO5	Evaluate the continuous improvement tools for better quality and decision making.	L5: Evaluate	2	Internal-Test, Case Study

Mapping with CO-PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	1		1	1
CO2	3	3		2	2
CO3	3	3		2	3
CO4	3	3		2	3
CO5	3	3		2	3
CO	3	3		2	2

Session Plan

Sr. No.	Hours	Syllabus-Contents	Course Outcome (CO)	Cognition	Evaluation Tools
1	3	Introduction to Operations Management Operations management of Manufacturing and service sectors, Transformation process, Goods and Services, Types of Production Systems Interface of Operations with other management areas	CO1-Explain the concepts, principles, practices & challenges of operations management for efficiently managing business operations.	L2: Understand	<u>Internal-</u> Test, Assignment
2	1	Role of Operations, in Various Sectors	CO1- Explain the concepts, principles, practices & challenges of operations management for efficiently managing business operations.	L2: Understand	<u>Internal-</u> Test, Assignment
3	1	Future of Operations- Circular Economy, Industry 4.0, Product Design	CO1- Explain the concepts, principles, practices & challenges of operations management for efficiently managing business operations.	L2: Understand	<u>Internal-</u> Test, Assignment
4	2	New Product/Service Development New product development cycle, reasons for failure of new products, Outsourcing and Offshoring of new product development -	CO2- Apply the various framework, to New product design & development, for continuous successes of the	L3: Apply	<u>Internal-</u> Test, Case Study, Exercise

		over-view	business		
5	2.50	Facility Location Strategy for new location and various Methods for selecting a site for a factory. Objectives, Various types of plant layout in manufacturing and service industry. Steps for determining layout	CO3- Apply appropriate methods related to the selection of facility location, layout and capacity planning for better productivity, cost effectiveness and increased efficiency of the business	L3: Apply	<u>Internal-Test, Case Study</u> <u>End Term-</u> Theory
6	2.50	Facility Layout Objectives, Various types of plant layout in manufacturing and service industry. Steps for determining layout	CO3- Apply appropriate methods related to the selection of facility location, layout and capacity planning for better productivity, cost effectiveness and increased efficiency of the business	L3: Apply	<u>Internal-Test, Case Study</u>
7	3	Production / Operations Planning & Control Aggregate planning, Capacity Planning, Material requirement planning, Production / Operation Planning and Control.	CO4-Analyse the various inventory management tools, capacity planning for better productivity, cost effectiveness and efficiency of the business	L4: Analyze	<u>Internal-Test, Case Study,</u> Numericals
8	3	Inventory Management: inventory types, inventory costs, Importance of inventory control and methods of inventory control. EOQ, ABC Analysis.	CO4-Analyse the various inventory management tools, capacity planning for better productivity, cost effectiveness and efficiency of the business	L4: Analyze	<u>Internal-Test, Case Study,</u> Numericals

9	2	Quality management Definition of quality and quality control methods, Dimensions of quality, Cost of quality, QC Tools, Six Sigma, ISO	CO 5- Evaluate the continuous improvement tools for better Quality & decisions making.	L5 Evaluate	<u>Internal-</u> Test, Case Study
---	---	--	--	-------------	--------------------------------------

Pedagogy
1. Lecture
2. Case Study
3. Presentation / Assignment
4. Activity/ Exercise
5. Videos

Evaluation

Internal 40%

External 60%

Total 100%

Parameters of Internal Assessment:

Internal Assessment	20Marks
External Assessment / End Term Exam	30Marks
<i>Internal Assessment:</i>	
Attendance	5 Marks
Class Participation	5Marks
Presentation /Project /Assignment	5Marks
Class Test	5 Marks
Total	20Marks

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	20%	13%	22%	25%	20%
Attendance	5	20%	20%	20%	20%	20%

Class Participation	5	20%	20%	20%	20%	20%
Class Test	5	20%	20%	25%	20%	15%
Assignment / Project / Presentation	5	40%	30%		30%	
End Term	30	20%	16%	22%	22%	20%
Total	50	20%	15%	22%	23%	20%

Textbook:

- 1) Production and Operations Management - K. Ashwathappa & K. Shridhara Bhat, Himalaya Publications, 2nd Edition, 2008, Reprint 2015

Reference Book:

- 1) Production and Operations Management - Chase, Ravi Shankar, Jacobs
Mc Graw Hill, 14th Edition, 2014, Reprint 2017
- 2) Operations Management- Theory and Practice - B.Mahadevan, Pearson, 3rd Edition, 2015
- 3) Operations & Supply Management: - S.N. Chary, Mc Graw Hill Education (India) Pvt Ltd
5th Edition, Reprint 2013,
- 4) Operations Management Edition, 2017 - William J. Stevenson, Mc Graw Hill, 12th
- 5) Production and Operations Management - Kanishka Bedi, OXFORD, 3rd Edition, 2013

E-Book:

29. Operations Management Roberta Russell and Bernard Taylor
file:///C:/Users/user1/Downloads/Stevenson%20-%20Operations%20Management%2013th%20Edition%20c2018%20(%20PDFDrive.com%20)%20(1).pdf

30. Operations Management Nigel Slack, S Chambers & R Johnston

http://carlbamford.weebly.com/uploads/4/4/1/3/4413567/operations_management_6th_ed.pdf

3) Operations Management Notes by Anna University --

file:///C:/Users/user1/Downloads/UNIT%20-%20I%20INTRODUCTION%20TO
%20PRODUCTION%20AND%20OPERATION%20MANAGEMENT%20(%20PDFDrive.com
%20).pdf

4) Operations Management -- William Stevenson, Mc - Graw Hill, Edition 12, 2014

http://ebook3000.com/Operations-Management--12th-edition_389046.html

Semester: I
Course Title: Introduction to MS-Excel and Advance Methods
Credit: 4
Duration: 40 hrs.

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Apply basic excel fundamentals and commands to manage worksheet effectively.	L3: Apply	7.25	<u>Internal</u> Assignment, Test
CO2	Solve numerical, text, date, and lookup formula.	L3: Apply	13.0	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
CO3	Analyse the use of different charts.	L4: Analyse	11.0	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
CO4	Analyse applications on Google drive, Google forms and effective scheduling using Google Calendar.	L4: Analyse	2.5	<u>Internal-</u> Practical, Test <u>End Term-</u> Test
CO5	Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	6.25	<u>Internal-</u> Practical, Test <u>End Term-</u> Test

Mapping CO with PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	2	3	1	1	1
CO2	2	3	1	1	1
CO3	2	3	1	1	1
CO4	2	3	2	-	2
CO5	2	3	2	1	2
CO	2.0	3.0	1.4	1.0	1.4

Session Plan

Sr. No	Hrs	Units	COs	Cognition	Evaluation Tools
1	1.5	Microsoft Excel Fundamentals:			
(i)	1.5	1. Launching Excel 2. Introduction to the Excel Interface 3. Customizing the Excel Quick Access Toolbar 4. Understanding the Structure of an Excel Workbook 5. Saving an Excel Document 6. Opening an Existing Excel Document	CO1: Apply basic excel fundamentals and commands to manage worksheet effectively.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
2	3.0	Microsoft Excel Fundamentals:			
(i)	3.0	7. Launching Excel 8. Introduction to the Excel Interface 9. Customizing the Excel Quick Access Toolbar 10. Understanding the Structure of an Excel Workbook 11. Saving an Excel Document 12. Opening an Existing Excel Document	CO1: Apply basic excel fundamentals and commands to manage worksheet effectively.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
3	3.0	Entering and Editing Text and Formulas			
(i)	3.0	3. Entering Text to Create Spreadsheet Titles 4. Working with Numeric Data in Excel 5. Entering Date Values in Excel 6. Working with Cell References 7. Data Linking within workbooks and	CO1: Apply basic excel fundamentals and commands to manage worksheet effectively.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test

		worksheets. 8. Creating Basic Formulas in Excel 9. Relative Versus Absolute Cell References in Formulas 10. Consolidate multiple sheets into single sheets.			
4	2.0	Working with Basic Excel Functions			
(i)	2.0	1. The structure of an Excel Function 2. Working with the SUM() Function 3. Working with the MIN() and MAX() Functions 4. Working with the AVERAGE() Function 5. Working with the COUNT() Function 6. Using the AutoSum Command 7. Using the AutoFill Command to Copy Formulas	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-Assignment, Test, Practical</u> <u>End Term-Test,</u>
5	2.5	Study of Basic and Advance filter:			
(i)	2.5	7. Introduction to Basic filter 8. Advance filter 9. Filter function	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-Assignment, Test, Practical</u> <u>End Term-Test</u>
6	2.0	Paste Special Functions and Protection of cells, workbook, and worksheets:			
(i)	2.0	1. Paste Special Transpose 2. Paste Special Values 3. Paste Special Formula 4. Paste Special Link 5. Protection of Cells 6. Protection of Workbook and Worksheets	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-Assignment, Test, Practical</u> <u>End Term-Test</u>
7	2.0	Working with Excel's Lookup Functions			
(i)	2.0	15. Using Excel's VLOOKUP() Function 16. Using Excel's HLOOKUP() Function	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-Assignment, Test, Practical</u> <u>End Term-Test</u>
8	2.5	Transpose and Date Functions			
(i)	1.0	1. TRANSPOSE using Paste special 2. Simple Transpose	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-Assignment, Test, Practical</u> <u>End Term-Test</u>

(ii)	1.5	5. DAYS 6. WEEKDAY 7. EOMONTH 8. EDATE 9. WEEKNUM, 10. EMONTH, 11. YEARFRAC	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-Assignment, Test, Practical</u> <u>End Term-Test</u>
9	2.5	Text Based Functions and working with Match and Index:			
(i)	1.5	4. Using Excel's LEFT(), RIGHT() and MID() Functions 5. Using Excel's LEN() Function 6. Using Excel's SUBSTITUTE(),REPLACE(),TRIM() Function 7. Using Excel's CONCATENATE() Function 8. Using Excel's Text functions TEXT SPLIT(), TEXT BEFORE(), HSTACK(), VSTACK(), TAKE(), DROP(), CHOOSECOLS(), CHOOSEROWS()	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-Assignment, Test, Practical</u> <u>End Term-Test</u>
(ii)	1.0	5. Introduction to Match () 6. Introduction to Index () 7. Combination of Match & Index()	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-Assignment, Test, Practical</u> <u>End Term-Test,</u>
10	4.0	Analyse Basic Charts in Excel:			
(i)	4.0	7. Creating an Excel Column Chart 8. Working with the Excel Chart Ribbon 9. Adding and Modifying Data on an Excel Chart 10. Formatting an Excel Chart 11. Moving a Chart to another Worksheet	CO3: Analyse the use of different charts.	L4: Analyse	<u>Internal-Practical, Test</u> <u>End Term-Test</u>
11	7.0	Analyse different chart and its uses:			
(i)	3.5	9. Candle Chart	CO3: Analyse the	L4:	<u>Internal-</u>

		10. Gantt Chart	use of different charts.	Analyse	Practical, Test <u>End Term-Test</u>
(ii)	3.5	7. Forecast and Trend Chart 8. Histogram Chart	CO3: Analyse the use of different charts.	L4: Analyse	<u>Internal-Practical, Test</u> <u>End Term-Test</u>
12	2.5	Working with Google Drive, Google Calendar and Google forms			
(i)	1.0	Google Drive: 31. Uploading and downloading files and folders in Google Drive. 32. Exploring Shared drive 33. Permission Settings	CO4: Analyse applications on Google drive, Google forms and effective scheduling using Google Calendar.	L4: Analyse	<u>Internal-Test</u>
(ii)	2.5	Google forms and Google Calendar: 8. Designing quizzes using google forms and downloading their responses in Google Sheets. 9. Scheduling using Google Calendars and its synchronization using mobile phone	CO4: Analyse applications on Google drive, Google forms and effective scheduling using Google Calendar.	L4: Analyse	<u>Internal-Test</u>
Working with Google Spreadsheets					
13	1.0	Introduction to Functions and Conditional Functions			
(i)	1.0	Get familiar with Conditional Formatting column/row wise and filter functions with filter views.	CO5: Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	<u>Internal-Test</u>
14	2.0	Nested Conditional Functions			
(i)	2.0	9. NESTED IF() 10. NESTED IF() with AND() NESTED IF() with OR()	CO5: Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	<u>Internal-Test</u>
15	2.0	Working with TEXT functions			
(i)	2.0	2. LEFT() 3. RIGHT() 4. LEN() 5. TRIM()	CO5: Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	<u>Internal-Test</u>

		6. FIND() & SEARCH()			
16	1.5	Working in a Collaborative environment and protection of worksheet and named ranges			
(i)	1.5	7. Learning different sharing techniques 8. Getting familiar with owners' rights 9. Protection of sheets in a collaborative environment Protection of named ranges in spreadsheet	CO5: Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	<u>Internal-Test</u>
17	1.5	Stock Picking and Real Time Translators with GOOGLE FINANCE and GOOGLE TRANSLATE			
(i)	1.5	1. Get stock information instantly with GOOGLE FINANCE() 2. Become a polyglot with GOOGLE TRANSLATE()	CO5: Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	<u>Internal-Test</u>

Pedagogy

11. Lecture
12. Assignments
13. Presentation

Evaluation

Internal 60%

External 40%

Total 100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Project Presentation

Assessment Mapping:

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	10%	25%	15%	25%	25%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Class Test	10	15%	15%	30%	20%	10%
Projects	10	5%	70%	10%	10%	10%
End Term	60	10%	70%	10%	5%	5%

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Excel 2013 Power Programming with VBA	John Walkenbach	Wiley & Sons, Incorporated, John	-	2007
Excel 2016 Power Programming with VBA	Michael Alexander Dick, Kusleika	Wiley	1 st	2016

E-Books:

Book Title	Name of Author	Publisher	Link	Year
Microsoft Word 2013™ An Essential Guide (Level 1)	-	reading.ac.uk	http://www.reading.ac.uk/web/files/its/WordEssen13.pdf	2014
Corporate Finance Institute-Excel	-	Corporatefinanceinstitute.com	https://corporatefinanceinstitute.com/resources/ebooks/excel-book-pdf/	2013

Course Title: Managerial Communication - 1

Semester: I

Credit: 2

Duration: 20 hrs.

Course Outcomes	Description	Cognition	Hrs	Evaluation Tools
CO 1	Apply elements of effective public speaking to overcome stage fear.	L3 - Apply		Internal Role Play End Term Theory
CO 2	Debate on current affairs to ace debates, movie review and newsroom discussions.	L4 - Analyse		Internal Role Play End Term Theory
CO 3	Apply the techniques of delivering effective presentations to maintain standardization & convey the right message to the audience.	L3 - Apply		Internal Role Play End Term Theory
CO 4	Develop strategies to create compelling and persuasive stories.	L4 - Analyse		Internal Role Play End Term Theory
CO5	Develop effective written communication skills to ace personal and professional interactions.	L4 - Analyse		Internal Assignment End Term Theory

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	-	-	1	-
CO2	-	3	-	3	2
CO3	2	2	1	3	-
CO4	2	2	2	2	-
CO5	2	2	2	2	2
CO	2.3	2.3	1.7	2.2	2.0

Session Plan

Sess. No.	Hrs	Topic	COs	Cognition	Evaluation Tools
		Presentation Skills			
1	1.25	Roadmap	CO1: Apply elements of effective public speaking to overcome stage fear.	L3: Apply	<u>Internal</u> Role Play <u>End Term</u> Theory
2- 3	2.50	Presentation Skills	CO3: Apply the techniques of delivering effective presentations to maintain standardization & convey the right message to the audience.	L3: Apply	<u>Internal</u> Role Play <u>End Term</u> Theory
		Persuasive Story Telling			
4-5	2.5	Story Telling	CO4: Develop strategies to create compelling and persuasive stories.	L4 - Analyse	<u>Internal</u> Role Play <u>End Term</u> Theory
		Business Writing Skills			
6-7	2.5	Email Writing for Workplace	CO5: Develop effective written communication skills to ace personal and professional interactions.	L4 : Analyse	<u>Internal</u> Assignment <u>End Term</u> Theory
8	1	Report WritingThe Speaking Circle	CO5 - Develop effective written communication skills to ace personal and professional interactions.	L5: Evluate	<u>Internal</u> Assignment <u>End Term</u> Theory
		The Speaking Circle			
9	1.25	Elements of Public Speaking	CO1: Apply elements of effective public speaking to overcome stage fear.	L3: Apply	<u>Internal</u> Role Play <u>End Term</u> Theory
10-16		Debate Movie Review Ad Spoof News Room	CO2: Debate on current affairs to ace debates, movie review and news room discussions.	L4 - Anlayse	<u>Internal</u> Role Play <u>End Term</u> Theory

Pedagogy
1. Lecture
2. Case Study
3. News/Article Analysis
4. Live Activity/Exercise
5. Videos

Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

Written Assessment - Email

Attendance

Class Participation

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	15%	18%	22%	24%	21%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Role Play	5	20%	20%	20%	20%	
Assignment	5	-	-	-	-	100%
End Term	30	10%	20%	20%	20%	30%

Textbooks/Reference Books:

Business Communication (Connecting at Work) Hory Sankar Mukerjee 1st Edition (Oxford)

Course Title : Verbal Skills and Quantitative Analysis - 1
Semester : I
Credit : 2
Duration : 20 hours

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the grammar rules to solve parts of speech questions.	L2 -Understand	2	<u>Internal Quiz</u> <u>End Term</u> Practical
CO2	Apply the principles of probability combined with permutation and combination to determine event dynamics.	L3 -Apply	3	<u>Internal Quiz</u> <u>End Term</u> Practical
CO3	Apply deduction techniques to solve reading comprehension and vocabulary questions.	L3 - Apply	3	<u>Internal Quiz</u> <u>End Term</u> Practical
CO4	Apply different tricks and techniques to solve mathematical problems.	L3 - Apply	9	<u>Internal Test</u> <u>End Term</u> Practical
CO5	Analyze the problems to decipher codes, patterns, directions, and relationships.	L4 - Analyse	3	<u>Internal Test</u> <u>End Term</u> Practical

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO1	3	1	-	-	-
CO2	3	3	-	1	-
CO3	2	3	-	1	-
CO4	2	3	1	1	2
CO5	2	3	1	1	2
CO	2.4	2.6	1.0	1.0	2.0

Session Plan

Session	Hours	Topics	COs	Cognition	Evaluation Tool
		Verbal Skills			
1-2	2.5	Grammar Basics	CO1: Understand the grammar rules to solve parts of speech questions.	L1: Understand	<u>Internal Quiz</u> <u>End Term Practical</u>
3	1.25	Reading Comprehension	CO3: Apply deduction techniques to solve reading comprehension and vocabulary questions.	L3: Apply	<u>Internal Quiz</u> <u>End Term Practical</u>
4	1.25	Vocabulary (Deductive approach)	CO3: Apply deduction techniques to solve reading comprehension and vocabulary questions.	L3: Apply	<u>Internal Quiz</u> <u>End Term Practical</u>
		Quantitative Aptitude			
5-6	2.5	Numbers: Basics, Surds, and Indices, Factors and Multiples, Divisibility, LCM, HCM, BODMAS, PEMDAS, Cyclicality, Unit Digit, Remainders, recurring decimals and fractions	CO4: Apply different tricks and techniques to solve mathematical problems.	L3: Apply	<u>Internal Test</u> <u>End Term Practical</u>
7-8	2.5	Equations: Linear and Quadratic equations basics, Problems based on ages, averages, ratios, and proportions	CO4: Apply different tricks and techniques to solve mathematical problems.	L3: Apply	<u>Internal Test</u> <u>End Term Practical</u>
9	1.25	Percentages: Reciprocals, conversion of percentage to fraction and vice versa, change in percentage, By and to concept	CO4: Apply different tricks and techniques to solve mathematical problems.	L3: Apply	<u>Internal Test</u> <u>End Term Practical</u>
10-11	2.5	Profit and Loss: Cost Price, Selling Price, Profit, Loss, Marked Price, Discounts, Successive discounts	CO4: Apply different tricks and techniques to solve mathematical problems.	L3: Apply	<u>Internal Test</u> <u>End Term Practical</u>
12	1.25	Simple Interest,	CO4: Apply	L3: Apply	<u>Internal</u>

		Compound Interest: when interest is compounded annually, semi-annually, quarterly and monthly, amount, installments	different tricks and techniques to solve mathematical problems.		Test <u>End Term</u> Practical
13	1.25	Permutation and Combination: Factorial, arrangement, and selections with repetition and without repetition	CO2: Apply the principles of probability combined with permutation and combination to determine event dynamics.	L2: Understand	<u>Internal</u> Test <u>End Term</u> Practical
14	1.25	Probability: Coins, Dice, and Cards, Basic Problems, Conditional Probability	CO2: Apply the principles of probability combined with permutation and combination to determine event dynamics.	L3: Apply	<u>Internal</u> Test <u>End Term</u> Practical
		Logical Reasoning			
15	1.25	Blood Relations, Direction, Coding-Decoding: Basic Concepts and tricks	CO5: Analyze the problems to decipher codes, patterns, directions, and relationships.	L4: Analyze	<u>Internal</u> Test <u>End Term</u> Practical
16	1.25	Number Series, and Analogies: Basic Concepts and tricks. Internal Assessment	CO5: Analyze the problems to decipher codes, patterns, directions and relationships.	L4: Analyze	<u>Internal</u> Test <u>End Term</u> Practical

Pedagogy	
1. Lecture	
2. Practice exercises	
Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Class Test
2. Class Participation
3. Attendance

Assessment Mapping

Internal	20	15.0%	20.0%	20.0%	22.5%	22.5%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	30%	20%	20%	10%	20%
Quiz	5	20%	40%	40%	-	-

Class Test	5				50%	50%
End Term	30	20 %	20%	20%	20%	20%
Total	50	18%	20%	20%	21%	21%

Reference Book:

R.S. Agarwal - First Edition: 1989

Uma Maheshwari- GACP - First Edition: 2017

For verbal ability, study material would be provided by the respective faculty

Course Title : Entrepreneurship
Semester : I
No. of Credit : 2
Duration : 20 hours

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand basic Entrepreneurship concepts to learn the process of entrepreneurship	L2: Understand	2.5	<u>Internal</u> Quiz, <u>End Term-</u> Theory
CO2	Apply basic entrepreneur tools for generating new business ideas.	L3: Apply	5	<u>Internal-</u> <u>Assignment</u> <u>End Term-</u> Theory
CO3	Analyze tools, techniques, and frameworks for starting a business venture.	L4: Analyze	7.5	<u>Internal-</u> Quiz, <u>End Term</u> Theory
CO4	Evaluate the business idea and its feasibility for creating a business model.	L5: Evaluate	2.5	<u>Internal-</u> Group Presentation <u>End Term-</u> Theory
CO5	Create the business model & MVP to start own business.	L6: Create	2.5	<u>Internal-</u> <u>Group</u> <u>Presentation</u> <u>End Term-</u> Theory

Mapping CO with PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2-	2	2	-
CO2	2	3	3	2	-
CO3	1	3	3	3	2
CO4	1	3	3	2	2
CO5	2	3	3	3	2
CO	1.8	2.8	2.8	2.4	2

Session Plan

Sr. No	Hrs	Units	COs	Topics Mapped with CO	Evaluation Tools
1	2.5	Introduction to Entrepreneurship			
(i)	2.5	Understanding Entrepreneurship, Characteristics and types of Entrepreneurs, Types of Enterprises,	CO1: Understand a deep understanding of Entrepreneurship concepts such as idea generation, Opportunity Evaluation, Customer Discovery, Value Proposition Design and Prototyping	L2: Understand	<u>Internal Quiz</u> , External - Theory
2	2.5	Principles of Effectuation			
(i)	2.5	Principles of Effectuation, Entrepreneurship Style- 5 M Model,	CO2 Apply preferred traits of an entrepreneur such as creative thinking, risk-taking ability, problem-solving techniques, customer acquisition methods, prototyping, etc.	L3: Apply	<u>Internal Quiz, Test</u> External - Theory
3	1.15	Design thinking			
(i)	1.15	Design thinking -Introduction, Difference between causal thinking and Design Thinking, Steps of Design Thinking, Role of Design Thinking in creating solutions	CO2: Apply preferred traits of an entrepreneur such as creative thinking, risk-taking ability, problem-solving techniques, customer acquisition methods, prototyping, etc.	L3: Apply	<u>Internal Assignment</u>
4	1.15	Idea Generation			
(i)	1.15	Idea Generation Methods & Creative Problem Solving, Value Proposition	CO2 Apply preferred traits of an entrepreneur such as creative thinking, risk-taking ability, problem-solving techniques, customer acquisition methods, prototyping, etc.	L3: Apply	<u>Internal-Presentation</u>
5	1.15	Idea Evaluation			
(i)	1.15	Idea Evaluation- Mullins Framework/ Decision Matrix Analysis & 5 Q Model	CO3: Analyze the acquire knowledge of tools, techniques, and frameworks for starting a business venture and		<u>Internal-Assignment</u>
6	1.15	Customer Segment			
(i)	1.15	Value proposition and Customer segments	CO3: Analyze the acquire knowledge of tools, techniques, and frameworks for starting a business venture and	L4: Analyze	<u>Internal-Quiz</u>
7	2.5	Lean Canvas Model			
(i)	2.5	Lean Canvas Business Model, The Business Plan, why some Business Plans fail?	CO3: Analyze the acquire knowledge of tools, techniques, and frameworks for starting a business venture and	L4: Analyze	<u>Internal-Assignment</u> External - Theory
7	2.5	Entrepreneurial Finance			

(i)	2.5	Entrepreneurial Finance-Costing, Pricing, Funding & Sources of Capital Solution	CO3: Analyze the acquire knowledge of tools, techniques, and frameworks for starting a business venture and	L4: Analyze	<u>Internal-Test,</u>
8	1.15	Business Plan			
(i)	1.15	B-Plan Basics- Operations, HR	CO4: Evaluate the business idea and its feasibility and create the business model & MVP		<u>Internal-Assignment</u> External - Theory
9	1.15	Developing Prototype			
(i)	1.15	Demo, Prototyping and Minimum Viable Product (MVP)	CO4: Evaluate the business idea and its feasibility and create the business model & MVP	L4: analyze	<u>Internal-Test,</u>
10	2.5	Presentation			
(i)	2.5	Final Presentation of MVP	CO5 Evaluate the business idea and its feasibility and create the business model & MVP	L6: Create	<u>Internal-Presentation</u>

Pedagogy

- 14. Lecture
- 15. Case Studies, collaboration
- 16. Presentation and assignments
- 17. Quiz

Evaluation

Internal 40%

External 60%

Total 100%

Parameters of Internal Assessment:

- 34. Attendance
- 35. Class Participation
- 36. Test
- 37. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
-----------	-------	------	------	------	------	------

Internal	20	15%	18%	22%	24%	21%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Test	5	10%	20%	20%	20%	30%
Projects	5	-	-	30%	40%	30%
End Term	30		10%	30%	30%	30%

Textbook:

1. Entrepreneurship -Rajeev Roy, Oxford University Press, 2011
2. Tinkering Minds- Case Studies of Startups- Dr. Veni Nair & Prof. Vandana Tripathi

Alternative Textbook

1. Entrepreneurship: Robert D Hisrich, Michael P Peters, Dean A Shepherd, McGraw-Hill Publication, 10th Edition, Jan.2016

Reference Books:

1. Exploring Entrepreneurship- Practices and Perspectives, Richard Blundel, Nigel Lockett, Oxford. 2016
2. What They Don't Teach You at Harvard Business School: -McCormack, Mark H., Notes from a Street-Smart.
3. The High-Performance Entrepreneur - Subroto Bagchi, Penguin Books India, 2006
4. Entrepreneurship Strategies & Resources - Marc J. Dollinger, Pearson Education, 2004
5. Entrepreneurship - David H. Holt, New Venture Creation, Prentice Hall India, 2002

E-Books:

1. Entrepreneurship Simplified: From Idea to IPO, Ashok Soota and S R Gopalan 2016
2. Small Business and Entrepreneurship – S. Anil Kumar
3. Entrepreneurship: The Seeds Of Success -Forbat, John - Harriman House – 2007 – Ebscohost
4. Entrepreneurship for Everyone - Katz, Jermone – Emerald -2010- Ebscohost

Course Title : Career Management - 1
Semester : I
Credit : 2
Duration : 40 hrs

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the nuances of an effective resume format to create profile specific resumes for campus placement.	L2 -Understand	2	<u>Internal</u> Assignment <u>End Term-</u> <u>Practical</u>
CO2	Develop the industry knowledge and skills to ace online and offline interviews for campus placements	L4 - Analyse	4	<u>Internal</u> GD <u>End Term</u> <u>Practical</u>
CO3	Apply elements of effective writing for developing engaging and impactful pieces of content.	L3 - Apply	3	<u>Internal</u> Assignment <u>End Term</u> <u>Practical</u>
CO4	Illustrate a summary of student's work experience, skills, and achievements on the professional social media platform, LinkedIn	L3 - Apply	5	<u>Internal</u> Role Play <u>End Term</u> <u>Practical</u>
CO5	Appraise self and peer contribution w.r.t verbal and non-verbal communication during Group Discussion for self-improvement	L5 - Evaluate	2	<u>Internal</u> GD, Role Play <u>End Term</u> <u>Practical</u>

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	1	-
CO2	3	3	1	3	1
CO3	3	3	-	1	-
CO4	1	3	-	2	-
CO5	2	3	3	3	3
CO	2.4	2.8	2.0	2.0	2.0

Session Plan

Sess. No.	Hrs	Topic	COs	Cognition	Evaluation Tools
		Resume Building			
1	1	Roadmap			
2- 3	2	Resume Building (General Dos and Don'ts of resume)	CO1- Understand the nuances of creating an effective resume and use a tailor-made resume according to the profile applied for during campus placement.	L2: Understand	<u>Internal</u> Assignment <u>End Term</u> Practical
4 & 5	2	Resume Building ITM Resume Format	CO3- Apply elements of effective writing for developing engaging and impactful pieces of content.	L3: Apply	<u>Internal</u> Assignment <u>End Term</u> Practical
		Social Media Management			
6 & 7	3	LinkedIn Networking (Tips to capitalize Networking on LinkedIn)	CO4 - Illustrate a summary of students' work experience, skills, and achievements on the professional social media platform, LinkedIn	Apply	<u>Internal</u> Role Play <u>End Term</u> Practical
8		+ 1 LinkedIn – Content Creation	CO4 - Illustrate a summary of student's work experience, skills, and achievements on the professional social media platform, LinkedIn	L3: Apply	<u>Internal</u> Role Play <u>End Term</u> Practical
		Resume Building			
9	1	Overview of a Group Discussion (Dos and Don'ts + outline for attempting abstract & current affairs-based GD topics)	CO2- Develop the industry knowledge and skills to ace live projects, online and offline interviews, group discussion for campus placements	L4: Analyse	<u>Internal</u> GD <u>End Term</u> Practical

10-12	2	Mock Group Discussion and GD assessment (current affairs and abstract assessment)	CO5 - Appraise self and peer contribution w.r.t verbal and non-verbal communication during Group Discussion for self-improvement	L5: Evaluate	<u>Internal</u> GD, Role Play <u>End Term</u> Practical
		Personal Interview			
13-14	3	Overview of P.I (Framework to answer basic interview questions)	CO2 - Develop the industry knowledge and skills to ace live projects, online and offline interviews, group discussion for campus placements	L4: Analyse	<u>Internal</u> Role Play <u>End Term</u> Practical
15-32		Mock PI	CO2 - Develop the industry knowledge and skills to ace online and offline interviews for campus placements	L4: Analyse	<u>Internal</u> Role Play <u>End Term</u> Practical

Pedagogy	
1. Lecture	
2. Case Study	
3. News/Article Analysis	
4. Live Activity/Exercise	
5. Videos	
Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Mock Interviews
2. Group Discussion
3. Class Participation
4. Attendance

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	10%	30%	30%	10%	20%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%

Assignment	5	40%		60%		
Group Discussion	5		50%		100%	50%
Role Play (Mock Interview)	10	25%	25%	10%	20%	20%
End Term	60	10%	30%	30%	20%	10%

Reference Books:

Interviews and GD

GD and Interview

How to succeed in GD and Interview

– GK Publication

– R. Gupta and Anand Ganguly

- SK Mondal

SEMESTER- II

Semester : **II**
Course Title : **Research Methodology**
No of Credits : **2**
Contact Hours : **20 hrs (75 minutes per session)**

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Explain the need ,importance and various concepts related to market research	K2: Understand	3.0	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
CO2	Apply the various concepts learnt in market research in solving business problems	K3: Apply	3.5	<u>Internal-</u> Assignments , project work,Viva <u>End Term-</u> Practical question in SPSS

CO3	Analyze a business research problem with the help of marketing research tools and techniques for effective decision making	K4: Analyze	4.5	<u>Internal-Assignment</u> Viva project work <u>End Term-Question</u>
CO4	Assess the results for business decision making in research	K5: Analyze	4.0	<u>Internal :Project work</u> <u>End term : Question</u>
CO5	Evaluate the output resulting from different analysis for effective decision making	K5: Evaluate	3.0	<u>Internal : Project</u> <u>End term :Question</u>

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	1	-	-	1
CO2	1	2	2	-	1
CO3	3	3	3	1	2
CO4	3	3	1	2	2
CO5	3	3	1	2	2
CO	2.3	2.2	1.4	1.0	1.6

Session Plan

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	.5	Introduction to Research Methodology			
	.5	Meaning and importance of Research Methodology	CO1: Explain the need and importance ,various concepts related to Market research	K2: Understand	<u>Internal</u> Quiz, Viva,Test
2	1.0	The research process			

(.5	Various steps in market research process	CO1: Explain the various steps involved in the market research process.	K2: Understand	<u>Internal-Project work,Viva End Term-theory</u>
	.5	Case study	CO2:Apply the various steps learnt in solution of a business problem	K3:Apply	<u>Internal Project End term – Case study/theory</u>
3	1.0	Qualitative Research			
	.5	Introduction to qualitative research. Various types of qualitative research	CO1: Explain the various concepts related to qualitative research	K2: Understand	<u>Internal-Practical End Term-Sums</u>
	.5	Qualitative research procedures :focus group interview ,depth interview and projective techniques	CO2: Apply the various concepts in solving business problems	K3: Apply	<u>Internal : Project work</u>
4	3.5	Sampling and Sampling methods			
	.5	Sampling design process and classification of the sampling techniques	CO2:Explain the various concepts related with sampling	K4: Understand	<u>Internal-Test, project work End Term-Theory</u>
	3.0	Case study	CO3 : Apply the concepts learnt in solving business problems	K3: Apply	<u>Internal Project work End term -Theory</u>
5	1.0	Questionnaire designing			
	.5	Questionnaire design process, Types of interview method , pre -testing a questionnaire	CO2:Explain the various steps and the concepts involved in questionnaire designing	K2 :Understand	<u>Internal-assignment End Term-theory</u>
	.5	Computer and internet questionnaire construction	CO3 : Apply the steps learnt in solution of a business problem	K3 : Apply	<u>Internal Project work End term -theory</u>
6	1.0	Data Collection Methods			
	.5	Various methods of data collection	CO1: Explain the various methods of data collection	K2: Understand	<u>Internal-Project work End Term-Theory</u>

	.5	Case Study	CO2 :Apply the various concepts learnt in solving business problems	K3:Apply	<u>Internal-Project work</u> <u>End Term-</u>
7	1.5	Data analysis methods			
	1.0	Methods of data analysis : an introduction	CO1: Explain the various methods involved in data analysis	K2: Understand	<u>Internal-Quiz, Test,</u> <u>End Term-</u> <u>Theory</u>
	.5	Univariate analysis, Bivariate analysis, Paramteric and Non-parametric test -	CO2: Apply the various concepts learnt for business decision making	K2 -Understand	<u>Internal-</u> <u>Viva</u> <u>End Term-</u> <u>Theory</u>
8	10.5	Performing Univariate, bivariate and parametric , non -parametric test in SPSS			
	.5	Univariate , bivariate analysis in SPSS	CO2 : Apply the various concepts learnt in solution of a research problem	K3: Apply	Internal Project work End term : Practical question
	3.5	Analyze the SPSS output.	CO3:Analyze a business research problem with the help of market research tools and techniques for effective decision making	K4: Analyze	<u>Internal-</u> <u>Project</u> <u>work</u> <u>End Term-</u> <u>Practical</u> <u>question</u>
	4.0	Assess the output for decision making	CO4 : Assess the output for business decision making	K4: Analyze	<u>Internal :</u> <u>Project</u> <u>work</u> <u>End term</u> <u>:Practical</u>
	2.5	Evaluate the output for decision making	CO5 :Evaluate the ouput for decision making	K5 : Evaluate	<u>Internal :</u> <u>Project</u> <u>work</u> <u>End term :</u> <u>Practical</u>
9	1.0	Report preparation and presentation			
	.5	Importance of report preparation and presentation process	CO1: Explain the various steps related to the preparation of the report	K2 :Understand	<u>Internal-</u> <u>Projectwork</u> <u>.Viva</u> <u>End term-</u> <u>Theory</u> <u>question</u>
	.5	Report format and report writing	CO2 : Apply the various steps learnt in report of research	K3:Apply	<u>Internal-</u> <u>Project</u> <u>End term</u>

			report		:Question
--	--	--	--------	--	-----------

Pedagogy

- 18. Lecture
- 19. Case Studies
- 20. Presentation and assignments

Evaluation

Internal	80%
External	20%
Total	100%

Parameters of Internal Assessment:

- 38. Attendance
- 39. Class Participation
- 40. Class Test

- 41. Viva
- 42. Assignments
- 43. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	30	15%	18%	22%	24%	21%
Attendance	6	20%	20%	20%	20%	20%
Class Participation	6	20%	20%	20%	20%	20%
Class Test	5	30%	30%	15%	15%	10%
Viva	5	10%	20%	30%	20%	20%
Projects	8	-	-	30%	40%	30%
End Term	20	5%	15%	30%	30%	20%

Pedagogy (different for subjects)

21. Lecture
22. Case Studies (Company Annual Report); Analysis using AceKP Software
23. Presentation and assignments

Evaluation

Internal	80%
External	20%
Total	100%

Parameters of Internal Assessment: (as decided for different specialization by HoDs)

44. Attendance
45. Class Participation
46. Class Test
47. Class Activity
48. Assignments
49. Projects

Assessment Mapping (Dummy, to be done for respective subjects)

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	80	15%	18%	22%	24%	21%
Attendance	12	20%	20%	20%	20%	20%
Class Participation	12	20%	20%	20%	20%	20%
Class Test	20	30%	30%	15%	15%	10%
Class Activity	10	10%	20%	30%	20%	20%
Assignments	10	-	20%	20%	30%	30%
Projects	16	-	-	30%	40%	30%
End Term	20	5%	15%	30%	30%	20%

Course Title : Cost and Management Accounting

Credits : 2

Duration : 20 hrs

Syllabus and CO mapped

Course Outcome	Description	Cognition	Hours	Assessment Tools
CO1	Understand the concepts of Costing relevant for business environment	L2 Understand	3.75	Internal Assessment: - Assignment & End Term-Theory
CO2	Apply the cost management techniques to real business problems and provide relevant management solutions	L3 Apply	5	Internal Assessment: - Test End Term-Theory, Sums
CO3	Examine the cost accounting statements to achieve organizational goals	L4Analyze	5	Internal Assessment: - Assignment End Term-Theory, Sums
CO4	Analyzing the cost accounting and economic aspects of business for managerial decision making	L4Analyze	3	End Term -Theory, Sums
CO5	Evaluate the knowledge of economic theories for effective managerial decisions under dynamic business conditions	L5 Evaluate	3.25	End Term-Sums

Session Plan:

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	1.25	Cost Accounting concepts – Advanced			
i)	1.25	Comparison between Cost Accounting and Financial Accounting, Comparison between Cost Accounting and Management Accounting, Methods of costing & Techniques of costing,	CO1 - Understand the concepts of Costing relevant for business environment	L2 Understand	Internal Assessment: - Assignment & End Term-Theory
2	2.5	Estimated Cost Sheet			
i)	2.5	Preparation of Cost Sheet & Estimated Cost Sheet	CO2 - Apply the cost management techniques to real business problems and provide relevant management solutions	L3 Apply	Internal Assessment - Test End Term Sums
3	2.5	Material Management and Accounting for materials			
i)	2.5	Managing Purchase Functions, Cost of Material, storing of materials – Inventory control methods, Costs associated with storing and ordering material, Economic Order Quantity, Fixation of levels and calculation of the same, Issue control-Pricing issues (FIFO, Weighted Average)	CO2 - Apply the cost management techniques to real business problems and provide relevant management solutions	L3 Apply	Internal Assessment - Test End Term Sums
4	1.25	Accounting for Labour			
i)	1.25	Types of Labour Costs, Methods of Remuneration, Treatment of overtime, idle time etc.	CO1 - Understand the concepts of Costing relevant for business environment	L2 Understand	Internal Assessment – Assignment - End Term-Theory
5	1.25	Accounting for Overheads			
i)	1.25	Production overheads – Collection, Distribution to Production and service departments - Primary distribution and Secondary distribution	CO3 - Examine the cost accounting statements to achieve organizational goals	L4Analyze	Internal Assessment – Assignment End Term-Theory, Sums
6	3.75	Cost Control and Cost Reduction			
i)	1.25	Advanced Budgets and Budgetary Control - Comparison between cost control & cost reduction, Types of Budgets- Flexible	CO3 - Examine the cost accounting statements to achieve organizational goals	L4Analyze	Internal Assessment - Assignment End Term-Theory, Sums

		Budget			
ii)	2.5	Standard Costing - Concept and development of Standard costing, Variance analysis for cost, Direct Material variance- Cost, Price, usage, mix and yield variance Direct Labour Variance- Cost, Efficiency, usage, mix, yield and idle-time variance Overhead Variance – Variable & Fixed Overhead variance Sales variances – Value, rate, volume and mix variance	CO3 - Examine the cost accounting statements to achieve organizational goals	L4Analyze	Internal Assessment - End Term-Theory, Sums
7	6.25	Decision Making & Relevant Accounting			
i)	3	Marginal Costing and CVP Analysis - Nature and scope of Marginal Costing, Marginal Cost equation, Cost Profit volume analysis, Contribution, Break Even point, Profit volume Ratio, Margin of Safety	CO4 - Analyzing the cost accounting and economic aspects of business for managerial decision making	L4Analyze	End Term-Theory, Sums
ii)	3.25	Relevant Cost Analysis for decision making - Make or Buy Decision, Drop or add a Product, Selection of Product Mix	CO5 - Evaluate the knowledge of economic theories for effective managerial decisions under dynamic business conditions	L5 Evaluate	End Term-Sums
8	1.25	Management Control System			
i)	1.25	EVA, RI, ROI, Responsibility Centre & Accounting	CO1 - Understand the concepts of Costing relevant for business environment	L2 Understand	Internal Assessment – Assignment - End Term-Theory

SCALE	2: Moderate Alignment	3: High Alignment	-- No Alignment		
CO Code	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	1	-	-	-
CO2	3	1	-	3	-
CO3	2	3	-	3	3
CO4	2	3	-	3	3
CO5	3	3	2	2	3
CO	2.6	2.2	2	2.75	3

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Assignment

Assessment Mapping

Parameters		CO1	CO2	CO3	CO4	CO5
	Cos Mar					

	ks					
Internal	20	25.0 %	20.0 %	20.0 %	15.0 %	20.0 %
Class Test	10	50.0%	20.0%	20.0%	0.0%	10.0%
Project	5	20.0%	20.0%	20.0%	20.0%	20.0%
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	13.3 %	13.3 %	20.0 %	26.7 %	26.7 %
Total	50	18.0 %	16.0 %	20.0 %	22.0 %	24.0 %

Textbook:

1. Cost Accounting - Jawahar Lal, Seema Srivastava, Tata Mc Graw Hill, 6th Edition, 2019

Reference Books:

1. Cost accounting- Principles & Practice-Jain & Narang, Kalyani Publishers, 21/e, 2019
2. Cost accounting- Theory & Practice- Bhabatosh Banerjee, PHI, 13th edition, 2019.
3. Advanced Management Accounting - Jawahar Lal, S Chand & Co., 3/e revised, 2019
4. Management Accounting - Paresh Shah, Oxford, 9th Impression, 2019

E-Books:

1. Introduction To Cost Accounting- P.C.Tulsian, S Chand Publisher, 1/e, e-book
2. Cost Accounting Theory & Problems- S.N. Maheshwari and S.N. Mittal, Mahavir Book Depot, 27/e, 2019, eBook.
3. Accounting for Management - Lal, Jawahar., Himalaya Pub. House., 2019, eBook.
4. Management Accounting - Paresh Shah, Oxford University Press India, 2E, 2019, eBook.5
5. Management and Cost Accounting with Course Mate - Colin Drury, Cengage Learning India Pvt Ltd. 9th Edition, 2019, eBook.

Course Title : Security Analysis and Portfolio Management

Credit : 4

Duration : 40 hrs.

Course Outcomes	Description	Cognition	Hours	Assessment Tools
CO1	Understand various concepts, tools & techniques of Securities Analysis and Portfolio Management for making investment decisions.	L1 Understand	1.75	Internal Assessment: Project, and Assignment
CO2	Apply the concept of risks & returns on various financial assets.	L2 Apply	5	Internal Assessment: Class Test, Project, and Assignment; End term - Theory or Numerical question
CO3	Analyze various theories and techniques (both fundamental and technical) used in security valuation for portfolio selection.	L3 Analyze	9.5	Internal Assessment: Project and Assignment; End term - Theory or Numerical question
CO4	Assess the use of portfolio management techniques to determine the optimal portfolio.	L4 Evaluate	13	Internal Assessment: -Class Test, Project, and Assignment; End term - Theory or Numerical question
CO5	Develop portfolio performance on a risk-adjusted basis for improving investment decisions.	L5 Evaluate	10.75	Internal Assessment: -Project and Assignment; End term - Theory or Numerical question

SESSION PLAN

Sr.No.	Hours	Units	Course Outcome (CO)	Topics Mapped with CO	Evaluation Tools
1	1.25	Overview			
i)	1.25	Portfolio Investment-Meaning, Objectives, Attributes, and Phases of Portfolio Management	CO1	L2 Understand	Internal Assessment: -Project, and Assignment
2	1.25	Fundamental Analysis – Economic Analysis			
i)	0.50	Meaning, EIC, International Economic Analysis	CO1	L 2 Understand	Internal Assessment: -Project, and Assignment
ii)	0.75	Economic Analysis, Economic forecasting, Forecasting Techniques	CO2	L 3 Apply	Internal Assessment: Class Test, Project, and Assignment; End term - Theory or Numerical question
3	3.75	Industry & Company Analysis			
i)	2.50	Concept of Industry, Industry life cycle, and Industry Characteristics Company Analysis - Introduction Analysis, Ratio	CO2	L 3 Apply	Internal Assessment: -Class Test, Project, and Assignment;

		Analysis			End term - Theory or Numerical question
ii)	1.25	Mini Case	CO3	L 4 Analyze	Internal Assessment: -Project and Assignment; End term - Theory or Numerical question
4	1.25	Risk & Returns			
i)	0.50	Meaning, Elements, Measurement of Return Expected,	CO2	L 3 Apply	Internal Assessment: -Class Test, Project, and Assignment; End term - Theory or Numerical question
ii)	0.75	Measurement of Risk – Total Risk, Systematic Risk correlation method & regression method.	CO3	L 5 Analyze	Internal Assessment: -Project and Assignment; End term - Theory or Numerical question
5	3.75	Modern Portfolio Theory			
i)	1.25	- Introduction Return & Risk of Portfolio Reduction of Portfolio risk through diversification Risk Return of a Portfolio - Two Asset Case	CO3	L 5 Analyze	Internal Assessment: -Project and Assignment; End term - Theory or Numerical question
ii)	2.50	Risk Return of a Portfolio - > Two Asset Case' Minimum Variance Portfolio	CO4	L 5 Evaluate	Internal Assessment: -Class Test, Project, and Assignment; End term - Theory or Numerical question
6	3.75	Portfolio Selection			
i)	1.25	Feasible set of Portfolios, Optimum Portfolio	CO4	L5 Evaluate	Internal Assessment: -Class Test, Project, and Assignment; End term - Theory or Numerical question
ii)	2.50	Risk free Lending & Borrowing Limitations of Markowitz Model Single Index Model Multi Index Model	CO3	L4 Analyze	Internal Assessment: -Project and Assignment; End term - Theory or Numerical question
7	5	Capital Asset Pricing Model & Arbitrage Pricing Theory			
i)	2.50	Assumption Capital Market line Security Market line	CO4	L5 Evaluate	Internal Assessment: -Class Test, Project, and Assignment; End term - Theory or Numerical

ii)	2.50	Pricing of securities using CAPM Arbitrage Pricing Theory	CO5	L5 Evaluate	Internal Assessment: -Class Activity. End term – Numerical question
iii)	1.25	Class Test			
8	1.25	Portfolio Revision			
i)	0.50	Meaning, Need	CO4	L5 Evaluate	Internal evaluation -Class Test, Project, and Assignment; End term - Theory or Numerical question
ii)	0.75	Formula Plans	CO5	L5 Evaluate	Internal evaluation -Class Activity. End term – Numerical question
9	2.50	Portfolio Evaluation			
i)	2.50	Methods – Sharpe's Ratio, Treynor's Measure, and Jensen's Ratio	CO5	L5 Evaluate	Internal Assessment: -Project and Assignment; End term - Theory or Numerical question
10	5	Bond Portfolio Management			
i)	1.25	Bond Pricing Theorems	CO2	L3 Apply	Internal Assessment: -Class Test, Project, and Assignment; End term - Theory or Numerical question
ii)	3.75	Bond Risks, Bond Duration, Modified Duration & Convexity	CO3	L5 Analyze	Internal Assessment: -Project and Assignment; End term - Theory or Numerical question
11	3.75	Technical Analysis			
i)	2.50	Introduction, Meaning, Basic Principles, Efficient Market Theory, and Dow Theory	CO3	L5 Evaluate	Internal Assessment: -Class Test, Project, and Assignment; End term - Theory or Numerical question
ii)	1.25	Global Stock Market Indices	CO3	L5 Evaluate	Internal Assessment: -Project and Assignment; End term - Theory or Numerical question
12	2.50	Technical Analysis			
i)	1.25	Charting Techniques & Patterns, Market Indicators	CO3	L5 Evaluate	Internal Assessment: -Class Test, Project, and Assignment; End term - Theory

					or Numerical question
ii)	1.25	The Dow Theory, Elliot Wave Theory -Practical Application	CO5	L5 Evaluate	Internal Assessment: -Project and Assignment; End term - Theory or Numerical question
13	2.50	Technical Analysis			
i)	1.25	Mathematical Indicators – Moving Averages, Oscillators. Moving Averages - Weighted Moving Averages, Exponential Moving Averages	CO3	L5 Evaluate	Internal Assessment: -Class Test, Project, and Assignment; End term - Theory or Numerical question
ii)	1.25	Oscillators – RSI, MACD, others	CO3	L5 Evaluate	Internal Assessment: -Project and Assignment; End term - Theory or Numerical question
14	1.25	Efficient Market Hypothesis (EMH)			
i)	1.25	Forms of EMH Empirical evidence Implications for Investment Analysis	CO4	L5 Evaluate	Internal Assessment: -Class Test, Project, and Assignment; End term - Theory or Numerical question

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	1	1	-	2	-
CO2	2	2	-	2	-
CO3	3	3	1	1	2
CO4	2	3	1	1	2
CO5	2	2	2	2	2
CO	2.0	2.2	1.3	1.6	2.0

Pedagogy

1. Lecture
2. Case Study
3. Live Projects
4. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

10. Attendance
11. Class Participation
12. Class Test
13. Project
5. Assignment

Assessment Mapping:

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	40	12.5 %	17.5 %	35.0 %	17.5 %	17.5 %
Class Test	10	10.0%	30.0%	0.0%	30.0%	30.0%
Project	5	0.0%	0.0%	100.0 %	0.0%	0.0%
Assignment	5	0.0%	0.0%	100.0 %	0.0%	0.0%
Attendance	10	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	10	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	60	13.3 %	13.3 %	20.0 %	26.7 %	26.7 %
Total	100	13.0 %	15.0 %	26.0 %	23.0 %	23.0 %

Textbook:

1. Investment Analysis & Portfolio Management - Prasanna Chandra, TMH, 4/e, 2019.

Reference Books:

17. Investments - Sharpe, Gordon, Bailey, PHI, 6/e, 2020
18. Essentials of Investments - Bodie, Kane, Marcus, TMH, 10/e, 2020
19. Security Analysis and Portfolio Management - S. Kevin, PHI, 2/e, July 2013.
20. Analysis of Investments & Management of Portfolios - Reilly & Brown, Cengage, 10/e 2019.
21. Investments -Zvi Bodie & Mohanty – TMH, 6th Edition,2016.
22. Investment Management (Security Analysis and Portfolio Management) - V K Bhalla, S. Chand, 19th Revised edition.

23. Portfolio Management Handbook - Robert A. Strong, Jaico Publication, 2019.
24. Technical Analysis of Financial Markets– John Murphy, New York Institute of Finance, 2019, New York
25. Strategic Financial Management – Problems & Solutions - A. N. Sridhar, Shroff Publishers & Distributors Pvt. Ltd, 10/e 2012
26. Security Analysis and Portfolio Management - Falguni H. Pandya, Jaico Publishing House, 1/e, 2013.
27. Technical Analysis of Financial Markets – John Murphy, New York Institute of Finance, 1999, New York.
28. A Complete Guide to Technical Trading Tactics - John Person, Wiley, 2004.
29. Martin Pring's Introduction to Technical Analysis - Martin Pring, McGraw Hill Professional, 2/e, 2015.
30. Newspaper Reading

E-Books:

11. Security Analysis and Portfolio Management - S. Kevin, PHI, 2/e, July 2019
12. Essentials of Investments - Bodie, Kane, Marcus, TMH, 10/e, 2020.
13. Analysis of Investments & Management of Portfolios- Reilly Brown, Cengage, 10/e, 2012.
14. Investment Management (Security Analysis and Portfolio Management) - V K Bhalla, S. Chand, 19th Revised edition.

Course Title : **Financial and Commodity Derivatives**
Credit : **4**
Duration : **40 hrs.**

Syllabus and CO mapped.

Course Contents	Course Outcome (CO)	Cognition	Hours	Evaluation Tools
CO1	Understand the risk management systems to real-world projects/cases	L2 Understand	5	Internal Evaluation: Project & VIVA
CO2	Apply the Greeks and Risk Management in Banks and Insurance companies.	L3 Apply	7.5	Internal Evaluation: Assignment
CO3	Examine the major hedging tools against financial risk and hedging as a tool of risk mitigation.	L4 Analyze	12.5	Internal Evaluation: Class Participation
CO4	Evaluate the various instruments like forward, future, options, factors affecting option pricing.	L5 Evaluate	7.5	Internal Evaluation: Class Test
CO5	Manage the swaps for hedging purpose	L5 Create	7.5	Internal Evaluation: Class Activity & Assignment

Session Plan

Sr. No	Hrs.	Units	COs	Topics Mapped with CO	Evaluation Tools
1	5	Introduction to Derivatives			
(i)	5	Understand the role of derivatives market in a global financial set up as hedging instruments	CO1: Outline the scope of Corporate Finance to get an overview of fundamentals of financial management.	L2 Understand	Internal Assessment: Quiz, Test End Term Theory
2	6	Futures and Forwards			
(i)	3.5	Forward Contracts & Futures, types of futures -stock and Index futures, forward rate agreements and interest rate futures	CO3: Examine the role of index futures, stock futures and interest rate futures.	L4 Analyze	Internal Assessment: Assignment End Term Numerical

(ii)	2.5	Trading strategies and hedging with interest rate futures	CO2: Use of index futures to hedge equity portfolios and bond portfolios at banks and financial institutions	L3 Apply	Internal Assessment: End Term Numerical
3	9.5	Options			
(i)	4	Options, terms used, types of options, call and put option.	CO3: Examine the use of options as hedging instrument.	L4 Analyze	Internal Assessment: End Term Numerical
(ii)	5.5	Trading Strategies - Types and Payoffs, valuation of option - Factors affecting value of option	CO4: Perform the payoff calculations associated with call and put option and analyze the working of option payoff diagram	L5 Evaluate	Internal Assessment: Test End Term Numerical
4	2	Binomial Option Pricing Model			
(i)	2	Binomial Option pricing model use for pricing options	CO4: Evaluate and understand the role of binomial option pricing model in pricing both call and put options	L5 Evaluate	Internal Assessment: Test End Term Numerical
5	2.5	Greeks of Options			
(i)	2.5	Delta, Gamma, Vega, Theta, Rho	CO2: Examine how Greeks affect the pricing of options	L3 Apply	Internal Assessment: Test End Term Theory

6	2.5	Black-Scholes Option Pricing Model			
(i)	2.5	Pricing of call and put option using Black-Scholes model	CO2: Examine how Greeks affect the pricing of options	L3 Apply	Internal Assessment: Test End Term Theory
7	2.5	Volatility and Value at Risk			
(i)	2.5	Understanding volatility and its impact on derivatives instruments	CO3: Examine the impact of volatility on hedging instruments like futures and options	L4 Analyze (i)Internal Assessment	Internal Assessment: Test End Term Theory
8	2.5	Commodity Futures			
(i)	2.5	Basics of commodity futures, convenience yield, basis risk, calendar spread	CO3: Examine the use of derivatives in hedging underlying commodities	L4 Analyze (i)Internal Assessment	Internal Assessment: Test End Term Theory
9	7.5	Swaps			
(i)	7.5	Understand the different types of swaps available for hedging purpose, with respect to interest rate and Risk	CO5: Evaluate how swaps market helps in hedging against interest rate risk, equity market risk	L5 Evaluate	End Term Theory

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	1	1	-	2	-

CO2	2	2	-	2	-
CO3	3	3	1	1	2
CO4	2	3	1	1	2
CO5	2	2	2	2	2
CO	2.0	2.2	1.3	1.6	2.0

Pedagogy

1. Lecture
2. Case Study
3. Live Projects
4. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Project
5. Assignment

Assessment Mapping

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	40	15.0 %	22.5 %	22.5 %	25.0 %	15.0 %
Class Test	10	0.0%	30.0%	30.0%	40.0%	0.0%
Project	5	20.0%	20.0%	20.0%	20.0%	20.0%
Assignment	5	20.0%	20.0%	20.0%	20.0%	20.0%
Attendance	10	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	10	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	60	13.3 %	13.3 %	20.0 %	26.7 %	26.7 %
Total	100	14.0 %	17.0 %	21.0 %	26.0 %	22.0 %

Text Book:

1. Derivatives & Risk Management - Rajiv Srivastava, Oxford University Publication, 2/e, 2021.

Reference Books:

1. Fundamentals of Financial Derivatives - N R Parasuraman, Wiley, 3/e, 2021.
2. Options, Futures & Other Derivatives - Hull & Basu, 10th Edition, Pearson Education, New Delhi, 2020
3. Derivatives and Risk Management - Jayanth Verma, Tata McGraw-Hill, 2020
4. Financial Derivatives: Theory, Concepts & Problems - S.L. Gupta, PHI Publication, 1/e, 2021.
5. Financial Risk Management - Dun & Bradstreet, Tata-McGraw Hill, Sixth Reprint 2020

E-Books:

8. Derivatives & Risk Management - Rajiv Srivastava, Oxford University Publication, 1/e, 2021, eBook.
9. Derivatives: Markets, Valuation, and Risk Management - Whaley, Robert E., Hoboken, N.J.: Wiley, 2020.
10. Financial Derivatives- S.S.S.Kumar, PHI Learning, Kindle Edition, 2020.
11. Options, Future & Other Derivatives - John C Hull & Sankarshan Basu, Pearson, 10/e, 2021.

Course Title : Corporate Tax Planning

Credit : 2

Duration : 20 hrs.

Syllabus and CO mapped

CO	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the basic concepts of Income Tax Act	L2 Understand	3	Internal Assessment: Assignment, Class test End Term: Theory Question
CO2	Apply provisions related to residential status to get a deeper insights of various entities	L3 Apply	2	Internal Assessment: Assignment, Project End Term: Numerical
CO3	Analyze provisions of taxation for the computation of tax liability	L3 Analyze	3	Internal Assessment: Assignment, Class test End Term: Case Study
CO4	Evaluate tax liability of individual taxpayer	L4 Evaluate	8	Internal Assessment: Assignment End Term: Numerical
CO5	Manage tax liability of corporates	L5 Evaluate	4	Internal Assessment: Assignment End Term: Case Study

SESSION – WISE COURSE OUTLINE

SR. No.	Hrs.	UNITS	COs	Topics Mapped With CO	Evaluation Tools
1	2	Income tax act basics-			

(i)	2	Introduction to Income Tax Act, 1961 Basic Concepts and definitions Capital and revenue – receipts, expenditures Basis of charge and scope of total income	CO1– Describe provisions of Income Tax	L2 Understand	Internal Assessment: Assignment End Term: Theory Question
2	2	Residential Status and Incidence of Tax			
(i)	1	Introduction to provisions related to Individual, Companies, HUF & other persons	CO1- Describe the provisions related to residential status and incidence of Tax	L2 Understand	Internal Assessment: Class Test End Term: Numerical
(ii)	1	Application of provisions related to Individual, Companies, HUF & other persons, I Scope of Total Income u/s 5 and Deemed Income u/s 9	CO2- Application of the provisions related to residential status and incidence of Tax	L3 Apply	Internal Assessment: Project End Term: Numerical
3	1	Income under the head salaries - Exemptions & Deduction	CO3- Application of the provisions related to Salaries	L3 Apply	Internal Assessment: Assignment
4	1	Income from House Property - Exemptions & Deduction	CO3- Application of the provisions related to House Property	L3 Apply	Internal Assessment: Assignment
5	6	Profits & Gains of Business or Profession			
(i)	5	Introduction to Profits & Gains of Business or Profession Depreciation- Block Of Assets Deductions /Allowance Disallowances u/s 40 A, 40(a), 43B Deemed profit u/s 41	CO4- Application of provisions related to PGBP	L3 Apply	Internal Assessment: Assignment, Class test End Term: Case Study

(ii)	1	Minimum Alternate Tax u/s 115JB	CO5-Analyze the tax liability of Corporates	L4 Analyze	Internal Assessment: Assignment End Term Numerical
5	4	Capital Gains			
(i)	1	Introduction to provisions related to capital Gains	CO-2 Apply provisions related to capital gains	L3 Apply	Internal Assessment: Assignment End Term: Numerical
(ii)	2	Computation of Capital Gain - Individual	CO4- Evaluate the provisions of capital Gain	L5- Evaluate	Internal Assessment: Assignment End Term: Numerical
(iii)	1	Computation of Capital Gain - Corporates	CO5- Evaluate the provisions of capital Gain.	L5- Evaluate	Internal Assessment: Assignment End Term: Numerical
6	3	Income from Other Sources, Clubbing Provisions and Set-off & Carry Forward of Losses			
(i)	1	Income from Other Source & Clubbing Provisions	CO3-Apply the tax provisions related to IFO Sand Clubbing	L3 Apply	Internal Assessment: Assignment End Term: Numerical
(ii)	1	Inter Source and Inter Head Adjustment u/s 70 and 71 Carry forward and set off of losses	CO4- Evaluate provisions related to Set-off & Carry Forward of Losses	L5 Evaluate	Internal Assessment: Assignment End Term: Numerical
(iii)	1	Carry forward and set off losses in the case of Amalgamations, Demergers, etc. of corporates.	CO5- Evaluate provisions related to Set-off & Carry Forward of Losses	L5 Evaluate	Internal Assessment: Assignment End Term: Numerical
7	1	Computation of Gross Total Income			

(i)	1	Exemptions- Sec.10, 11,12 and 13A Deduction u/s Section 80A to Section 80U Applicable Rates of Tax and Tax Liability	CO3-Analyze the effect of Tax Provisions	L4 Analyze	Internal Assessment: Assignment End Term: Case Study

-

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	1	1	-	2	-
CO2	2	2	-	2	-
CO3	3	3	1	1	2
CO4	2	3	1	1	2
CO5	2	2	2	2	2
CO	2.0	2.2	1.3	1.6	2.0

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment-40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Assignment

Assessment Mapping:

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	20	10.0 %	35.0 %	10.0 %	35.0 %	10.0 %
Class Test	5	0.0%	0.0%	0.0%	100.0 %	0.0%
Assignment	5	0.0%	100.0 %	0.0%	0.0%	0.0%
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	6.7%	13.3 %	20.0 %	40.0 %	20.0 %
Total	50	8.0%	22.0 %	16.0 %	38.0 %	16.0 %

Text Book:

1. Students Guide to IncomeTax-Dr. V. K. Singhania, Dr. Monica Singhania; Taxmann; 2023

Reference Books:

1. Direct taxes law & practice - Dr. Girish Ahuja, Dr. Ravi Gupta, Bharat's, 2023
2. Income Tax Act - Taxmann, 2023
3. Direct taxes law & practice - Dr. Vinod K. Singhania, Dr.Kapil Singhania, Taxmann, 2023
4. Direct tax laws - T.N Manoharan, G.R.Hari, Snow white Publication, 2023.

E-Books

1. Income Tax Act Taxmann,2023
- 2.Direct tax Ready Reckoner Taxmann, 2023

Course Title : **Bank management**
Credit : **2**
Duration : **20**

Syllabus and CO mapped

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Understand Indian banking system and its functioning.	L2 Understand	2	End Term: Theory
CO2	Apply the banking regulations for loans advances and related securities	L2 Apply	3.25	Internal Assessment: Class Test End Term: Theory
CO3	Analyze the technical trends and challenges of Indian banking system	L3 Analyze	4	Internal Assessment: Class Test End Term: Theory
CO4	Assess securities for bank advances and treasury operations	L4 Analyze	5	Internal Assessment: Project End Term: Case Study
CO5	Synthesize the bank balance sheet and its components, regulatory environment, monetary policy	L5 Evaluate	5.75	Internal Assessment: Assignment End Term: Theory

SESSION – WISE COURSE OUTLINE

Sr. No.	Hrs.	Topics	Course Outcome (CO)	Topics Mapped With CO	Evaluation Tools
1	2	Overview of Banking system and its classification & the structure of Commercial Banks			

(i)	2	Overview banks and structure of Commercial Banks	CO1- Outline the scope of banking system and overview of basic banking	L3 Understand	Internal Assessment Assignment End Term - Theory
2	1.25	Primary & Secondary Banking Services			
(i)	1.25	Services provided by the banks - primary and secondary	CO2- Develop understanding for the various services of banking	L3 Apply	Internal Assessment Assignment End Term - Theory
3	2	Collection services & Loans and Advances.			
(i)	2	Process of Loan collection And lending process	CO2- Analyze different situation of lending and collection process of banks	L3 Apply	Internal Assessment Class test End Term - Theory
4	2	Securities for Bank advances			
(i)	2	Analyze various securities available for advances in the Indian Banking System	CO4-Analyze various methods of securitization	L4 Analyze	Internal Assessment Class test End Term - Theory
5	1.25	Hi – Tech Banking, E Payment System and E Banking			
(i)	1.25	Basic concepts and transition of banking system towards digitalization	CO3-Assess different changes taking place in the digital banking and digital payment system	L3 Apply	Internal Assessment Project End Term - Case Study
6	3	Treasury Operations in Domestic markets & Forex markets			
(i)	1.5	Introduction of Treasury and Domestic soperations	CO4 -Analyze the Treasury and Domestic Market operations.	L4 Analyze	Internal Assessment: Assignment End Term Exam: Theory
(ii)	1.5	Functioning of Forex market	CO4-Assess Functioning	L4 Analyze	Internal

		operations	of Forex market operations		Assessment: Assignment End Term Exam: Theory
7	4.5	Analysis of Balance Sheet & Regulatory Environment			
(i)	1.5	Balance Sheet analysis of banks	CO5- Analysis of Balance sheet of banks	L5 Evaluate	Internal Assessment: Assignment End Term Exam: Theory
(ii)	1.5	Evaluate the regulatory environment of the banking system.	CO5-Assess the banking environment	L5 Evaluate	Internal Assessment: Assignment End Term Exam: Theory
(iii)	1.5	BASEL Norms	CO5- Assess the regulatory norms	L5 Evaluate	Internal Assessment: Assignment End Term Exam: Theory
8	2.5	Monetary policy			
(i)	1.25	Introduction of monetary policy	CO5- Explain the monetary policy and its functioning	L5 Evaluate	Internal Assessment: Assignment End Term Exam: Theory
(ii)	1.25	Impacts of Monetary policy	CO3- Assess the impact of Monetary policy on the banking system	L3 Apply	Internal Assessment: Assignment End Term Exam: Theory
9	1.5	Trends and Challenges in Banks			
(i)	1.5	Trends and challenges faced by the banking system.	CO3- Assess the Trends and challenges of Banking system	L3 Apply	Internal Assessment: Assignment End Term Exam: Theory

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	1	1	-	2	-
CO2	2	2	-	2	-
CO3	3	3	1	1	2
CO4	2	3	1	1	2
CO5	2	2	2	2	2
CO	2.0	2.2	1.3	1.6	2.0

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

12. Attendance
13. Class Participation
14. Class Test
15. Assignment

Assessment Mapping

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	20	22.5 %	22.5 %	10.0 %	10.0 %	35.0 %
Class Test	5	50.0%	50.0%	0.0%	0.0%	0.0%
Assignment	5	0.0%	0.0%	0.0%	0.0%	100.0 %
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	13.3 %	13.3 %	20.0 %	26.7 %	26.7 %
Total	50	17.0 %	17.0 %	16.0 %	20.0 %	30.0 %

Textbook:

1. Management of Banking & Financial Services –Padmalatha Suresh, Justin Paul, Pearson, 4/e, 2021.

Reference Books:

1. Banking - N.T. Someshekhar, New Age Intl Publishers, 1/e, 2021.
2. Banking Principles & Operation –M.N.Gopinath -Snow White Publications ,2020.
3. A Bank for the Buck - Tamal Bandyopadhyay, Jaico, 1/e, 2021
4. Banking Products & Services – Taxmann, 2023 – Indian Institute of Banking & Finance.
5. Banking Theory – Law & Practice – Peter .S. Rose, Hudgins -TMH, 2022

E-Books:

1. Management of Banking & Financial Services – Padmalatha Suresh, Justin Paul, Pearson, 4/e, 2017.
2. Financial Institutions and Markets, L.M.Bhole & Jitendra Mahakud, Mcgraw Hill Publication, 6th Edition, 2017.
3. Commercial Bank Management, Kanhaiya Singh & Vinay Dutta, Mcgraw Hill Publication, 1st Edition, 2017

Semester : **II**
Course Title : **Corporate Finance**
No of Credits : **4**
Contact Hours : **40 hrs (75 minutes per session)**

Course	Description	Cognition	Hours	Evaluation
--------	-------------	-----------	-------	------------

Outcomes				Tools
CO1	Outline the scope of Corporate Finance to get an overview of fundamentals of financial management.	L2 Understand	5.5	<u>Internal</u> Class Test <u>End Term</u> Theory
CO2	Compute the time value of money techniques to gauge its impact on financial decisions.	L3 Apply	7.5	<u>Internal-</u> Class Test <u>End Term</u> Sums
CO3	Analyse techniques used for equity and bonds to ascertain its valuations.	L4 Analyse	10.0	<u>Internal-</u> Class Test, Assignment <u>End Term</u> Sums
CO4	Assess the results carried out using appropriate tools & techniques to make feasible investment, financing and working capital decisions.	L5 Evaluate	12.0	<u>Internal-</u> Assignment, -Project <u>End Term-</u> Sums, Theory
CO5	Evaluate methodologies used in dividends decisions for the wealth maximization of shareholders.	L5 Evaluate	5.0	<u>Internal-</u> Project <u>End Term-</u> Sums, Theory

Session Plan

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	2.5	Introduction to Corporate Finance			
(i)	2.5	Principles and Goals of Financial Management, Agency theory, concept of value and return, Sources of Funds ESG in Corporate Finance	CO1: Outline the scope of Corporate Finance to get an overview of basic fundamentals of financial management.	L2 Understand	<u>Internal</u> Class Test <u>End Term</u> Theory
2	4	Time value of money			
(i)	4	PV, FV, PVIF, FVIF, Rate, Year, Annuity, Discounting and Compounding	CO2: Compute the time value of money techniques to gauge its impact on financial decisions.	L3 Apply	<u>Internal-</u> Class Test <u>End Term</u> Sums
3	6.5	Concept of Cost of Capital			
(i)	6.5	Calculation of cost of debt, preference and equity capital and calculation of WACC	CO3: Analyse different valuations techniques used for equity and bonds to ascertain its valuations.	L4 Analyse	<u>Internal-</u> Class Test <u>End Term</u> Sums
4	5	Valuation of Securities			
(i)	5	Equities and Debt – Concepts, Basic Valuations	CO3 Analyse different valuations techniques used for equity and bonds to ascertain its valuations.	L4 Analyse	<u>Internal-</u> Assignment <u>End Term</u> Sums
5	6.5	Capital Budgeting			
(i)	2.0	Introduction – Investment Decisions, Comparisons of Projects and Methods	CO1 Outline the scope of Corporate Finance to get an overview of basic fundamentals of financial management.	L2 Understand	<u>Internal-</u> - <u>End Term</u> Theory
(ii)	4.5	NPV IRR – Ranking conflicts and resolution, Building risk and uncertainty into investment decisions	CO4 Assess the results carried out using appropriate tools & techniques to make feasible investment, financing and working capital decisions.	L5 Evaluate	<u>Internal-</u> Assignment <u>End Term-</u> Sums, Theory
6	5	Capital Structure Theory and Policy			
(i)	1.0	Relationship between firm value and capital structure. Impact of tax, depreciation on profits of the firm	CO1 Outline the scope of Corporate Finance to get an overview of basic fundamentals of financial management.	L2 Understand	<u>Internal-</u> - <u>End Term</u> Theory
(ii)	4.0	Theories of capital structure; Calculating the capital structure for various sectors	CO4 Assess the results carried out using	L5 Evaluate	<u>Internal-</u> Project

		of the economy; Leverage, Capital Structure Decisions;	appropriate tools & techniques to make feasible investment, financing and working capital decisions.		<u>End Term-Sums, Theory</u>
7	5.0	Dividend Policy			
(i)	5.0	Dividend Decisions and Dividend Policy	CO5 Evaluate methodologies used in dividends decisions for the wealth maximization of shareholders.	L5 Evaluate	<u>Internal-Project End Term Sums, Theory</u>
8	5.5	Working Capital Management			
(i)	1.0	Components of Working capital, Working Capital Policy	CO1 Outline the scope of Corporate Finance to get an overview of basic fundamentals of financial management.	L2 Understand	<u>Internal-End Term Theory</u>
(ii)	4.5	Ascertain the cash and operating cycle, working capital requirement of the company; Debtors ,Credit, Inventory management techniques	CO4 Assess the results carried out using appropriate tools & techniques to make feasible investment, financing and working capital decisions.	L5 Evaluate	<u>Internal-Project End Term-Sums, Theory</u>

Pedagogy

1. Lecture
2. Case Studies (Company Annual Report); Analysis using AceKP Software
3. Presentation, Class Notes

Evaluation

Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Attendance (10 Marks)
2. Class Participation (10 Marks)
3. Class Test (7 Marks)
4. Assignments (5 Marks)
5. Projects (8 Marks)

Assessment Mapping

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	40	20.0 %	15.0 %	27.5 %	22.5 %	15.0 %
Class Test	10	40.0%	20.0%	40.0%	0.0%	0.0%
Project	5	0.0%	0.0%	0.0%	60.0%	40.0%
Assignment	5	0.0%	0.0%	60.0%	40.0%	0.0%
Attendance	10	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	10	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	60	16.7 %	16.7 %	16.7 %	33.3 %	16.7 %
Total	100	18.0 %	16.0 %	21.0 %	29.0 %	16.0 %

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	-	-	1	
CO2	3	3	-	1	
CO3	3	3	-	2	-
CO4	3	3	1	2	2
CO5	2	3	1	2	2
CO	2.8	3.0	1.0	1.6	2.0

Text Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Financial Management	IM Pandey	Vikas publication	12th	2021

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Fundamentals of Financial Management	Prasanna Chandra	Tata McGraw Hill	10th	2019
Financial Management	Khan & Jain	Tata McGraw Hill	8th	2018
Principles of Corporate Finance	Richard a Brealey Stewart C Meyers, Franklin Allen and Pitabas	McGraw Hill	8th	

	Mohanty			
--	---------	--	--	--

E-Books:

Book Title	Name of Author	Publisher	Link	Year
The World of Modigliani and Miller	Robert Alan Hill	Bookboon.com	https://bookboon.com/en/the-world-of-modigliani-and-miller-ebook	2015
Working Capital and Strategic Debtor Management,	Robert Alan Hill	Bookboon.com	https://bookboon.com/en/working-capital-and-strategic-debtor-management-ebook	2013
Strategic Financial Management	Robert Alan Hill	Bookboon.com	https://bookboon.com/en/strategic-financial-management-ebook	2014
Financial Management		Rai Technology University	http://164.100.133.129:81/econtent/Uploads/Financial_Management.pdf	
Financial Treasury and Forex Management	ICSI	ICSI	http://www.icsi.in/Study%20Material%20Professional/NewSyllabus/FTFM.pdf	2014
Practical Module: Financial Treasury and Forex Management	ICSI	ICSI	https://www.icsi.edu/WebModules/PRACTICE%20MANUAL%20FTFM%20AKANSHA%202015.pdf	2015
Financial Management	M Y Khan	Tata McGraw-Hill Education		2011
Financial Management	I M Pandey	Vikas Publishing House Pvt Ltd I		2009

Course Title : **Leadership Lab**
Semester : **II**
No. of Credits : **2**
Contact Hours : **20**

Course Description

Leadership Lab provides an experiential component to the curriculum, where students explore the nuances to anticipate and realize emerging opportunities. Through integral methods of aligning mind, body and soul, the focus of this module is to awaken a new intelligence to face any complexities. Using Theory U, SPT, Systems thinking and traditional eastern teachings, this immersion focuses on enhancing the capacity to let their 'inner knowing' come to the surface. As a part of the lab they will have to go through the rigor of dialogues, discussions, and inquiry through Book reviews, readings, case discussions etc. Emotional, spiritual, relationship and physical quotient will be given emphasis and parallelly aligned with sessions of Yoga. Immersive, Experiential & Insightful, the course delivers a highly personalized learning experience with the ultimate goal of creating more Self- aware and adaptive individuals. Most of the learning occurs in "T-group" Harvard school like sessions in which small, intimate groups of students learn about themselves and the nuances of interpersonal dynamics.

PROGRAM OUTCOMES

PO1	Apply knowledge of Management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop value-based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Course Outcomes:

CO Code	Student will be able to-	Cognition	Remarks
0203300311.1	Provide an experiential component focused on a set of	L3-Appling	

	broad managerial perspectives and skills		
0203300311.2	Participate in a series of exercises and simulations designed to create the urgency and ambiguity that frequently accompanies real-life leadership challenges.	L4-Evaluating	
0203300311.3	Analyze the decisions and behaviors they exhibited in order to build greater self-awareness.	L5-Analysing	
0203300311.4	Experience the different stages of mind development	L6-Evaluating	
0203300311.5	Develop and reinforce cooperative behavior and establish lifelong fitness goals.	L6-Creating	

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	2	1	2	3	3
CO2	1	3	2	3	3
CO3	3	3	3	3	3
CO4	3	2	3	3	3
CO5	1	2	3	3	3
Average	2	2.2	2.6	3	3

Modules

- Introduction to Leadership.
- Leadership concepts and issues from a historical, theoretical, and global perspective.
- Changing trends in leadership including
 - Contemporary leadership styles and practices for the current workplace
 - a) Physical – Body – Mind link (Weekly Yoga sessions)
 - b) Mental/emotional – Classroom sessions
 - c) Spiritual – Self -awareness and leadership discussions

Note: Physical exercises (CO 5) through Yoga – asanas practise will be held once weekly and developed in alignment to classroom sessions.

Sr. No.	Topic/Sub – topic	Reading Material	Topics Mapped with CO
1	Introduction: Importance of aligning physical, mental and emotional skills.	Johari Window Integral education - JK	1, 3
2	Levels of listening	Presencing institute resource	1, 2, 3
3	Dialogue Process	On Dialogue – David Bohm	1, 2
4	Introduction to Systems Thinking	Peter Senge	3
5	Right way of seeing- Breaking assumptions and perceptions	Mental Models/ Stephen Covey	2,4, 5

6	Using Boundary profiles	David Kantor	3, 4
7	Humble Inquiry	Edward Schein	3, 4, 5
8	Introduction to U process	Otto Scharmer	2, 3, 4,
10	Empathy Walk	Sharing experience/ Reading Emotional dramas – James Redfield	1,4, 5
11	Level IV Leaders	Joseph Jaworski – Generon International	1, 2, 3,4
12	Social Presencing Theatre	Presencing institute resources	2,3, 4, 5
13	Systems Archetypes	P.Senge, A.Rutherford	1,3
14	Level IV competencies	360* assessment	3, 5
15	Decision making using Co-Sensing & Presencing	Flow – Mihaly C/ Presencing institute resources	2, 3, 4
16	Prototyping	Presentations	3, 4, 5

Evaluation:

Internal Assessment	20 Marks
External Assessment	30 Marks
Internal Assessment:	
Reflection Journals	10 Marks
Dialogue	05 Marks
Coaching circles	05 Marks
ETE	30 Marks

Pedagogy
1. Dialogue
2. Empathy walk
3. SPT
4. Book Reviews
5. Management games/simulation

Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Reflection Journals
2. Book Reviews
3. Dialogue
4. Coaching circles
5. Class Participation

Text Book:

1. Class Reading materials

Reference Books:

1. Fifth Discipline: The art & practice of learning organization, Peter Senge, Deckle edge, 2006
2. Flow, The Psychology of Optimal Experience, Mihaly Csikszentmihalyi, Harper Collins, 2008
3. 7 habits of highly successful people, Stephen Covey
4. Emotional intelligence, Daniel coleman
5. Humble Inquiry; The Gentle Art of Asking Instead of Telling, Edgar H. Schein, Berrett-Koehler Publishers, 2013
6. The Essentials of Theory U, C.Otto Scharmer, Berrett-Koehler Publishers, 2018
7. J.Krishnamurti's Letters to His Schools, K Foundation, 2011
8. On Dialogue, David Bohm, Rutledge Classics, 1990
9. Source – The inner path of knowledge creation, Joseph Jaworski, Berrett-Koehler Publishers, 2012
10. The Power of Habit: Why We Do What We Do in Life and Business, Charles Duhigg, Random house, 2012

Course Title : **Financial Products and Services**
Credit : **2**

Duration : 20 hrs.

Syllabus and CO mapped.

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the Indian Financial System	L2 Understand	2.5	Internal Assessment: Assignment, Class Test End Term Exam: Theory
CO2	Demonstrate the objectives and functions of Financial Markets & Services.	L3 Apply	3.25	Internal Assessment: Assignment, Class Test End Term Exam: Theory
CO3	Examine the Capital Market Participants, Intermediaries, and Instruments	L4 Analyze	4.5	Internal Assessment: Class Test End Term Exam: Theory
CO4	Assess the financial reporting systems, the system of governance in India along with the role of regulators.	L4 Analyze	4.5	Internal Assessment: Project End Term Exam: Theory
CO5	Synthesize the functioning and interconnectivity between banking, insurance, mutual funds, and other financial services.	L5 Evaluate	5.25	Internal Assessment: Project End Term Exam: Theory

SESSION – WISE COURSE OUTLINE

Sr No .	Hrs	Units	Course Outcome (CO)	Topics Mapped With CO	Evaluation Tools
1	2.5	Indian Financial System			

(i)	1.25	Introduction of Indian Financial System	CO1-Describe the functioning of Financial System	L2 Understand	Internal Assessment: Assignment End Term Exam: Theory
(ii)	1.25	Components, Classification of Indian Financial System	CO1-Describe the role of Indian Financial System	L2 Understand	Internal Assessment: Assignment End Term: Theory
2	5	Financial Markets			
(i)	2.25	Capital Market Participants, Intermediaries, and Instruments	CO3-Examine the role and functioning of capital markets	L4 Analyze	Internal Assessment: Class Test End Term: Theory
(ii)	2.25	Money Market Participants, Intermediaries, and Instruments	CO3-Examine the role of Money Markets	L4 Analyze	Internal Assessment: Class Test End Term: Theory
3	4.5	Mutual Funds			
(i)	1.25	Introduction and functioning of mutual funds.	CO2 - Apply the functioning of mutual funds on various saving options	L3 Apply	Internal Assessment: Project End Term Exam: Theory
(ii)	2	Evolution, Classification, Components of Mutual Funds	CO2-Demonstrate the components of Mutual Funds	L3 Apply	Internal Assessment: Project End Term Exam: Theory
(iii)	1.25	Interconnectivity between banking, insurance, mutual funds	CO4-Analyze the interconnectivity of various financial services	L4 Analyze	Internal Assessment: Project End Term: Theory
4	2	Credit Rating Agencies			
(i)	2	Objectives and functions of credit rating agencies	CO4-Analyze the role of credit rating agencies	L4 Analyze	Internal Assessment: Project End Term: Theory
5	2	Insurance Services			
(i)	2	Functioning of Insurance	CO4-Analyze the		Internal

		sector	functioning of insurance companies and the services provided by them	L4 Analyze	Assessment: Project End Term: Theory
6	4.5	The system of governance and financial reporting systems in India			
(a)	2.5	Regulatory bodies in Indian Financial system and their role	CO5-Evaluate the role of regulators	L5 Evaluate	Internal Assessment: Project End Term: Theory
(ii)	2	Financial reporting systems in India	CO5-Evaluate the governance of Indian Financial System	L5 Evaluate	Internal Assessment: Project End Term: Theory

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	1	1	-	2	-
CO2	2	2	-	2	-
CO3	3	3	1	1	2
CO4	2	3	1	1	2
CO5	2	2	2	2	2
CO	2.0	2.2	1.3	1.6	2.0

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

9. Attendance

10. Class Participation
11. Class Test
12. Assignment

Assessment Mapping:

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	20	20.0 %	40.0 %	10.0 %	10.0 %	20.0 %
Class Test	5	40.0%	20.0%	0.0%	0.0%	40.0%
Assignment	5	0.0%	100.0 %	0.0%	0.0%	0.0%
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	10.0 %	16.7 %	26.7 %	26.7 %	20.0 %
Total	50	14.0 %	26.0 %	20.0 %	20.0 %	20.0 %

Textbook:

1. Marketing of Financial Services - V. A. Avadhani, Himalaya Publishing House, 2021

Reference Books:

1. Financial Services - M. Y. Khan, McGraw Hill Education, 7th Edition.
2. Financial Services - Dr. R. Shanmugham, Wiley, 1/e, 2021.
3. Indian Financial System - Bharati Pathak, Pearson, 4/e, 2021.
4. Management of Banking & Financial - Padmalatha Suresh, Justin Paul, Services Pearson, 2/e, 2019.
5. Financial Services - Dr. S. Guruswamy - Tata McGraw Hill 2019.
6. Management of Indian Financial Institutions- R.M. Srivastava & Divya Nigam- Himalaya, Revised edition -2019.
7. Financial Services - Thummiluri Siddaiah, Pearson, 1/e, 2021.

E-Books:

1. Financial Markets and the Global Recession - Lysne, Joachim Naas, Benjamin, New York: Nova Science Publishers, eBook, 2020.
2. The New Paradigm for Financial Markets: The Credit Crash of 2008 and What It Means - Soros, George, New York: Public Affairs., 1/e, 2008, eBook.
3. Financial Markets, Institutions, and Financial Services - CLIFFORD GOMEZ, PHI Learning Private Limited, July 2021.
4. Banking and Indian Financial System - Dr. B Charumati.
5. Financial Times Guide to Wealth Management- Butler, Pearson Education, 2021 edition.

Course Code : 0206300801
Course Title : NGO Internship
Semester : II
No. of Credit : 2
Duration : 20 hrs.

Program Objectives:

- 1) Apply knowledge of management theories and practices to solve business problems.
- 2) Foster Analytical and critical thinking abilities for data-based decision making.
- 3) Ability to develop Value based Leadership ability.
- 4) Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
- 5) Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Course Outcomes

Course Outcome: NGO Internship (0206300801)			
Course Outcomes	After the completion of course, students should be able to	Cognition	Remarks
0206300801.1	Build an understanding of the role of NGO in social welfare and development	Understanding	
0206300801.2	Apply management concepts and tools to help the poor and underprivileged communities	Applying	
0206300801.3	Develop the skills needed to assist organizations in creating and implementing socially responsible projects	Creating	

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

CO Code	PO1	PO2	PO3	PO4	PO5
0206300801.1	3	2	3	2	-
0206300801.2	3	3	3	2	2
0206300801.3	1	1	2	2	3
PO Attainment 0206300801	3.3	2	2.6	2	2.5

Evaluation: Total 50 marks

Faculty Guide	10 Marks
NGO Guide	20 Marks
Poster Presentation and Viva	20 marks
TOTAL	50 marks

Course Title: Managerial Communication - 2

Semester : II

Credit: 2

Duration: 20 hrs

Course Description:

This course is designed to cover the various aspects of verbal and non-verbal communication through the speaking circle and help students gain a sound knowledge of communication practices and understand ways of applying these skills in the future roles they hope to play in the organization. Along with an appropriate mix of theory and practical examples, the topics are dealt with the help of role plays, PowerPoint presentations, and instructional videos. At the end of the course, the students will be able to learn and practice effective emotional intelligence and critical thinking. They would be able to display empathy at work and improve teamwork and improve professional relationships. The course also aims to enhance their ability to analyse multiple perspectives and arrive at better decision making.

Contents:

11. Emotional intelligence
12. Critical Thinking with 6 thinking hats
13. The Speaking Circle
14. Students Presentation

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Outline the concept of six thinking hats to brainstorm multiple perspectives and arrive at better decision making.	K2: Understand	6.0	<u>Internal</u> Assignment, Class test <u>End Term-</u> Case Study
CO2	Apply elements of quick thinking to brainstorm ideas quickly and come across as a more confident speaker	K3: Apply	2.5	<u>Internal-</u> Practical, Class Test <u>End Term-</u> Case Study / Short Note
CO3	Describe ways to create and maintain the impression of credibility, power, and efficiency during business presentations.	K3: Apply	14	<u>Internal-</u> Presentation <u>End Term-</u> Case Study
CO4	Apply elements of public speaking creatively to deliver ted talks picture story telling, news discussions	K3: Apply	2.5	<u>Internal-</u> Class Test, Case Study <u>End Term-</u>

				Theory
CO5	Analyse the concepts and techniques of emotional intelligence to resolve personal and workplace problems.	K4: Analyse	2.5	Internal- Class Test, Case Study End Term- Theory

The CO – PO Correlation matrix for the subject is given below:

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO 1	3	3	3	3	1
CO 2	1	3	3	3	1
CO 3	1	3	1	3	
CO4		3	1	3	
CO5	1	3	3	3	3
CO5	1.5	3	22	3	1.66

Session Plan

Session	Topics	Topic Mapped with CO	Cognition
2	Critical Thinking with 6 Thinking Hats	CO1 CO2	Apply Analyse
2	Emotional Intelligence	CO2	Analyse
4	Student Presentations		
8	The Speaking Circle 11. News Room 12. Make a Ted 13. Questions Battle 14. Picture Storytelling 15. Story Chain		

Pedagogy

1. Lecture
2. Case Study
3. News/Article Analysis
4. Live Activity/Exercise
5. Videos

Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

10. Attendance
11. Class Participation
12. Students Presentation

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	10%	30%	30%	10%	20%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Presentation	10		25%	25%	25%	25%
End Term	30	10%	25%	25%	20%	20%

Text Book:

- 1) Study material to be given by the resource person.

Reference Books:

Business Communication
(Connecting At work)

Technical Communication -
Press, 2010

- Hory Sankar Mukerjee. 1st Ed.,Oxford
Meenakshi Raman & Prakash Singh, Oxford University

Course code:

Semester: II

Course Title: Advance Excel

No of Credits: 2

Contact Hours: 20 hrs (75 minutes per session)

Course Faculty: Prof. Gayatri Sheth

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand custom sorting techniques, identifying and removing duplicate entries	K2: Understand	2.0	<u>Internal</u> Test, Practical, Project Presentation
CO2	Compute financial, logical, database and statistical, lookup and nesting of formulae on databases.	K3: Apply	10.0	<u>Internal</u> Test, Practical, Project Presentation
CO3	Analyze data using various features under Data Validation and ‘What If’ analysis	K4: Analyze	3.0	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
CO4	Infer reports using pivot tables and slicers. Infer dashboards for effective report creation.	K4: Analyze	3.5	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
CO5	Examine Macros using VB script	K4: Analyze	1.5	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	1	1	1	-	-
CO2	2	2	3	-	1
CO3	1	2	3	-	1
CO4	1	2	3	-	1
CO5	1	-	1	-	-
CO	1.2	1.75	2.2	-	1.0

Session Plan

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	2.0	Working with Excel List functions			
(i)	2.0	13. Sorting a List Using Single Level Sort 14. Sorting a List Using Multi-Level Sorts 15. Using Custom Sorts in an Excel List 16. Filter an Excel List Using the AutoFilter Tool 17. Creating Subtotals in a List 18. Format a List as a Table 19. Using Conditional Formatting to Find Duplicates 20. Removing Duplicates	CO1: Understand	K2: Understand	<u>Internal</u> Test, Practical, Project Presentation
2	3.0	Excel Database and Statistical formulae			
(i)	1.5	Database formulae: 6. Excel Function: DSUM() 7. Excel Function: DAVERAGE() 8. Excel Function: DCOUNT() 9. Excel Function: DCOUNTA() 10. Excel Function: DMAX() 11. Excel Function: DMIN()	CO2: Compute	K3: Apply	<u>Internal</u> Test, Practical, Project Presentation

ii)	1.5	Statistical formulae 12. Using Excel's IF() Function 13. Using Excel's COUNTIF() Function 14. Using Excel's COUNTIFS() Function 15. Using Excel's AVERAGEIF() Function 16. Using Excel's AVERAGEIFS() Function 17. Using Excel's SUMIFS() Function 18. Using Excel's SUMIF() Function	CO2: Compute.	K3: Apply	<u>Internal</u> Test, Practical, Project Presentation
3	3.0	Excel Logical and Financial formulae			
(i)	1.0	Logical formulae 1. Using Excel's IF() Function 2. Nesting Excel's IF() with AND() Function 3. Nesting Excel's IF() with OR() Function	CO2: Compute	K3: Apply	<u>Internal</u> Test, Practical, Project Presentation
(ii)	2.5	Financial formulae 4. Using Excel's FV() and PV() Function 5. Using Excel's RRI() with PMT() Function 6. Using Excel's NPV() with IRR() Function	CO2: Compute	K3: Apply	<u>Internal</u> Test, Practical, Project Presentation
4	4.0	Working with Excel's Lookup Functions			
(i)	4.0	12. Using Excel's VLOOKUP() Function 13. Using Excel's HLOOKUP() Function 14. Using Excel's INDEX() and MATCH() OFFSET() and CHOOSE() Functions 15. Nested VLOOKUP() 16. VLOOKUP() using MATCH() and INDEX()	CO2: Compute	K3: Apply	<u>Internal</u> Test, Practical, Project Presentation

5	1.5	Data Validation In Excel			
(i)	1.0	5. Data Validation using Indirect() 6. Creating a Validation List 7. Adding a Custom Validation Error 8. Department Specific Formulae	CO3: Analyze	K4: Analyze	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
6	1.5	Mastering Excel's "What If?" Tools			
(i)	1.5	15. Working with Excel's Goal Seek Tool 16. Working with Excel's Solver Tool 17. Building Effective Data Tables in Excel 18. Analysing Scenario's in Excel	CO3: Analyze	K4: Analyze	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
7	3.5	Excel Pivot Tables, Pivot Charts, and working on Dashboard			
(i)	2.5	14. Working with Excel PivotTable 15. Modifying Excel PivotTable Calculations 16. Grouping PivotTable Data 17. Formatting PivotTable Data 18. Drilling Down into PivotTable Data 19. Working with Pivot Charts 20. Filtering PivotTable Data	CO4:Infer	K4: Analyze	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
(ii)	1.0	21. Filtering with the Slicer Tool 22. Working with Dashboard using the above tool.	CO4:Infer	K4: Analyze	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
8	1.5	Microsoft Excel Macros and VBA			
(i)	1.5	7. Working with Excel Macros 8. Activating the Developer Tab in Excel 9. Working with the Macro Recorder 10. Editing a Macro with VBA 11. Working Buttons to run Macros	CO5: Examine	K4: Analyze	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test

Pedagogy

- 16. Lecture
- 17. Test
- 18. Project Presentation

Continuous Evaluation-50 Marks**Parameters of Internal Assessment:**

- 15. Attendance-5 Marks
- 16. Class Participation-5 Marks
- 17. MCQ-10 Marks
- 18. Project-10 Marks
- 19. Viva-5 Marks
- 20. Case Study Based Questions-15 Marks

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	21%	24%	22%	18%	15%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Project-1	5	10%	30%	30%	20%	10%
Project-2	5	10%	30%	30%	20%	10%
End Term	30	15%	40%	15%	30%	-

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Excel 2013 Power Programming with VBA	John Walkenbach	Wiley & Sons, Incorporated, John	-	2007
Excel 2016 Power Programming with VBA	Michael Alexander Dick, Kusleika	Wiley	1 st	2016

E-Books:

Book Title	Name of Author	Publisher	Link	Year
Microsoft Word 2013™ An Essential Guide (Level 1)	-	.reading.ac.uk	http://www.reading.ac.uk/web/files/its/WordEssen13.pdf	2014
Corporate Finance Institute-Excel	-	Corporatefinanceinstitute.com	https://corporatefinanceinstitute.com/resources/ebooks/excel-book-pdf/	2013

Course Title : Verbal Skills and Quantitative Analysis - 2

Semester : II

Credit : 2

Duration : 20 hrs

Course Description

This course is designed to cover the basics of Arithmetic and Reasoning and to build a good hold on concepts for students which will prepare them for questions asked in the Placement Aptitude Tests. Each module will cover important topics from Quants and Reasoning, focusing on building a strong foundation on the topics. The course is divided into 10 parts, each part covering an important module from the arithmetic section. Apart from training in classes, they will be solving 300+ questions in total, during the sessions, which will confirm their progress.

Contents

24. Time, Speed and Distance
25. Time and Work
26. Data Interpretation
27. Mensuration
28. Clocks and Calendars
29. Syllogism and Venn Diagrams
30. Logical Reasoning: Linear Arrangements
31. Logical Reasoning: Circular Arrangements
32. Logical Reasoning: Matrix Arrangements
33. Advanced Tenses
34. Advanced Prepositions
35. Sentence Completion Questions
36. Para jumbles

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand Rules of Tenses & Prepositions to solve sentence completion & correction questions	L2 -Understand	2.5	Internal Test,
CO2	Understand the patterns of clocks, calendars and venn diagrams to encourage higher order thinking.	L2 -Understand	4	Internal Test,
CO3	Apply short cut techniques and strategies to correctly answer parajumbles & sentence completion	L3 - Apply	2.5	Internal Test,
CO4	Apply tricks and short-cuts to solve mathematical problems in the easiest and the fastest manner.	L3 - Apply	6	Internal Test,
CO5	Analyze the given data logically to enhance the problem-solving ability.	L4 - Analyse	5	Internal Test,

The CO – PO Correlation matrix for the subject is given below:

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO1	1	3	1	1	1
CO2	-	3	-	2	1
CO3	1	3	-	-	-
CO4	1	3	-	1	2
CO5	1	3	-	1	1
CO					

Session Plan

Sessi on	Hour s	Topics	Topic Mapped with CO	Cognition	Evaluation Tool
1	1.25 hours	Advanced Tenses	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Understan d	Internal Test,
2	1.25 hours	Advanced Prepositions	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Understan d	Internal Test,
3	1.25 hours	Sentence Completion Questions	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Apply	Internal Test,
4	1.25 hours	Para jumbles	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Apply	Internal Test,
5-6	2.5	Time Speed and Distance: Basics, Unit Conversions, Average and relative speed, late and early arrivals, problems on trains, boats & streams	CO1-Apply tricks and short-cuts to solve mathematical problems in the easiest and the fastest manner.	Apply	Internal Test,

7-8	2.5	Time and Work: Efficiency, Man- Days, pipes and cisterns	CO1-Apply tricks and short-cuts to solve mathematical problems in the easiest and the fastest manner.	Apply	Internal Test,
9	1	Mensuration: Areas and Perimeters of 2 Dimensional figures, Basic concepts of 3 Dimensional figures	CO1-Apply tricks and short-cuts to solve mathematical problems in the easiest and the fastest manner.	Apply	Internal Test,
10	1	Logical Reasoning: Linear Arrangement s	CO5- Analyze the given data logically to enhance the problem solving ability.	Analyze	Internal Test,
11	1.5	Logical Reasoning: Circular Arrangement s	CO5- Analyze the given data logically to enhance the problem solving ability.	Analyze	Internal Test,
12	1.5	Logical Reasoning: Matrix Arrangement s	CO5- Analyze the given data logically to enhance the problem solving ability.	Analyze	Internal Test,
13	1	Data Interpretation : Problems based on bar graphs, pie charts, line graphs etc.,	CO5- Analyze the given data logically to enhance the problem solving ability.	Analyze	Internal Test,
14	1.5	Clocks and Calendars: Basic Concepts, angles between the minute and the hour hand, faulty clocks, mirror image time,	CO2- Understand the patterns of clocks, calendars, Venn diagrams to encourage higher order thinking.	Understand	Internal Test,

		ordinary year, leap year, odd days, decoded day of the week			
15-16	2.5	Syllogism and Venn Diagrams: Concepts, Tricks and Questions	CO2- Understand the patterns of clocks, calendar, and Venn diagrams to encourage higher-order thinking.	Understand	Internal Test,

Pedagogy
1. Lecture
2. Practice exercises

Parameters of Internal Assessment:

1. Class Test
2. Class Participation
3. Attendance

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	30%	20%	20%	10%	20%
Class Test 1 Quants	10	50%	50%			
Class Test 2 Quants	10			50%	50%	
Class Test Verbal	10					100%

Reference Book:

R.S. Agarwal - First Edition: 1989

Uma Maheshwari- GACP - First Edition: 2017

For verbal ability, study material would be provided by the respective faculty

Course Title : Sales and Services of Financial Instruments
No. of Credits : 2
Contact Hours : 20

Course Description:

Selling and Customer interaction forms the backbone of all the departments. It is therefore imperative to instill these abilities in the PGDM course syllabus for the students. The purpose of selling may differ specialization-wise for example for a retail marketing person selling may be CRM and engaging the customer, whereas in HR terms it is, how effectively one can pitch the job at hand to a prospect. These modules have been curated keeping the specialization and purpose in mind.

Course Outcomes	Description	Cognition
CO1	Describe the various elements involved in the process of selling along with the ideal traits of a salesperson.	Understand L2
CO2	Explain the customer needs and requirements and classify the various types of customers.	Understand L2
CO3	Solve the various ethical dilemmas associated with selling practices.	Apply L3
CO4	Apply the methods of Suspecting, prospecting, and approaching a customer	Apply L3
CO5	Analyse the situation to design a sales pitch, with the help of Roleplay and prepare the appropriate solution for the customers as per their requirements.	Analyse L4

Mapping COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	1	2	1	2	3
CO2	1	2	1	2	3
CO3	3	3	2	2	3
CO4	3	3	2	2	3
CO5	3	3	3	3	3
CO	3	3	3	3	3
CO EQ	2.2	2.6	1.8	2.2	3

Course content:

19. Sales Process

20. Product information
21. Stores Operation
22. FABing technique
23. Customer analysis
24. Buying pattern
25. Closing the sales call

Session Plan

Session	Topic	TOPIC Mapped with CO	Cognition
1	Introduction to Sales Define selling & the sales process How is sales different from marketing Difference between a product and a service Importance of product Information – Financial instruments Sales and the finance industry	CO1	Analyse
2	Attributes of a Professional Salesperson Teamwork Assertiveness Effective communication Emotional Intelligence Famous salesmen through the ages	CO1	Analyse
3	Sales and Ethics Pillars of professional selling Ethical selling Ethical dilemmas Consequences of mis-selling Appropriate behaviour Anger management	CO2	Analyse
4	Understanding Customer Base Customer profiling – why is it necessary? Demographics & Segmentation Types of customer personalities Handling different types of customers Influencers	CO3	Analyse
5	How and Why of Competitor Analysis Current Finance products and real-life competitors	CO4	Analyse

6	FABing technique Real-life finance products and their FAB attributes	CO4	Analyse
7	Introduction to SPANCO Suspecting and Prospecting	CO3	Analyse
8	Methods of Prospecting BTL Marketing of finance instruments	CO3	Analyse
9	Introduction to ODPEC Approaching the client	CO5	Analyse
10	Persuasive Communication/ Telly Selling Skills	CO5	Analyse
11	Identifying Customer Needs Listening skills (SPIN) Probing and questioning skills	CO5	Analyse
12	Proposing a Solution & Eliminating Doubts through the Art of Story-Telling	CO5	Create
13	Closing a Call Handling uncertain situations	CO5	Create
14	Selling Finance Products Types of Finance Instruments Identifying the right customers up selling	CO5	Analyse Create
15-16	Recap & Practicing Selling Skills through Role-Play and assessment	CO4	Create

Pedagogy
1. Lecture
2. Case Study

3. News/Article Analysis	
4. Live Activity/Exercise	
5. Videos	
Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Class Assignment
2. Class Test
3. Presentation
4. Class Participation
6. Attendance

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	10%	10%	25%	25%	30%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Class Test	5	20%	20%	20%	20%	20%
Group Discussion	5	20%	10%	10%	30%	30%
End Term	30	10%	10%	25%	25%	30%

Reference Book:

Reading reference and the latest cases are also provided

Course Code : 300314
Course Title : Career Management - 2
Semester : II
Credit : 2

Duration : 20 hrs

Course Description:

This course would help the students to prepare themselves for the internship, understand their roles and responsibilities as an intern. The dos and don'ts to make their internship experience more useful and meaningful. Creating their video resume & cover letter to stand out among a crowd of applicants, being able to conduct themselves in a Group Discussion and successfully clear PI rounds for the internship are the primary objectives of this course.

Content:

- 10. Cover Letter
- 11. Building effective video resumes
- 12. Group Discussion and Personal Interviews

Course Outcomes	Description	Cognition	Hours	Evaluation
CO1	Understand the importance of quick thinking and situation handling skills to ace interview process for campus internship placements	L2 - Understand	1	Internal - Assignment
CO2	Compare self and peer contribution w.r.t verbal and non-verbal communication during Case based Group Discussion for self-improvement	L3- Apply	2	Internal - Group Discussion
CO3	Outline an effective cover letter highlighting their suitability for the role to stand out among the pool of applicants	L3- Apply	10	Internal - External - Case Study
CO4	Classify information in order to make an appealing video resume highlighting their skills, education, achievements in the best possible way to have an edge over other applicants	L4- Analyze	2	Internal Class Test
CO5	Determine the industry of their choice by shortlisting the roles, profiles & sector for internship placements.	L5- Evaluate	1	Class Test

The CO – PO Correlation matrix for the subject is given below:

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO1	2	3	1	3	1
CO2	1	3	2	2	-
CO3	-	2	3	-	3
CO4	-	2	3	1	-
CO5	-	2	1	2	-
CO	1.5	2	2	2	2

Session Plan

Session No.	Hrs	Topic/Subtopic	TOPIC Mapped with CO	Cognition	Evaluation Tools
1	1	Road Map and Placement Guidance	CO5- Determine the industry of their choice by shortlisting the roles, profiles & sectors for internship placements.	Evaluate	
2	1	Video Resumes	CO4- Classify information in order to make an appealing video resume highlighting their skills, education, achievements in the best possible way to have an edge over other applicants	Apply	Internals
3	1	Cover Letter	CO3-Outline an effective cover letter highlighting their suitability for the role to stand out among the pool of applicants	Apply	Internals-Assignment
4-6	3	Overview of a Group Discussion (Practice -Case Study)	CO2- Compare self and peer contribution w.r.t verbal and non-verbal communication during Case based Group Discussion for self	Apply	Internals

			improvement		
7-16	9	Mock Personal Interview	CO1 Understand the importance of quick thinking and situation handling skills to ace interview process for campus internship placements	Create	Internals

Pedagogy	
1. Lecture	
2. Case Study	
3. News/Article Analysis	
4. Live Activity/Exercise	
5. Videos	
Evaluation:	
Internal	80%
External	20%
Total	100%

Parameters of Internal Assessment:

- 50. Personal Interview
- 51. Class Participation
- 52. Attendance

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	30%	10%	10%	25%	25%
Attendance	5	20%	20%	20%	20%	20%

Class Participation	5	20%	20%	20%	20%	20%
Personal Interviews	10	-	-	-	30%	70%
End Term	30	15%	15%	20%	20%	30%

Reference Books:

Interviews and GD – GK Publication

GD and Interview – R. Gupta and Anand Gaugaly

How to succeed in GD and Interview – SK Mondal

Course Title : Capstone Project Phase 1

Semester : II

No of Credit : 2

Duration : 20 hrs

PROGRAM OUTCOMES

1. Generate conceptual knowledge regarding business management.
2. Apply knowledge of management theories and practices to solve business problems.
3. Foster Analytical and critical thinking abilities for data-based decision making.
4. Ability to develop value based leadership ability.
5. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
6. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
7. Ability to conduct interdisciplinary research.
8. Equip with knowledge and skills for transition from campus to corporate.

Course Outcome : Capstone Project Phase I			
Course Outcomes	After the completion of projects students should be able to	Cognition	Remarks
	Co1- Identify the sector, conduct preliminary industry analysis and finalise scope of work	L2: Understand	
	CO2 – To identify a business problem and to make a functional research topic	L2: Understand	
	C03 : Ability to compare existing literature , theories and evidence	L2 : Understand	
	CO4 : Able to identify gap in existing literature and develop scope for additional research	L3: Apply	
	CO5 – They will be able to apply research outcomes and prepare research design	L3: Apply	

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

CO Code	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	1	3	2	3	1
CO2	3	3	3	1	3	2	3	1
CO3	3	3	3	1	3	2	3	1
CO4	3	3	3	1	3	2	3	1
CO 5	3	3	3	1	3	2	3	1
PO attainment	3	3	2.8	1	3	2	3	1

Course Title : **Industry Internship Project**
Semester : **II**
No. of Credit : **8**
Duration : **80 hrs.**

Program Objectives:

- 1) Apply knowledge of management theories and practices to solve business problems.
- 2) Foster Analytical and critical thinking abilities for data-based decision making.
- 3) Ability to develop Value based Leadership ability.
- 4) Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- 5) Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Course Outcome: Industry Internship Project (0206300803)			
Course Outcomes	<i>After the completion of course, students should be able to</i>	Cognition	Remarks
0201300803.1	Familiarizing the organization culture and its management functions	Analyzing	
0201300803.2	Application of knowledge and techniques of Business Management in organizational context.	Applying	
0201300803.3	Acquiring problem solving and decision-making skills and evaluating business strategies and plan through critical thinking skills	Evaluating	
0201300803.4	Framing suitable domain specific solutions to business problems.	Creating	

Mapping COs with POs

- Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

Cos	PO1	PO2	PO3	PO4	PO5
0201300803.1	-	1	1	3	-
0201300803.2	3	2	-	3	1
0201300803.3	-	3	3	1	-
0201300803.4	-	3	1	2	3
PO Attainment level	3	2.2	1.6	2.2	2

SEMESTER- III

Course Title : Strategic Management

Semester : III

Credit : 2

Duration : 20 hrs. (75 minutes per session)

Strategic Management is a course that covers the direction of Business and its long-term performance. The course trains the learner in applying the concepts of functional, business and corporate strategies and doing competitor's analysis with the help of tools and techniques and also includes the global perspectives of Strategy.

Program Outcomes

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership.
4. Ability to understand, analyze and *communicate* global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Course Outcomes

After completing the course, the student should be able to-

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO 1	Explain the Business Environment and its relation to the Strategic Management process.	K2 Understanding	4	<u>Internal Quiz</u> <u>End Term-Theory</u>
CO 2	Apply the Strategic Management tools for the optimum organizational performance.	K3 Applying	4	<u>Internal-Case</u> <u>End Term-Theory</u>
CO 3	Construct the strategic tools and techniques for corporate /business/functional levels of the decision making.	K3 Applying	3	<u>Internal-Test,</u> <u>Presentation</u> <u>End Term-Application Questions</u>

CO 4	Examine and infer the various strategic alternatives and determine the appropriate strategy in real world scenarios.	K 4 Analyzing	6	<u>Internal-Test,</u> <u>Presentations</u> <u>End Term-</u> <u>Theory & Case</u>
CO 5	Assess and integrate knowledge from Strategic Management to solve problems in a large multi-disciplinary context.	K5 Evaluating	3	<u>Internal-Test, Project</u> <u>End Term-</u> <u>Case/Theory</u>

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	3	-	1	3
CO2	3	1	2	3	2
CO3	2	2	2	2	1
CO4	2	2	1	3	3
CO5	2	2	1	2	3
CO	2.4	2.0	1.2	2.2	2.4

Session Plan

Sr. No	Hrs	Units	COs	Topics Mapped with CO	Evaluation Tools
1	4	Introduction to Strategic Management			
(i)	4	Organizations and strategy- What is Strategy? What makes a strategy winner? Strategic Management and competitiveness	CO1: Explain the Business Environment and its relation to the Strategic Management process.	K2: Understand	<u>Internal-Quiz</u> <u>End Term-</u> <u>Theory/Short Notes</u>
2	6	Environmental Analysis			
(i)	4	Evaluating the External Environment: Strategically relevant factors, Industry driving forces, Industry KSFs. Competition, and Competitor Analysis, Competitive weapons for competing	CO2: Apply the Strategic Management tools for the optimum organizational performance.	K3 & K4 Apply & Analyze	<u>Internal-Case Study</u> <u>End Term-</u> <u>Theory Questions</u>

(ii)	2	with rivals. ETOP Study. I/O Model of Above Average Returns The Internal Organization: Resources, Tests of Resource's Competitive Power. Capabilities, Competencies, and Competitive Advantages, Distinctive Competence, Resource Based Model	CO4: Examine and infer the various strategic alternatives and determine the appropriate strategy in real world scenarios.		<u>Internal-Case Study</u> <u>End Term-Theory Questions</u>
3	7	Competition Analysis and Types of Strategy			
(i)	3	Business-Level Strategy, Competitive Rivalry and dynamics, Quest for competitive advantage and Dynamics, Industry Analysis. Outcomes of Environment and industry analysis. (The Herfindahl-Hirschman Index)	CO3: Construct the strategic tools and techniques for corporate, business and functional levels of the decision making.	K3 & K4 Apply & Analyse	<u>Internal-Test</u> <u>End Term-Theory Questions</u>
	4	Corporate-Level Strategy- Grand Strategies, Portfolio Analysis and Corporate Parenting, Strategic Acquisition and Corporate Restructuring, Rationale for restructuring, Global Strategy, The three main strategic approaches, Profit sanctuaries and Cross Border Strategic Moves.	CO4: Examine and infer the various strategic alternatives and determine the appropriate strategy in real world scenarios.		<u>Internal-Test/Presentations</u> <u>End Term-Comprehensive Case</u>
4	3	Cooperative Strategies and Organizational Structure Decisions			
(i)	3	Cooperative Implications for Strategy, Structure and Controls with Organizations, Stages of Development of Organization, Organization Design and Change.	CO5: Assess and integrate knowledge from Strategic Management to solve problems in a large multi-disciplinary context.	K4 & K5 Analyze & evaluate	<u>Internal-Test</u> <u>End Term-Theory Questions</u>

Pedagogy

37. Lecture

38. Case Studies

39. Flipped Classroom

Evaluation

Internal 60%

External 40%

Total 100%**Parameters of Internal Assessment:**

53. Attendance & Class Participation

54. Class Test and Assignments

55. Reflection Journals

56. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	15%	18%	22%	24%	21%
Attendance & Class Participation	5	20%	20%	20%	20%	20%
Class Test & Assignments	5	30%	30%	15%	15%	10%
Reflection Journals	5	10%	20%	30%	20%	20%
Projects	5	-	-	30%	40%	30%
End Term	20	5%	15%	30%	30%	20%

Textbook:

Book Title	Name of Author	Publisher	Edition No.	Year
Strategic Management- Competitiveness & Globalization	Hitt, Ireland & Hoskisson	Cengage	12th	2021

Reference Books:

Book Title	Name of Author	Publisher	Edition No.
Strategic Management- Theory and Cases- An integrated Approach	Charles Hill, Mellissa Schilling & Gareth Jones	Cengage	13th
Economics of Strategy	David Besanko, David Dranove, Mark Shanley, and Scott Schaefer	Wiley India	Edition 6 International Student Version
Strategy and the Business Landscape	P Ghemawat	Ghemawat Publishing	4 th
Crafting and Executing Strategy- The Quest for Competitive Advantage- Concepts and Cases	Arthur A Thompson Jr, Margaret A Peteraf, John E Gamble and A J Strickland III	McGrawHill	22nd
Concepts in Strategic Management and Business Policy	Thomas L Wheelen et al	Pearson	15th

Course Title : **Business Ethics & Corporate Governance**
Semester : **III**
Credit : **2**
Duration : **20 hrs. (75 minutes each)**

Course Description:

The need for Business Ethics is very much essential and applicable for today's organizations due to the stringent expectations of society and stakeholders regarding business performance. The intellectual roots of the subject are drawn from human values, philosophy, Political theories and its corollaries. The course initially aims at examining real-life ethical dilemmas and challenges in business, through case studies.

CO Code	Course Outcome : Student will be able to	Cognition	Hours	Evaluation Tools
CO1	Outline the scope and importance of ethics and ethical behaviour in personal and professional life	K2-Understand	5	<u>Internal</u> Quiz, test
CO2	Manage and Analysis ethical issues in business and challenges in functional areas to work for the welfare and betterment of stakeholders.	K3 -Apply	7	<u>Internal</u> Dialogue and Role Play
CO3	Imbibe ethical issues in corporate governance and to adhere to ethical codes	K4-Analyse	5	<u>Internal</u> Test, Role Play End-term Exam
CO4	Assess various corporate social responsibilities and practise in their professional life	K5-Evaluate	3	<u>Internal</u> Test, Case Study End-term-Exam

Mapping COs with POs

Scale 1 - low alignment, **2** - Moderate alignment, **3** - high alignment, - No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	1	1	3	1
CO2	3	3	1	3	2
CO3	3	3	3	3	3
CO 4	3	3	3	3	3
CO5	2	1	1	3	2
CO	2.8	2.2	1.8	3	2.2

Syllabus and CO mapped

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	4	Introduction to Business Ethics and Overview			
(i)	4	Theoretical approaches to Business Ethics, Ethics and Morality, Indian Thoughts on Ethics, Ethical Dilemma	CO1: Outline the scope and importance of ethics and ethical behavior in personal and professional life	K2: Understand	<u>Internal</u> Quiz, Test
2	4	Business and Environment			
(i)	4	Ethical issues in the Business and responsibility towards Environment. Discussing various theories of business ethics	CO2: Manage and Analysis ethical issues in business and challenges in functional areas to work for the welfare and betterment of stakeholders.	K3: Apply	<u>Internal</u> Dialogue and Role Play
3	4	Ethics in Functional areas			
(i)	4	Ethical issues in Marketing and Consumer Protection Act, Ethical issues in HRM, Finance, IT	CO2: Manage and Analysis ethical issues in business and challenges in functional areas to work for the welfare and betterment of stakeholders	K3: Apply	<u>Internal</u> Test, Role Play End-term Exam
4	4	Corporate Governance and Regulatory Framework			
(i)	4	Significance of Corporate Governance in business environment, regulatory framework, Cadbury Committee Report, Narayan Murthy, Committee Report, Role of SEBI, Companies Act 2013	CO3: Imbibe ethical issues in corporate governance and to adhere to ethical codes	K4-Analyse	<u>Internal</u> Test, Case Study End-term-Exam
5	4	Corporate Social Mechanism			
(i)	4	Understanding the Indian scenario of Corporate Social responsibility, Understanding the various models such as Anglo-American Model, German Model, Japanese Model	CO4: Assess various corporate social responsibilities and practise in their professional life	K5-Evaluate	<u>Internal</u> Test, Case Study End term-Exam

--	--	--	--	--	--

SESSION-WISE COURSE OUTLINE:

Session	Topics	Aligned CO's
1	Introduction to Business Ethics and Overview,	CO1
2	Theoretical approaches to Business Ethics, Ethics and Morality, , Ethical Dilemma	CO1
3	Various theories of Ethics	CO1
4	Ethical issues in the Business and responsibility towards Environment. Discussing various theories of business ethics	CO2
5	Ethical issues in the Business and responsibility towards Environment. Discussing various theories of business ethics	CO2
6	Ethical issues in Marketing and Consumer Protection Act,	CO2
7	Ethical issues in HRM,	CO2
8	Ethical issues Finance, IT	CO2
9	Significance of Corporate Governance in business environment, regulatory framework,	CO3
10	Cadbury Committee Report ,Narayan Murthy, Committee Report, Role of SEBI,	CO3
11	Companies Act 2013	CO3
12	Understanding the Indian scenario of Corporate Social responsibility,	CO3
13	Understanding the various models such as Anglo-American Model, German Model, Japanese Model	CO4
14	Understanding the various models such as Anglo-American Model, German Model, Japanese Model	CO4
15	Presentation	CO4
16	<i>Presentation</i>	CO4

Pedagogy

1. Lecture, Case Studies , Videos, Presentation and Assignments_

Evaluation

Internal 80%

External 20%

Total 100%

Internal Assessment	40 Marks
End Tem	10 Marks
<i>Internal Assessment</i>	
Class Test/MCQ	10 Marks
Presentation	10 marks
Class participation	10 marks
Attendance	10 marks
<i>End Term</i>	
End Term Examination	10 Marks

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40					
Attendance	06	15%	15%	15%	15%	15%
Class Participation	06	15%	15%	15%	15%	15%
Class Test	14	35%	35%	35%	35%	35%
Case study presentation	14	35%	35%	35%	35%	35%
End Term	10					

Textbook:

- 1) Ethics in Business and Corporate Governance - S. K. Mandal (2nd Ed). Tata-McGraw Hill, 2017
- 2) Business Ethics: An Indian Perspective - . C. Fernanado

Reference Books:

- 1) Business Ethics: Concepts & Cases - Manuel Velasquez (PHI).
- 2) Business Ethics - A. Crane and D. Matten, 2nd Edition

- 3) Corporate Governance - Satheesh Kumar (Oxford)
- 4) Report of the Committee on the Financial Aspects of Corporate Governance – 1992
Adrian Cadbury.
- 5) Report on Corporate Governance - Narayan Murthy Committee : 2003

E-Books:

- 1) Business Ethics - James Brousseau

Course Code	0207300352
Course Title	International Financial Management
Credits	2
Duration	20 hrs.
Course Faculty	

Syllabus and CO mapped.

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Explain the global financial system and factors which determine an exchange rate.	L2 Understand	2	Internal Assessment: Assignment & Class Test End term Numerical/Theory Question
CO2	Apply the foreign exchange derivatives and other techniques to manage various foreign exchange exposures faced by the firms.	L3 Apply	11.25	Internal Assessment Assignment & Class Test End term Numerical/Theory Question
CO3	Analyses the major issues and developments in international finance, assimilating theoretical, empirical, policy, global risk, and institutional aspects.	L4 Analyze	0.5	Internal Assessment Assignment & Class Test End term Numerical/Theory Question
CO4	Assess currency risks and international investment decisions.	L5 Evaluate	2.5	Internal Assessment Assignment & Class Test End term Numerical/Theory Question
CO5	Evaluate the problems relating to multinational financing and international investment decisions.	L6 Evaluate	3.75	Internal Assessment: Class Test End term Numerical/Theory Question

SESSION – WISE COURSE OUTLINE

Sr. No.	Hours	Units	Course Outcome (CO)	Topics Mapped with CO	Evaluation Tools
1	0.5	Balance of Payments			
i)	0.5	Introduction, Accounting Principles, Components, and Valuation.	CO1	L2 Understand	Internal Assessment: Assignment & Class Test End term Numerical/Theory
	0.75	Financial Management in a Global Context & International Monetary System			
i)	0.75	Introduction, Exchange Rate Regime, International Monetary Fund, and International Financial Institutions.	CO1	L2 Understand	Internal Assessment: Assignment & Class Test End term Numerical/Theory
2	5	The Foreign Exchange Market			
i)	5	- Structure of the Foreign Exchange Market, Types of Transactions and Settlement Dates, Exchange Rate Quotations and Arbitrage (two & three-point), Forward Quotations, Pricing of Short-Date and Broken Date Contracts, Exchange Rate Regimes, and the Foreign Exchange Market in India.	CO2	L3 Apply	Internal Assessment: Assignment & Class Test End term Numerical/Theory
3	0.5	Global Financial Markets & Interest rates			
i)	0.5	Domestic, Offshore Markets, Euro Markets, Interest Rates in the Global Money Markets.	CO3	L4Analyze	internal Assessment: Assignment & Class Test End Term Numerical/Theory Question
4	0.75	Exchange Rate Determination & Forecasting			
i)	0.75	Purchasing Power Parity (PPP) absolute & relative PPP.	CO1	L2 Understand	Internal Assessment: Assignment & Class Test End Term Numerical/Theory Question
5	2.50	Interest Parity			

i)	2.50	International Fisher effect, Covered Interest Parity, Uncovered Interest Parity, Arbitrage with and without Transaction Cost, Inter-bank Forward Dealing, Forward Currency Markets and Rates in India, The Value of a Forward Contract, and Forward Rate Computations.	CO4	L4Analyze	Internal Assessment: Assignment & Class Test End Term Numerical/Theory Question
6	1.25	International Equity Investments			
i)		Risk & Return.	CO5	L5 Evaluate	
7	2.5	Short-term Financial Management in a Multinational Corporation			
i)	2.5	Short-Term Borrowing and Investment, Centralized Versus Decentralized Cash Management, and Cash Transmission.	CO5	L5 Evaluate	Internal Assessment: Class Test End term Numerical/Theory Question
8	6.25	Types of Exposure			
i)	6.25	Transaction, Translation & Operating Exposure	CO2	L3 Apply	Internal Assessment: Assignment & Class Test End Term Numerical/Theory Question

SCALE **2: Moderate** **3: High** **-- No**
Alignment **Alignment** **Alignment** **-**

CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	-	3	1
CO2	3	3	-	2	2
CO3	2	1	1	3	1
CO4	3	3	1	3	3
CO5	3	3	1	2	2
CO	2.8	2.4	1	2.6	1.8

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Assignment

Assessment Mapping:

Parameters	Marks	CO1	CO2	CO3	CO4	CO5
Internal	20	21%	21%	21%	21%	15%
Class Participation	5	20%	20%	20%	20%	20%
Attendance	5	20%	20%	20%	20%	20%
Class Test	5	20%	20%	20%	20%	20%
Assignment	5	25%	25%	25%	25%	0%
End Term	30	10%	55%	3%	12%	20%
Total	50	15%	42%	10%	16%	18%

Textbook: International Financial Management	Anuj Verma, Shikha Singh, Pinky Agarwal – SYBGEN Learning - 2020
Reference Books:	
Multinational Business Finance (MBF)	Eiteman, Pearson Education, New Delhi, 10th Edition, 2003.
International Financial Management	Jeff Madura, Cengage Learning, 13th Edition, 2018.
International Financial Management: An Analytical Framework	T Siddaiah, Pearson Education India, 2nd Edition, 2016.
International Financial Management	Cheol S. Eun, Bruce G. Resnick, McGraw-Hill Education (India), Chennai, 7th Edition, 2017.
International Finance	Rajiv Srivastava, Oxford University Press, 1st Edition, 2014.
Multinational Finance Management	Alan C. Shapiro, Wiley, 9th Edition, 2014.
International Finance	Apte, Tata McGraw-Hill, New Delhi, 4th Edition, 2006.

E-Books:	
International Financial Management (IFM)	P. G. Apte and Sanjeevan Kapshe, McGraw-Hill Education (India), Chennai, 8th Edition, 2020.
International Financial Management	Jeff Madura, Cengage Learning, 13th Edition, 2018.
International Financial Management: An Analytical Framework	T Siddaiah, Pearson Education India, 2nd Edition, 2016.
International Finance	Rajiv Srivastava, Oxford University Press, 1st Edition, 2014.

Course Title : **Corporate Restructuring and Valuation**

Credit : **2**

Duration : **20 hrs.**

Syllabus and CO mapped

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Describe an outlook on financial policy as a division of corporate strategy to provide a perspective on Mergers & Acquisition	L1 Explain	3	Internal Assessment: Class Participation
CO2	Develop diverse techniques of corporate restructuring, and valuation and their relevance.	L3 Apply	2	Internal Assessment: Class Test End Term Exam
CO3	Examine the corporate governance, legal & regulatory framework for M&A.	L4 Analyze	2	Internal Assessment: Assignment End Term Exam
CO4	Assess the valuation process by investment bankers and financing options used.	L4 Analyze	7	Internal Assessment: Assignment End Term Exam
CO5	Appraise the skills of managing issues of equity, debt and Govt. bonds, mergers & acquisitions including cross border M&A	L5 Evaluate	6	Internal Assessment: Class Participation

SESSION PLAN

Sr. No.	Hrs.	Units	Course Outcome (CO)	Topics Mapped With CO	Evaluation Tools
1	1.25	Introduction to mergers and Acquisitions			
i)	1.25	Introduction to mergers and Acquisitions	CO1 Describe an outlook on financial policy as a division of corporate strategy to provide a perspective on Mergers & Acquisition.	L1 Explain	Internal Evaluation: Class Participation
2	1.25	Form of M & A			
i)	1.25	Form of M & A	CO4 Describe an outlook on financial policy as a division of corporate strategy to provide a perspective on Mergers & Acquisition	L4 Analyze	Internal Evaluation: Class Participation End Term Numerical
3	2.5	Motives behind M & A, Buyers perspective and Sellers Perspective			
i)	1.25	Motive behind M&A	CO1 Describe an outlook on financial policy as a division of corporate strategy	L1 Understand	Internal Assessment: Class Participation

			to provide a perspective on Mergers & Acquisition		
ii)	1.25	Buyers' perspective and Sellers Perspective	CO3 Describe diverse techniques of corporate restructuring, and valuation and their relevance.	L3 Apply	Internal Assessment: End Term
4	2.5	Corporate Restructuring and Takeover defence strategies			
i)	2.5	Corporate Restructuring and Takeover defense strategies	CO3 Develop and analyze the techniques of corporate restructuring, and valuation and their relevance.	L4 Analyze	Internal Assessment: Assignment End Term
5	1.25	Legal and regulatory framework of M&A			
i)	1.25	Legal and regulatory framework of M&A	CO4 Develop and Analyze the techniques of corporate restructuring, and valuation and their relevance.	L4: Analyze	Internal Assessment: Assignment End Term Numerical
6	2.5	Corporate Governance & HR Issues in M & A			
i)	2.5	Corporate Governance & HR Issues in M&A	CO4 Develop and Analyze the	L4 Analyze	Internal Assessment:

			techniques of corporate restructuring, and valuation and their relevance.		Assignment End Term Numerical
7	5	Business valuation methods- DCF & non DCF methods - Concept of value of a company Methods of enterprise value and equity valuation, Brand Valuation			
i)	2.5	Business valuation methods- DCF & non DCF methods	CO2 Examine the corporate governance, legal & regulatory framework.	L3 Apply	Internal Assessment: End Term
ii)	2.5	Concept of value of a company, Methods of enterprise value and equity valuation, Brand Valuation	CO4 Assess the valuation process by investment bankers and financing options used.	L4 Analyze	End Term Numerical
9	2.5	Financing Options in M & A			
i)	2.5	Financing Options in M & A	CO4 Assess the valuation process by investment bankers and financing options used.	L4 Analyze	Internal Assessment: : Assignment End Term Numerical
10	1.25	Cross Border M & A			
i)	1.25	Cross Border M & A	CO5 Appraise the skills of managing issues of	L5 Evaluate	Internal Assessment: : Class

			equity, debt and Govt. bonds, mergers & acquisitions including cross border M&A		Participation
--	--	--	---	--	---------------

SCALE	2: Moderate Alignment	3: High Alignment	-- No Alignment		
CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	2	-	-	3	2
CO2	2	2	3	2	2
CO3	3	3	-	2	3
CO4	2	3	-	3	3
CO5	2	3	2	3	3
CO	2.2	2.75	2.5	2.6	2.6

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Assignment

Assessment Mapping:

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	20	16.0 %	24.0 %	18.0 %	19.0 %	23.0 %
Class Test	5	9.0%	36.0%	9.0%	20.0%	26.0%
Assignment	5	20.0%	20.0%	20.0%	20.0%	20.0%
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	13.3 %	13.3 %	20.0 %	26.7 %	26.7 %
Total	50	14.0 %	20.0 %	19.0 %	23.0 %	24.0 %

Textbook

12. Mergers & Acquisitions: Strategy, Valuation, Leveraged Buyouts and Financing – Sheeba Kapil & Kanwal N. Kapil, Wiley, 2/e, 2018.

Reference Books:

13. Mergers, Acquisitions & Corporate Restructuring - Prasad Godbole, Vikas Publishing, 2/e, 2013.
14. 2. Damodaran on Valuation - Damodaran, Wiley & Co., 2/e, Reprint 2009.
15. Mergers, Acquisitions, Strategy, Valuation & Integration - Kamal Ghosh Ray, PHI Learning, 2010.
16. Mergers, Restructuring and Corporate Control – Fred Weston, Kwang S Chung, Susan E Hoag, Pearson Education, 4/e
17. Mergers, Acquisitions & Corporate Restructuring - Patrick Gangham, Wiley India, 5/e, 2011.

E-Books:

57. Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts and Financing, - Sheeba Kapil & Kanwal N Kapil and, Wiley India, New Delhi, 2ed, 2018, Kindle edition.
58. Mergers, Acquisitions and Corporate Restructuring, Prasad G. Godbole, Vikas Publishing House, New Delhi, 2nd Edition January 2013.
59. Merchant Banking - Machiraju, H. R., New Delhi: New Age International Limited, 4/e, 2010, eBook.

60. Advances in Mergers and Acquisitions - Finkelstein, Sydney Cooper, Cary L., Bingley, U.K.: Emerald., 2011 eBook.
61. Mergers, Acquisitions, and Other Restructuring Activities - DePamphilis, Donald M, Amsterdam: Elsevier/Academic Press., 2007 eBook.
62. Strategic Corporate Finance: Applications in Valuation and Capital Structure - Pettit, Justin, Hoboken, N.J.: John Wiley & Sons., 4/e, 2007, eBook.

Course Title : Treasury and Forex Management

Credit : 2

Duration : 20 hrs.

Syllabus and CO mapped

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the treasury operations at banks and financial institutions and various Fixed Income and Money Market Securities	L2 Understand	5	Internal Assessment: Class Participation
CO2	Discuss International parity conditions which associate price of goods, interest rates	L3 Apply	7.5	Internal Assessment: Class Participation
CO3	Analyze various foreign exchange markets and dealing	L4 Analyze	2.5	Internal Assessment: Assignment
CO4	Evaluate the determinants of currency prices and movement of these prices, change in foreign exchange markets and management of Foreign	L5 Evaluate	2.5	Internal Assessment: Class Test

	Exchange risk			
CO5	Evaluate the treasury management tools and techniques for minimizing risk	L5 Evaluate	2.5	Internal Assessment: Project, VIVA End Term Exam Numerical

-

SESSION – WISE COURSE OUTLINE

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	2.5	Introduction to Treasury			
(i)	2.5	Introduction to Treasury Operations and Integrated Treasury at banks	CO1: Understand the role of Treasury at a bank and a firm in a global set up	L2 Understand	Internal Assessment: Quiz, Test End Term Theory
2	5	Money Market instruments			
(i)	2.5	Understanding of Call money market, TREPS, Repo / Reverse Repo, Treasury bill market, Certificate of Deposit, Commercial Paper, Commercial bills discounting market	CO1: Understand the working of money market instruments and how the price of money market instruments is determined	L2 Understand	Internal Assessment: Quiz, Test End Term Numerical

(ii)	2.5	Calculations associated with T-bills, commercial paper and repo market legs	CO2: Evaluate impact of interest rates changes on T-bill and perform calculations associated with repo market	L3 Apply	Internal Assessment: Quiz, Test End Term Numerical
3	5	Bonds			
(i)	2.5	Calculating clean price and dirty price of bonds and impact of interest rate increase and decrease on bond prices	CO2: Evaluate the impact of interest rates on bonds in a global set up	L3 Apply	Internal Assessment: Quiz, Test End Term Numerical
(ii)	2.5	Calculating duration and convexity of bonds and hedging interest rate risk	CO5: Understand how a treasury manager will use concepts of duration and convexity to manage risk in bond portfolios	L5 Evaluate	Internal Assessment: Quiz, Test End Term Numerical
4	2.5	Value at risk			
(i)	2.5	Value at Risk, Back Testing and Stress Testing, Asset Liability Management at banks	CO2: Analyze and understand regulatory aspects of risk management at banks	L3 Apply	Internal Assessment: Quiz, Test End Term Numerical
5	5	Foreign Exchange			

(i)	2.5	Foreign Exchange Market - Exchange rate Quotations and Arbitrage, Currency forwards	CO3: Analyze the functioning of forex markets with an understanding of quotations and arbitrage in foreign markets	L4 Analyze	Internal Assessment: Quiz, Test End Term Numerical
(ii)	2.5	Features of Forex markets and interbank transaction calculations with emphasis on currency price movements	CO4: Evaluate interbank transaction settlement and understand the impact of currency price movements on forex settlement	L5 Evaluate	Internal Assessment: Quiz, Test End Term Numerical

SCALE 2: Moderate Alignment 3: High Alignment -- No Alignment -

CO Code	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	1	-	2	-
CO2	3	3	-	2	-
CO3	3	3	3	2	1
CO4	3	3	-	2	-
CO5	1	3	3	2	3
CO	2.6	2.6	3	2	2

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment-40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

7. Attendance
8. Class Participation
9. Class Test
10. Assignment

Assessment Mapping:

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	20	16.0 %	24.0 %	18.0 %	19.0 %	23.0 %
Class Test	5	9.0%	36.0%	9.0%	20.0%	26.0%
Assignment	5	20.0%	20.0%	20.0%	20.0%	20.0%
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	13.3 %	13.3 %	20.0 %	26.7 %	26.7 %
Total	50	14.0 %	20.0 %	19.0 %	23.0 %	24.0 %

Textbook:

40. Theory & Practices of Treasury & Risk Management in Banks - IIBF – Taxmann,

Reprint 2021

41. International Financial Management -Anuj Verma, Shikha Singh, Pinky Agarwal- SYBGEN Learning, 2020

Reference Books:

1. Developments in Money, G-Sec & Forex Market – The Clearing Corporation of India
2. Foreign Exchange Practice, Concepts & Control - C. Jeevandam, S. Chand & Co, 11th Edition, 2020.
3. Fixed Income Markets in India – Joydeep Sen, Abhishek Apte, Shroff Publishers, 1/e, 2020.
- 5.Foreign Exchange, International Finance - A.V. Rajwade Shroff Publishers, 5/e, 2019.

E-Books:

1. An Introduction to Banking: Liquidity Risk and Asset-liability Management - Choudhry, Moorad, Chartered Institute for Securities & Investment, Chichester, U.K: John Wiley & Sons., 2021, eBook.
26. Derivatives: Markets, Valuation, and Risk Management - Whaley, Robert E., Hoboken, N.J: Wiley, 2020
27. Foreign Exchange and Money Markets - Bob Steiner, Butterworth Heinmann, Elsevier, 1/e, 2022.

Course Title : **Financial Modeling and Simulation**

Credit : **2**

Duration : **20 hrs.**

Syllabus and CO mapped.

CO	Description	Cognition	Hours	Evaluation Tools
CO1	Describe the utility of financial modeling for scenario analysis.	L2 Understand	2	Internal Assessment: Project
CO2	Develop the various nuances of the real time business world in a simulated environment.	L3 Apply	7	Internal Assessment: Project End Term: Theory
CO3	Build the financial models based on recording of Macros	L3 Apply	2	Internal Assessment: Assignment End Term: Theory
CO4	Analyze the modeling techniques through excel sheets in different areas of finance	L4 Analyze	5	Internal Assessment: Assignment End Term: Theory
CO5	Assess the appropriate financial management tool through financial modeling and simulation	L5 Evaluate	4	Internal Assessment: Project End Term: Theory

SESSION – WISE COURSE OUTLINE

Sr. No.	Hrs	Units	COs	Topics Mapped with COs	Evaluation Tools
1	2	Introduction to Modeling			
i)	2	Pivot Tables to summarize data, uses of formulas like If, Or, And, Trim and formatting of cells, formatting the excel Sheet.	CO1-Describe the utility of financial modeling for scenario analysis	L2 Understand	Internal Assessment: Project
2	2	Macro recording in financial models			
i)	2	Introduction to Balance Sheet(B/S) statement, Case Study: Creating a P & L in excel, Linking B/S to P&L and introduction to cross linking in excel, Constructing revenue models	CO 4 Analyze Modeling Techniques	L4Analyze	Internal Assessment: Assignment End Term: Theory
3	4	Time Value of Money - NPV, IRR, Terminal Value, and calculations in Excel Loan Scheduling			
i)	4	Time Value of Money - NPV, IRR, Terminal Value, and calculations in Excel	CO 5 Assess the appropriate financial management tool through financial modeling	L5 Evaluate	Internal Assessment: Project End Term: Theory

		Loan Scheduling			
4	3	Optimal Capital Structure, EBIT – EPS Analysis			
i)	3	Optimal Capital Structure, EBIT – EPS Analysis	CO 2 Develop the various nuances of the real time business world	L3 Apply	Internal Assessment: Project End Term: Theory
5	3	Working Capital Models, Baumol and Miller-Orr Model, EOQ Model.			
i)	3	Working Capital Models, Baumol and Miller-Orr Model, EOQ Model.	CO4 Analyze Modeling Techniques In different areas of finance	L4Analyze	Internal Assessment: Assignment End Term: Theory
6	2	Introduction to Macros			
i)	2	Recording Macros and Automating tasks which are frequent in nature incorporates.	CO3 Build financial model based on recording of macros	L3 Apply	Internal Assessment: Assignment End Term: Theory
Part B Simulation					
7	4	Money Manager			
i)	4	Use appropriate financial management tool through financial	CO 2 Develop the various nuances of the real time business world	L2 Understand	Internal Assessment: Project

		modeling and simulation.			End Term: Theory
--	--	--------------------------	--	--	---------------------

SCALE **2: Moderate Alignment** **3: High Alignment** **-- No Alignment --**

CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	3	-	3	3
CO2	3	3	3	3	3
CO3	3	3	-	3	3
CO4	3	3	-	3	2
CO5	3	3	3	3	2
CO	3	3	3	3	2.6

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Assignment
4. Class Test

Assessment Mapping:

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	20	22.5 %	22.5 %	10.0 %	10.0 %	35.0 %
Class Test	5	50.0%	50.0%	0.0%	0.0%	0.0%
Assignment	5	0.0%	0.0%	0.0%	0.0%	100.0 %
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	13.3 %	13.3 %	20.0 %	26.7 %	26.7 %
Total	50	17.0 %	17.0 %	16.0 %	20.0 %	30.0 %

Textbook:

1. Financial Analysis & Modelling

Using Excel and VBA - Chandan Sengupta, McGraw-Hill, 2nd Edition. 2021

2. Online Simulation shall be conducted through software provided by outside vendor

Reference Books:

1. Building Financial Modelling with Microsoft Excel: A Guide for Business Professionals - K. Scott Proctor, Wiley Publication, 2/e, 2019.
2. Using Excel for Business Analysis - Danielle Stein Fairhurst, Wiley Finance, A guide to Financial Modelling Fundamentals Reprint 2021
3. Financial Modelling - Simon Benninga, MIT Publication, 3rd Edition, 2019

EBooks:

13. Financial Modeling Using Excel and VBA - Chandan Sengupta, Wiley, 2004.
14. Building Financial Modelling with Microsoft Excel - Proctor, Wiley Publication, 2/e, 2010.
15. Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA - Michael Rees, Wiley, 2018
16. CFI Financial Modeling Best Practices - Notes
17. For Business Simulation - Online Reading Material is provided by the software provider.

Course Title : Investment Banking

Credit : 2

Duration : 20 hrs

Syllabus and CO mapped.

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Understanding the role of financial markets from business perspective	L2 Understand	2.5	Internal Assessment: Class Participation End Term Theory
CO2	Understanding the regulatory and corporate governance standards set by SEBI	L2 Understand	2.5	Internal Assessment Project End Term Theory
CO3	Analyze the functions of an investment banker while performing underwriting or corporate advisory services	L4 Analyze	10	Internal Assessment Project End Term Theory
CO4	Analyze the role of investment banks in managing issues of equity, debt and Govt. bonds, mergers & acquisitions, relationship and operations management, research & development	L4 Analyze	2.5	Internal Assessment Assignment End Term Theory
CO5	Evaluate the venture capital and IPO market which will help future entrepreneurs raise equity capital	L5 Evaluate	2.5	Internal Assessment: Project VIVA End Term Numerical

SESSION – WISE COURSE OUTLINE

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	2.5	Introduction to Investment Banking			
(i)	2.5	Meaning, Evolution, Role Types of players Intermediaries, and Investment Banking services, Regulation Framework of IB industry, Regulatory Bodies,	CO1: Understand the role of investment banks in financial markets	L2 Understand	Internal Assessment: Quiz, Test End Term Theory
2	5	Overview of capital markets – Equity			
(i)	5	Instruments through which corporates raise capital in equity and debt market from an investment banking perspective – venture capital, IPO, rights issue, gdr, adr, syndicated loans.	CO3: Analyze the various instruments in debt and equity markets used by corporates for raising capital	L4 Analyze	Internal Assessment: Quiz, Test End Term Theory
3	5	Issue Management			

(i)	2.5	Issue Management from a regulatory perspective: Managing IPO's and other equity offerings, Underwriting, Book Building	CO4: Analyze the regulatory and corporate governance set up to be followed by investment bankers in underwriting and book-building process mainly in IPO's and rights issues	L2 Understand	Internal Assessment: Quiz, Test End Term Theory
(ii)	2.5	Role of investment bankers in syndicated loans and bond market	CO3: Analyze the working of debt market and evaluate the role of investment bankers in syndicated loan process	L4 Analyze	Internal Assessment: Quiz, Test End Term Theory
4	2.5	Mergers and Acquisitions			
(i)	2.5	Corporate advisory services offered by investment bankers	CO3: Analyze the process of M&A and specifically understand the functions of an investment banker as an advisor in M&A deals	L4 Analyze	Internal Assessment: Quiz, Test End Term Theory
5	2.5	Valuation of IPO and venture capital			
	2.5	Valuation methods including relative valuation and DCF used for IPO and valuation of venture capital companies	CO5: Evaluate the process of finding the right valuation method for a startup as well as a company coming out with IPO	L5 Evaluate	Internal Assessment: Quiz, Test End Term Numerical
6	2.5	SEBI Guidelines for Investment Bankers			

	2.5	SEBI guidelines to be followed by investment bans doing business in India	CO2: Understand recent regulations and corporate governance standards set by SEBI for investment bankers	L2 Understand	Internal Assessment: Quiz, Test End Term Theory
--	-----	---	--	---------------	---

SCALE 2: Moderate Alignment 3: High Alignment -- No Alignment -

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	-	2	-
CO2	3	1	-	3	-
CO3	2	3	-	3	2
CO4	2	3	-	3	1
CO5	3	2	3	2	2
CO	2.6	2.2	3	2.6	1.67

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Assignment

Assessment Mapping:

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	20	15.0 %	15.0 %	27.5 %	27.5 %	15.0 %
Class Test	5	0.0%	0.0%	50.0%	50.0%	0.0%
Assignment	5	20.0%	20.0%	20.0%	20.0%	20.0%
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	13.3 %	13.3 %	20.0 %	26.7 %	26.7 %
Total	50	14.0 %	14.0 %	23.0 %	27.0 %	22.0 %

Textbook

1. Investment Banking - Subramanian Pratap, Tata McGraw-Hill, New Delhi, 2 /e, 2013.

Reference Books:

1. Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions, Joshua Pearl, Joshua Rosenbaum, Wiley, 2/e, 2013.
2. SEBI Capital Issues & Listing, Bharat Publication, Yearly Handbook.
3. SEBI Manual, Nabhi Publication, Annual Issue.
4. Corporate Action, Micheal Simons, Elaine Dalgeish, John Wiley and Sons, 2006

E-Books:

19. Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions - Joshua Pearl, Joshua Rosenbaum, Wiley, 2/e, 2013.
20. Investment Banks, Hedge Funds, and Private Equity - David P Stowell, Academic Press, Elseiver, 2/e, 2013.
21. Investments Workbook : Principles of Portfolio and Equity Analysis: Michael G. McMillan, CFA, Jerald E. Pinto, CFA Wendy L. Pirie, CFA Gerhard Van de Venter, CFA, John Wiley and Sons, 1/e, 2011,

Course Title : **Financial Risk Management**
Credit : **2**
Duration : **20 hrs.**

Syllabus and CO mapped

Syllabus- Course Contents	Course Outcome (CO)	Cognition	Hours	Evaluation Tools
CO1	Understand risk management systems to real-world projects/cases	L2 Understand	2.5	Internal Assessment: Class Activity & Participation End Term Theory
CO2	Discuss on the Risk Management in Banks and Insurance companies.	L4 Analyze	10	Internal Assessment : Assignment End Term Numerical
CO3	Discuss the major hedging tools against financial risk and hedging as a tool of risk mitigation.	L4 Analyze	2.5	Internal Assessment : Class Test End Term Theory
CO4	Evaluate credit risk and its implications in banking system	L5 Evaluate	2.5	Internal Assessment: Class Participation and Project & VIVA End Term Theory
CO5	Evaluation of asset liability management at banks with capital adequacy ratio	L5 Evaluate	2.5	Internal Assessment: Project & VIVA End Term Theory

SESSION PLAN

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	2.5	Introduction to Risk Management			
(i)	2.5	Introduction, meaning of financial risk and various types of Risks, Risk Classification	CO1: Understand the concept of risk management along with cases and examples	L2 Understand	Internal Quiz, Test End Term Theory
2	2.5	Interest rate risk			
(i)	2.5	Concept of interest rate risk – measurement and management	CO3: Analyze interest risk faced by banks and financial institutions and understand hedging of interest rate risk	L5 Evaluate	Internal Quiz, Test End Term Theory
3	7.5	Market risk			
(i)	2.5	Market risk measurement and management	CO2: Analyze how portfolio managers at banks / financial institutions measure market risk, more so from a regulatory perspective	L4 Analyze	Internal Quiz, Test End Term Theory
(ii)	5	Calculation of value at risk from a portfolio manager perspective	CO2: Analyze how value at risk helps fund managers in assessment of risk	L4 Analyze	Internal Quiz, Test End Term Numerical

4	2.5	Credit Risk			
(i)	2.5	Credit risk measurement and management – credit ratings and credit derivatives	CO4: Examine credit risk and its influence on the banking system	L5 Evaluate	Internal Quiz, Test End Term Theory
5	2.5	Liquidity Risk and Asset Liability Management			
(i)	2.5	Liquidity risk and Asset Liability management at banks, Capital Adequacy ratio	CO5: Evaluate how banks manage their asset liability cash flow mismatch and how banks are able to meet regulatory aspects like Capital Adequacy ratio and Basel Norms	L5 Evaluate	Internal Quiz, Test End Term Theory
6	2.5	Risk Management at Insurance companies			
(i)	2.5	Approach of insurance companies towards risk management	CO2: Analyze how insurance companies manage risks associated with bond portfolio and investments	L4 Analyze	Internal Quiz, Test End Term Theory

2:
Moderate
Alignment
SCALE

3: High
Alignment

-- No
Alignment

CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	3	-	2	-

CO2	3	2	-	2	-
CO3	3	3	2	3	3
CO4	3	3	-	3	-
CO5	2	3	2	3	2
CO	2.8	2.8	2	2.6	2.5

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

13. Attendance
14. Class Participation
15. Class Test
16. Project

Assessment Mapping

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	20	15.0 %	27.5 %	15.0 %	27.5 %	15.0 %
Class Test	5	0.0%	50.0%	0.0%	50.0%	0.0%
Assignment	5	20.0%	20.0%	20.0%	20.0%	20.0%
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	13.3	13.3	20.0	26.7	26.7

		%	%	%	%	%
Total	50	14.0 %	19.0 %	18.0 %	27.0 %	22.0 %

Textbook:

1. Financial Risk Management - Dun & Bradstreet, Tata-McGraw Hill, Sixth Reprint 2010

Reference Books:

1. Fundamentals of Financial Derivatives - N R Parasuraman, Wiley, 3/e, 2014.
2. Options, Futures & Other Derivatives - Hull, 5th Edition, Pearson Education, New Delhi, 2009
3. Derivatives and Risk Management - Jayanth Verma, Tata McGraw-Hill, 2008
4. Financial Derivatives: Theory, Concepts & Problems - S.L. Gupta, PHI Publication, 2007 Edition.
5. Derivatives & Risk Management - Rajiv Srivastava, Oxford University Publication, 2/e, 2014.

E-Books:

1. Derivatives & Risk Management - Rajiv Srivastava, Oxford University Publication, 2/e, 2014.
2. Derivatives: Markets, Valuation, and Risk Management - Whaley, Robert E., Hoboken, N.J.: Wiley, 2006.
3. Financial Risk Manager Handbook -FRM Part I - Phillip Jorion, John Wiley & Sons, 6/e, 2010.
4. Essentials of Financial Risk Management, Karen A Horcher, John Wiley & Sons Inc., 2005, New Jersey, USA.

Course Title : **Comprehensive Review Module**
Credit : **2**
Duration : **20 hrs.**

Course Outcome (CO)	Description	Cognition	Hours	Evaluation Tools
CO 1	Understand the Basic Concepts in Financial Services domain to recapitulate the learning	L 2 Understand	4 hrs	Internal assessment: Assignment End Term Theory
CO 2	Apply economic, accounting and cost concepts for making informed decisions	L3 Apply	1.5 hrs	Internal assessment: Assignment, End Term- Theory
CO 3	Examine the mechanisms of financial Derivatives or forex instruments to learn its usages.	L4 Analyze	5.5 hrs	Internal assessment: Project, End Term- Theory
CO 4	Analyze the use of techniques of portfolio management and corporate finance to make feasible financial and investment decisions	L4 Analyze	5 hrs	Internal assessment: Project, End Term- Theory
CO 5	Assess verbal and presentation skills to prepare for interview and selection process	L5 Evaluate	4 hrs	Internal assessment: Project Viva

SESSION PLAN

Sr. No	Hrs	Units	COs	Topics mapped with CO	Evaluation Tool
1	1.5	Overview of Financial Services			

	1.5	Basic Concepts in Financial Services	CO1- Explain the domain to recapitulate the learning	L2 Understand	Internal assessment Quiz, End Term-Theory
2	1	Mutual Funds			
	1	Basic Concepts in Financial Services domain to recapitalize the learning	CO1- Explain the Basic Concepts in Financial Services domain to recapitulate the learning	L2 Understand	Internal assessment Quiz, End Term-Theory
3	1.5	Financial Markets and Services			
	1.5	Basic Concepts in Financial Services domain to recapitulate the learning	CO1- Explain the Basic Concepts in Financial Services domain to recapitulate the learning	L2 Understand	Internal assessment Quiz, End Term-Theory
4	2	Basic Financial Concepts			
	2	Financial Concepts-economic, accounting and cost concepts for making informed decisions	CO3-Apply economic, accounting and cost concepts for making informed decisions	L3 Apply	Internal assessment Quiz, End Term-Theory

5	1.5	Accounting for Managers			
	1.5	Accounting and statistical concepts for making informed decisions	CO3 Apply economic, accounting and cost concepts for making informed decisions	L3 Apply	Internal assessment Quiz, End Term-Theory
6	1.5	Cost Management			
	1.5	Economic, accounting and statistical concepts for making informed decisions	CO 2 Apply economic, accounting and cost concepts for making informed decisions	L3 Apply	Internal assessment Quiz, End Term-Theory
7	2	Macroeconomics concepts			
	2	Macroeconomics concepts - Apply economic, accounting and statistical concepts for making informed decisions	CO 3 Apply economic, accounting and cost concepts for making informed decisions	L3 Apply	Internal assessment Quiz, End Term-Theory
8	2	Derivatives and Forex Markets			
	2	Forex Markets, Financial Derivatives Mechanisms of financial	CO 4 Analyze the use of techniques	L4 Examine	Internal assessment Assignment, End Term-

		Derivatives or forex instruments to learn its usages.	of portfolio management and corporate finance to make feasible financial and investment decisions		Theory
9	3	Investment and Financial Decisions			
	3	Fixed Income, SAPM, Corporate Finance, Descriptive Analysis Analyze the use of techniques of portfolio management and corporate finance to make feasible financial and investment decision	CO4 Analyze the use of techniques of portfolio management and corporate finance to make feasible financial and investment decisions	L4 Analyze	Internal assessment Assignment, End Term- Theory
10	4	Interview Preparation			
	4	Interview questions as per role, Improving verbal communications verbal and presentation skills to prepare for interview and selection process	CO 5 - Evaluate verbal and presentation skills to prepare for interview and	L5 Assess	Internal assessment: Project Viva

			selection process		
--	--	--	----------------------	--	--

-

-

SCALE **2: Moderate Alignment** **3: High Alignment** **-- No Alignment**

CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	3	-	3	3
CO2	3	3	-	2	2
CO3	3	3	-	3	3
CO4	3	3	-	2	2
CO5	3	3	3	3	3
CO	3	3	3	2.6	2.6

Pedagogy

1. Lecture
2. Case Study
3. Numerical

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Project
4. Assignment

Assessment Mapping:

Parameters		CO1	CO2	CO3	CO4	CO5
	Cos Mar					

	ks					
Internal	20	22.5 %	22.5 %	10.0 %	10.0 %	35.0 %
Class Test	5	50.0%	50.0%	0.0%	0.0%	0.0%
Assignment	5	0.0%	0.0%	0.0%	0.0%	100.0 %
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participatio n	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	13.3 %	13.3 %	20.0 %	26.7 %	26.7 %
Total	50	17.0 %	17.0 %	16.0 %	20.0 %	30.0 %

Text Book:

12. Financial Management - Khan & Jain, Tata-McGraw, 8/e, 2019
13. Investment Analysis & Portfolio Management - Prasanna Chandra, TMH, 5/e, 2017

Reference Books:

- Accounting for Management – Dr. N.P. Srinivasan & Dr. M. Sakthivel Murugan, S.Chand, Revised Edition 2019.
- Cost accounting- Principles & Practice-Jain & Narang, Kalyani Publishers, 21/e, 2010
- Financial Management - Prasanna Chandra, McGraw-Hill, 10/e,2019
- Derivatives & Risk Management - Rajiv Srivastava, Oxford University Publication, 2/e, 2014

E-Books:

- Accounting for Management – Dr. N.P. Srinivasan & Dr. M. Sakthivel Murugan, S.Chand, Revised Edition 2019, eBook.
- Introduction to Cost Accounting - P.C.Tulsian, S Chand Publisher, 1/e, e-book
- Fundamentals of Financial Derivatives - N R Parasuraman, Wiley, 3/e, 2014.
- Security Analysis and Portfolio Management - S. Kevin, PHI, July 2013
- A Complete Guide to Technical Trading Tactics - John Person, Wiliey, 2004

Course Name : Placement Readiness Module

Credit: 4

Credit Hours : 40 Hrs.

Course Description

Having taught all the relevant topics in the previous 2 Semesters, this Course will focus more on practicing questions. Each module will have topic revision followed by practice tests. The course is divided into 13 parts, each part covering the important module from the arithmetic and reasoning section. Apart from training in classes, they will be solving 750+ questions in total, during the sessions, which will confirm their progress.

Contents:

- 63. Revision
- 64. Data Sufficiency
- 65. Visual Reasoning
- 66. Logical Deduction
- 67. Doubt Clearing Sessions
- 68. Mock Tests
- 69. Essay Writing
- 70. Corporate Jargons
- 71. Spotting Errors

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	C01- Apply the concepts of Quantitative aptitude for successful placements in the corporates	L2 -Understand	15	Internal Test,
CO2	C02- Understand different placement practice techniques w.r.t Clock and Calendar to strengthen the problem solving ability	L2 -Understand	5	Internal Test,
CO3	C03- Analyze the given data logically with appropriate reasoning to deduce the results accurately.	L3 - Apply	7.5	Internal Test,
CO4	CO4: Develop the ability to critically analyse a given situation and work to arrive at the most suitable solution during the placement process.	L3 - Apply	7.5	Internal Test,
CO5	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	L4 - Analyse	5	Internal Test,

The CO – PO Correlation matrix for the subject is given below:

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO1	1	1	2	3	1
CO2	1	3	-	2	1
CO3	1	2	1	3	1
CO4	1	3	-	1	1
CO5	2	3	-	1	1
CO					

SESSION-WISE COURSE OUTLINE

Sessi on	Hour s	Topics	CO	Cognition	Evaluation Tool
-------------	-----------	--------	----	-----------	--------------------

1	1.25	Corporate Jargons	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Understand	Internal Test,
2	1.25	Essay Writing (Format, types, Approaches, dos & don'ts,)	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Understand	Internal Test,
3-4	2.5	Spotting Errors (Sentence correction using parts of speech, tenses)	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Understand	Internal Test,
5-6	2.5	Revision: Recap of concepts learnt in semester 1 and 2	C02- Understand different placement practice techniques w.r.t Clock and Calendar to strengthen the problem solving ability	Understand	Internal Test,
7-8	2.5	Doubt Clearing Session: Problems based on students' doubts	C02- Understand different placement practice techniques w.r.t Clock and Calendar to strengthen the problem solving ability	Understand	Internal Test,
9-10	2.5	Data Sufficiency: Basic Concepts, Tricks and Questions	CO3- Analyze the given data logically with appropriate reasoning to deduce the results accurately.	Analyze	Internal Test,
11-12	2.5	Visual Reasoning: Basic Concepts, Tricks and Questions	CO3- Analyze the given data logically with appropriate reasoning to deduce the results accurately.	Analyze	Internal Test,
13-14	2.5	Logical Deduction: Basic Concepts, Tricks and Questions	CO3- Analyze the given data logically with appropriate reasoning to deduce the results accurately.	Analyze	Internal Test,

15-16	2.5	Mock Test 1: Mock Test for preparation of placements process	C01- Apply the concepts of Quantitative aptitude for successful placements in the corporates.	Apply	Internal Test,
17-18	2.5	Mock Test 2: Mock Test for preparation of placements process	C01- Apply the concepts of Quantitative aptitude for successful placements in the corporates.	Apply	Internal Test,
19-20	2.5	Mock Test 3: Mock Test for preparation of placements process	C01- Apply the concepts of Quantitative aptitude for successful placements in the corporates.	Apply	Internal Test,
21-22	2.5	Mock Test 4: Mock Test for preparation of placements process	C01- Apply the concepts of Quantitative aptitude for successful placements in the corporates.	Apply	Internal Test,
23-24	2.5	Psychometric Test: Concepts and work sheets	CO4: Develop the ability to critically analyse a given situation and work to arrive at the most suitable solution during the placement process	Apply	Internal Test,
25-26	2.5	Guesstimate: Basic Concepts	CO4: Develop the ability to critically analyse a given situation and work to arrive at the most suitable solution during the placement process	Apply	Internal Test,
27-28	2.5	Situation Reaction Test: Problems based on various situations and how to handle	CO4: Develop the ability to critically analyse a given situation and work to arrive at the most suitable solution during the placement process	Apply	Internal Test,
29-32	5	Magic Maths: Application of	C01- Apply the concepts of	Apply	Internal Test,

		PICA and various other Short trick methods	Quantitative aptitude for successful placements in the corporates.		

Pedagogy	
1. Lecture	
2. Practice exercises	
Evaluation:	
Internal	60%
External	40%
Total	100%

Parameters of Internal Assessment:

1. Class Test
2. Class Participation
3. Attendance

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Attendance	10					
Class Participation	15					
Class Test 1(quants)	20	50%	50%	20%	10%	
Class Test 2 (quants)	20	25%	25%	25%	25%	
Assignment	15			30%	70%	
Class Test 3 (Verbal)	20					100%

Reference Book:

R.S. Agarwal - First Edition: 1989
Uma Maheshwari- GACP - First Editor

Course Title : Corporate Transition Module

Semester : III

No. of Credits : 4

Contact Hours : 40 hrs.

Course Description:

The course would bring out the importance of learnings derived during the Internship period and to blend these learnings in an effective manner to achieve excellence in the selection process during final placements. It would expose the students to various practice sessions of Group Discussions and PI rounds. Finally, the course would help the students to be able to blend their classroom learnings and their experiential learnings to make a successful overall impact in the campus placement process.

Content

21. Road map
22. Building Effective Resumes_ITM & ATS
23. Group Discussion Techniques / Trending topics
24. Personal Interview Techniques
25. Mock Interviews

Cos	Description	Cognition	Hours	Evaluation Tools
CO1	Analyze their readiness w.r.t HR, technical, specialization specific questions for the campus placement process	L2- Understand	1	
CO2	Develop the ability to critically analyse a given situation and work to arrive at a most suitable solution during an interview.	L3- Apply	4	

CO3	Formulate plan of action to crack abstract, case based and other types of group discussions	L3- Apply	8	Internal Group discussion
CO4	Apply attributes of ATS format and increase their chances of receiving revert on their online job applications	L3- Apply	1	
CO5	Classify details of their internship on the ITM resume template in a way that describes their tasks, skills, gained experiences and measurable achievements effectively	L4- Analyze	2	

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	3	3	3	
CO2	1	3	2	2	-
CO3	3	3	3	3	
CO4		3	3	1	
CO5		3	3	1	
	2.3	3	2.8	2	

Session Plan

Sessio	Hr	Topic	COs	Cogniti	Evaluation
--------	----	-------	-----	---------	------------

n No	s			on	Tools
1	1	Roadmap & Placement Guidance for career growth	CO1 Compare industries and sectors & eventually take a decision about the profiles and industries of their choice	Underst and	
2	1	Resume - ITM format	CO5 - Classify details of their internship on a resume in a way that describes their tasks, skills, gained experiences and measurable achievements effectively	Analyze	
3		Video Resume			
4-5		Resume Review	CO5 - Classify details of their internship on a resume in a way that describes their tasks, skills, gained experiences and measurable achievements effectively		
6	2	Resume_ATS	CO4- Apply attributes of ATS resume format and increase their chances of receiving revert on their online job applications	Apply	
7-9	4	Mock GD	CO3 -Formulate the plan of action to crack abstract, case based and other types of group discussions	Apply	
10-12	4	Mock GDs Assessment	CO3- Formulate plan of action to crack abstract, case based and other types of group discussions	Apply	
13-14	3	Overview of PI - Situation Based Questions (Domain & HR) - Students Panel	CO2 - Develop the ability to critically analyse a given situation and work to arrive at a most suitable solution during	Apply	

			an interview.		
15-32		Mock PI – Talewind Faculty & Alum			

Pedagogy
1. Lecture
2. Company overview
3. News/Article Analysis
4. Mock Personal Interview
5. Videos

Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

- 16. Mock Interviews
- 17. Attendance
- 18. Class Participation

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	15%	18%	22%	24%	21%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Mock Interview	20	25%	25%	-	25%	25%

End Term	60	20%	20%	20%	20%	20%
-----------------	-----------	-----	-----	-----	-----	-----

Textbook:

Study material provided by Concerned Faculty

Reference Books:

- 1) Interviews and GD - GK Publication
- 2) GD and Interview - R. Gupta and Anand Gaugaly
- 3) How to succeed in GD and Interview - SK Mondal

Course Title : Capstone Project Phase II
Semester : III
No of Credit : 2
Duration : 20 hrs

PROGRAM OUTCOMES

1. Generate conceptual knowledge regarding business management.
2. Apply knowledge of management theories and practices to solve business problems.
3. Foster Analytical and critical thinking abilities for data-based decision making.
4. Ability to develop value based leadership ability.
5. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
6. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
7. Ability to conduct interdisciplinary research.

8. Equip with knowledge and skills for transition from campus to corporate.

		Course Outcome :	Capstone Project Phase II		
		Course outcome	After the completion of the projects students should be able to	Cognition	Remarks
			CO1 :Students will be able to develop a procedure for data collection through designing instruments	L4 : Apply	
			CO2: Able to collect and classify relevant and reliable primary and secondary data for the study	Analyse	
			C03: Able to analyse data and derive meaning to teach a logical conclusion	Analyse	
			CO4 : Develop critical thinking for interpretation of the data	Analyse	

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

CO Code	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	1	3	2	3	2
CO2	3	3	3	1	3	2	3	2
CO3	3	3	3	1	3	2	3	3
CO4	3	3	3	2	3	2	3	3
PO attainment	4	4	4	1.25	4	2	4	2.5

SEMESTER- IV

Course Title : Capstone Project Final

Semester : IV

No of Credit : 4

Duration : 40 hrs

PROGRAM OUTCOMES

1. Generate conceptual knowledge regarding business management.
2. Apply knowledge of management theories and practices to solve business problems.
3. Foster Analytical and critical thinking abilities for data-based decision making.
4. Ability to develop value based leadership ability.
5. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
6. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
7. Ability to conduct interdisciplinary research.
8. Equip with knowledge and skills for transition from campus to corporate.

		Course Outcome :	Capstone Project – Final		
		Course Outcomes	After the completion of the project students should be able to	Cognition	Remarks
			CO1 : Students will be able to examine real world	Analyse	

			problems by integrating technical and management theories and concept		
			CO2 : The ability to infer and integrate information to come to a logical conclusion	Analyse	
			CO3 : Students will be able to provide , suggestions and recommendation for the reserach problem	Create	
			CO 4 : Students will be able to conclude research outcomes in a standard report format	Evaluate	
			CO5 : Students will be able to appraise and communicate the research outcomes in a comprehensive and concise manner through a formal presentation	Evaluate	

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

CO Code	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	1	2	1	2	1
CO2	3	3	3	1	3	2	2	1
CO3	3	3	3	1	3	2	3	1
CO4	3	3	3	1	3	2	3	1
CO 5	3	3	3	2	3	2	3	3
PO attainment	3	3	2.6	1.2	2.8	1.8	2.6	1.4

Course Title : Alternative Finance

Credit : 2

Duration : 20 hrs.

Syllabus and CO mapped.

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Describe the concept of Alternative Finance & Crowd Funding	L2 Understand	1	Internal Assessment: Assignment End Term Theory
CO2	Outline the Microfinancing System	L2 Understand	1	Internal assessment End Term Theory
CO3	Apply the community backed financial techniques for crowdfunding and Peer to Peer Lending	L3 Apply	4	Internal Assessment: Assignment End Term Theory
CO4	Analyze all types of financial models, theories and practices that are not currently part of mainstream financial education.	L4 Analyze	4	Internal Assessment: Project; End Term Theory
CO5	Evaluate the need of alternate finance for the stability of the financial system and in creating a vibrant and competitive financial system which	L4 Evaluate	6	Internal Assessment: Project; End Term

	would cater to the overall benefits of the society.			Theory
--	---	--	--	--------

-

Session Plan

Sr. No	Hrs	Units	COs	Topics Mapped with CO	Evaluation Tools
1	6	An Introduction to Alternative Finance			
(i)	1	Introduction to Alternative Finance	CO1- Describe the concept of Alternative Finance & Crowd Funding	L2 Understand	Internal Test End Term Theory
(ii)	1	Relationship between Traditional, Alternate and Alternative Finance, Alternative finance vs Conventional Banking, Different forms of funding platforms for SMEs Regulations	CO1- Describe the concept of Alternative Finance & Crowd Funding	L2 Understand	Internal Test End Term Theory
(iii)	4	Concept of transfer and sharing of risk, Concept of insurance in alternative finance	CO3- Apply the community backed financial techniques for crowd funding and Peer to Peer Lending	L3 Apply	Internal Test End Term Theory
2	2	Overview of Microfinance,			
(i)	2	Different trends, problems and prospects of microfinance	CO2- Outline the Microfinancing System	L2 Understand	Internal Test End Term Theory
3	6	Interest free and PLS finance			
(i)	6	Interest free and PLS finance	CO5 Evaluate the community backed	L5 Evaluate	Internal Assessment: Project; End Term

			financial techniques for crowd funding and Peer to Peer Lending		Theory
4	3	Crowdfunding, Peer to Peer funding			
(i)	3	Introduction to Crowdfunding, Peer to Peer funding, Overview of Peer-to-Peer lending to small businesses	CO5 Evaluate financial techniques for crowdfunding and Peer to Peer Lending	L2 Understand	Internal Assessment: Project; End Term Theory
5	3	Other forms of Alternative finance			
(i)	3	Other forms of Alternative finance	CO4 Analyze - Other forms of Alternative finance	L5 Evaluate	Internal Assessment: Project; End Term Theory

SCALE 2: Moderate Alignment 3: High Alignment -- No Alignment -

CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	-	3	3
CO2	3	3	-	3	2
CO3	3	2	-	2	2
CO4	3	3	2	3	3
CO5	3	3	-	3	2
CO	3	2.6	2	2.8	2.4

Pedagogy

1. Lecture
2. Research Project Work & Report Writing

Evaluation: -

Internal Assessment- 40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

3. Attendance
4. Class Participation
5. Assignment
6. Project

Assessment Mapping:

Parameters	Cos Marks	CO1	CO2	CO3	CO4	CO5
Internal	25	12.0 %	12.0 %	12.0 %	32.0 %	32.0 %
Class Test	5	20.0%	20.0%	20.0%	20.0%	20.0%
Assignment	10	0.0%	0.0%	0.0%	50.0%	50.0%
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	30	13.3 %	13.3 %	20.0 %	26.7 %	26.7 %
Total	55	12.7 %	12.7 %	16.4 %	29.1 %	29.1 %

Textbook: Online material shall be provided by the teaching faculty

Reference Books:

1. **CO1 Micro Finance** – Devdatta K Panda Wiley India , 1/e 2012.
2. **Micro-Finance Perspectives and Operations** - Indian Institute of Banking & Finance, 2/e, 2016.