Term	I
Course Code:	
Course Title:	**Career Management-I**

Hours	**Theory (T)**	**Practical (P)**	**Total**	
	15	30	45	

Credit	**Theory**	**Practical**	**Total**	
	2	0.5	1.5	

Course Type:	Employability / Skill Development	Skill Enhancement Course (SEC)
Course Description:	This course teaches vital communication skills and strategies for success in professional and personal settings. Participants will learn through theory, exercises, and interactive sessions, developing proficiency in communication for today's professional world. The course also offers training in skills essential for navigating the job market through which the participants will gain the confidence to stand out in today's competitive professional environment.	
Course Objective:	**The course will prepare students for Employability by giving practical hands-on, catering to National and Global needs.**	

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Demonstrate presentation skills for effective delivery of ideas.	L3: Apply	8.75	Internal: Presentations and End Term Evaluation
CO2	Apply written communication skills to effectively convey the intended message in a professional setting.	L3: Apply	10.0	Internal Evaluation: Assignment
CO3	Develop effective communication skills to excel in group discussions with confidence..	L3: Apply	2.5	End Term Evaluation: Group Discussion

CO4	Analyze different perspectives critically to formulate better responses.	L3: Analyze	16.25	End Term Evaluation:Group Discussion
CO5	Relate their skills to match the interview requirements	L3: Apply	7.5	Internal Evaluation: Class Test

Session Plan

Sr. No	Hrs	Sessions	Units	Topics Mapped with CO	Level	T/P	Evaluation Tools
1	8.75	7	**Introduction and Presentation Skills**			L/P	
(i)			Roadmap to the course, Ice breaking and group activities Basics of public speaking Do's and Don'ts of delivering presentations Powerpoint etiquette	CO1	L3: Apply		Internal: Presentations and End Term Evaluation
2	10	8	**Professional Communication**			L	Internal Evaluation: Assignment
(i)			Email Writing: Do's and don'ts of Email writing Email structures Emailing with empathy and conviction	CO2	L3: Apply		
(ii)			LinkedIn 1 Importance of LinkedIn Creating an all star profile				
3	18.75	15	**Basics of Group Discussion**			P	
(i)			Do's and Don'ts of Group Discussion	CO3, CO4	L3: Apply , Analyz		End Term Evaluation: Group

			Types of Group discussion Mock Group Discussion GD Evaluation		e		Discussion
4	**1.25**	**1**	**Art of Asking Questions**			L	
(i)			Identify the scope to ask questions Professional way of asking questions - what when how where	CO5	L3: Apply		Internal Evaluation
5	**6.25**	**5**	**Overview of Personal Interviews 1**			L	
(i)			Types of interviews Answering basic interview questions	CO5	L3: Apply		Internal Evaluation

-

Mapping COs with POs

<u>Scale</u> 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	1
CO2	-	2	3	-	1
CO3	2	2	2	2	-
CO4	2	2	2	2	-
CO5	2	1	3	1	-
CO	2.0	2.0	2.6	1.5	1

Pedagogy

1. Lecture with Interaction
2. Group Discussions
3. Presentations

Evaluation

Internal 50%
End Term 50%
Total 100%

Parameters of Internal Assessment:

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

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal Evaluation	50	**47.5%**	**10.0%**	**15.0%**	**12.5%**	**15.0%**
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%
Class Test	10	0.0%	0.0%	0.0%	0.0%	100.0%
Assignment	10	0.0%	100.0%	0.0%	0.0%	0.0%
Presentation	10	100.0%	0.0%	0.0%	0.0%	0.0%
End Term	**50**	**20.0%**	**0.0%**	**40.0%**	**40.0%**	**0.0%**
Total	**100**	24.0 %	14.0 %	24.0 %	24.0 %	14.0 %

Text Book:

Book Title	Name of Author	Publisher	Edition No.	Year

Business Communication	Dr. Mishra, Shukla and Patel	SBPD Publishing House	1st Edition	2021

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Business Communication	Hori Sankar Mukerjee	Oxford University Press	1st	2016

Term	I
Course Code:	
Course Title:	**Leadership Lab**

Hours	**Lecture (L)**	**Practical (P)**	**Total**	
	15		15	

Credit	**Lecture**	**Practical**	**Total**	
	1		1	

Course Type:	Employability / Entrepreneurship	Discipline Specific Course (DSC)

Course Description:	It provides an experiential component to the business curriculum, where students go through simulations designed to create the urgency and ambiguity that frequently accompanies real-life leadership challenges. As a part of the lab, they will have to go through the rigor of physical, cognitive, emotional and spiritual development through dialogues, discussions, Yoga, inquiry through Book reviews, Theatre, Poetry, Movie analysis, case discussions etc. Immersive, Experiential & holistic, the course delivers a highly personalized learning experience with the ultimate goal of creating more Self-aware, adaptable and holistic professionals. Self-reflection journals are kept by each student to track their development progress through the semester. Dialogue is used as a pedagogical tool to raise the level of consciousness. Theory U and Systems Thinking are also part of curriculum. Towards the end of the course students take part in sensing journeys to map out systems issues and come out with prototypes to address them.
Course Objective:	**The course will prepare students for Employability by building capacity for individual and collective leadership skills. The objective of the Lab course is to create self-awareness in individuals in order to enable an awareness- based Systems Change. This module also builds a growth mindset in students and builds their capacity to lead transformative change and enable them to co-create an emerging future.**

Course Outcomes	Description	Cognition	Hours	Evaluation Tools

		Describe and explain theories of leadership necessary for high performing learning organizations.	L2: Understand	2.50	Internal-Reflection journal End Term-Theory
CO1					
CO2		Demonstrate the use of reflection tools for increasing self-awareness in relationships and collectively.	L3: Apply	3.75	Internal-Reflection Journal End Term Theory
CO3		Examine, question, and experiment with taking a diversity of perspectives.	L4: Analyse	3.75	Internal-Reflection Journal End Term-Theory
CO4		Value self-awareness, diversity & inclusion, empowerment, collaboration, compassion, service, and nonviolence.	L5: Evaluate	3.75	Internal-Reflection Journal End Term-Theory
CO5		Design and develop an applied systems prototype	L6: Create	1.25	Internal-Reflection Journal End Term-Project

Session Plan

Sr. No	Hrs	Sessions	Units	Topics Mapped with CO	Level	L/P	Evaluation Tools
1	**1.25**	**1**	**Introduction to Leadership Lab**			**L**	
(i)	1.25	1	Introduction: Importance of aligning physical, mental and emotional skills.	CO1	L2: Understand	L	Internal Reflection Journaling Class interaction
2	**5**	**4**	**Deep work - Individual Level**			**L**	
(i)	1.25	1	Levels of listening Empathy walk	CO2	L3: Apply	L	Internal Reflection

						Journaling Class interaction
(ii)	1.25	1	Dialogue Process	CO3	L4: Analyse	L	Internal Reflection Journaling Class interaction
(iii)	1.25	1	Mental Models- Right way of seeing- Breaking assumptions and perceptions	CO4	L5: Evaluate	L	Internal Reflection Journaling Class interaction
(iv)	1.25	1	Ladder of Inference	CO3	L4: Analyse	L	Internal Reflection Journaling Class interaction
3	**5**	**4**	**Deep Work - Interpersonal**			**L**	
(i)	1.25	1	Using Boundary profiles	CO2	L3: Apply	L	Internal Reflection Journaling Class interaction
(ii)	1.25	1	Introduction to U process	CO4	L5: Evaluate	L	Internal Reflection Journaling Class interaction
(iii)	1.25	1	Introduction to Systems Thinking	CO3	L4: Analyse	L	Internal- Reflection journal End Term- Theory
(iv)	1.25	1	Creating Optimal experiences - Flow	CO2	L3: Apply	L	Internal- Reflection journal End Term- Theory
4	**3.75**	**3**	**Collective transformation**			**L**	

(i)	1.25	1	Resilience	CO1	L2: Understand	L	Internal Reflection Journaling Class interaction
(ii)	1.25	1	Level IV competencies	CO4	L5: Evaluate	L	Internal-Reflection journal End Term-Theory
(iii)	1.25	1	Prototyping	CO5	L6: Create	L	Internal-Reflection journal End Term-Theory

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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	2	2	2
CO2	3	3	3	3	2
CO3	2	3	3	3	2
CO4	1	2	3	3	1
CO5	3	1	3	2	3
CO	2.4	2.4	2.8	2.6	2

Pedagogy

1. Dialogue
2. Reflections
3. Assignments
4. Role plays
5. Activities

Evaluation

Internal   50%
End Term   50%
Total   100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Reflection journal
4. Class Test
5. Assignments
6. Project

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	**50**	**10**	**20**	**10**	**10**	**-**
Class Test	10	3	3	-	3	-
Reflection Journal	30	5	10	8	5	-
Attendance	5	1	1	1	1	1
Class Participation	5	1	1	1	1	1
End Term	**50**	**5**	**5**	**5**	**5**	**30**
Total	**100**	**15.0%**	**25.0%**	**15.0%**	**15.0%**	**30.0%**

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
The Power of Habit: Why We Do What We Do in Life and Business	Charles Duhigg	Random house	**1**st	2012
Fifth Discipline: The art & practice of learning	Peter Senge,	Deckle edge,	2nd	2006

organization				
Flow, The Psychology of Optimal Experience	Mihaly Csikszentmih alyi	Harper Collins	2nd	2008
7 habits of highly successful people	Stephen Covey	Simon & Schuster	12th	2019
Emotional intelligence	Daniel Coleman			
Humble Inquiry; The Gentle Art of asking instead of telling	Edgar H. Schein,	Berrett-Koehler Publishers,		2013

E-Books/Materials:

Book Title	Name of Autho r	Publi sher	Link	Year

Term	I
Course Code:	
Course Title:	**Lifestyle Management**

Hours	Lecture (L)	Practical (P)	Total	
	-	30	30	

Credit	Lecture	Practical	Total	
	-	1.0	1.0	

Course Type:	**Skill Development**	**Skill Enhancement Course: (SEC)**
Course Description:	Understanding the need of Lifestyle Management, its concept and basic principles. Getting acquainted with various tools and techniques to bring discipline and orderliness in one's life. Building higher levels of energy in body, mind and spirit. Identifying troublesome stress areas, adopting techniques to manage stress to improve Emotional Quotient (EQ) which help improve cognitive listening, persuasive, and negotiation skills. Acquiring techniques to regulate thoughts and emotions which help to hone creative and problem-solving skills in any profession.	
Course Objective:	**The course objective is to prepare students with knowledge of Lifestyle and wellness Management for coping with the hectic classes, assignments pressures, social & psychological dimension of life.** **To bring about an overall holistic personality development.**	

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the importance of lifestyle management for overall health and well-being	L2: Understand	2.5	Internal, Test, End Term
CO2	Practice yoga and asanas for holistic personality development	L3: Apply	7.5	Internal- Practical
CO3	Apply healthy eating habits and to know the role of nutrition in overall health.	L3: Apply	3.75	Internal- Practical End Term
CO4	Employ effective stress management practices to improve mental health.	L3: Apply	13.75	Internal- Test, Practical End Term

Sr. No	Hrs	Sessions	Units	Topics Mapped with CO	Level	T/P	Evaluation Tools
			CO5 Identify sleep hygiene techniques to improve sleep quality.		L4: Analyse	2.5	Internal-Test, Practical End Term-Test

Session Plan

Sr. No	Hrs	Sessions	Units	Topics Mapped with CO	Level	T/P	Evaluation Tools
1	**2.5**	**2**	**Introduction to LSM**			**P**	
(i)	2.5	2	Definition and importance of lifestyle management The impact of lifestyle on health and well-being Common unhealthy lifestyle habits and strategies to overcome	CO1	L1: Understand		
2	**7.5**	**6**	**Yoga Practices**			**P**	
(i)	6.25	5	Introduction to AshtangaYoga Practicing Asanas Basic breathing techniques – Pranayama & Pranadharana. Foundational poses: Tadasana, Uttanasana, Balasana, etc Sun Salutations and Standing Poses Suryanamshkar and other standing asanas Seated Poses – Paschimottanasana, Janu Sirsasana, Ardha Matsyendrasana etc. Backbends and Heart Openers Bhujangasana, Setu Bandhasana, Ustrasana Balance and Core Strengthening –	CO2	L2: Apply		

			Vrksasana, Natrajasana,Naukasana Other Yoga and Asanas				
(ii)	1.25	1	Restorative Yoga and Meditation Savasana, Guided meditation and relaxation techniques				
3	**3.75**	**3**	**Nutrition and Healthy Eating Habits**			**P**	
(i)	3.75	3	Introduction to nutrition The role of macronutrients and micronutrients in overall health Healthy eating habits and meal planning Yoga practices before and after meal	CO3	L3: Apply	**P**	**2**
4	**13.75**	**11**	**Stress Management and Mental Health**			**P**	
(i)	1.25	1	Introduction to stress and its impact on health The connection between stress and mental health Effective stress management techniques	CO4	L3: Apply		
(ii)	1.25	1	Yoga-based and meditation practices.	CO4	L3: Apply		
(iii)	11.25	9	Mindfulness – HELM Sessions Connect, Core, Context, Choices, Causality	CO4	L3: Apply		
5	**2.5**	**2**	**Sleep Hygiene**			**P**	
(i)	2.5	2	Introduction to sleep hygiene The importance of sleep for overall health Common sleep disorders and how to manage them Tips for improving sleep quality Yoga for Good Sleep	CO5	L4: Analyse		

Mapping COs with POs (To be done- later)

<u>Scale</u> 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	-	-	-	-
CO2	3	-	1	1	-
CO3	3	-	1	-	-
CO4	3	2	1	-	-
CO5	3	-	1	-	-
CO	2.8	2.0	1.0	1.0	-

-

Pedagogy

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

Evaluation
Internal 50%
External 50%
Total 100%

Parameters of Internal Assessment:
1. Attendance
2. Class Participation
3. Class Test
4. Activity
5. Practical Test

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	**16.0%**	**24.0%**	**16.0%**	**28.0%**	**16.0%**	**16.0%**
Practical	20.0%	40.0%	20.0%	0.0%	20.0%	20.0%
Activity	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Attendance	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
End Term	**12.0%**	**32.0%**	**16.0%**	**28.0%**	**12.0%**	**12.0%**
Total	**14.0%**	**28.0%**	**16.0%**	**28.0%**	**14.0%**	**14.0%**

Text Book:

Study material & booklets will be provided on ERP

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Yoga for Health and Peace	Padmashree Sadashiv Nimbalkar,	YVN Publication, Mumbai.	8th	2018
Pranayama- An Effective Means for Mental Peace	Padmashree Sadashiv Nimbalkar,	YVN Publication, Mumbai.		

E-Books/Materials:

Book Title	Name of Author	Publisher	Link	Year
Simple Heartfulness Practices	Kamlesh D Patel	Heartfulness Education Trust	https://cdn-prod.heartfulness.org/hfn/files/2020/SImple_HFN_Practice.pdf	2020

Term	I
Course Code:	
Course Title:	**Business Management**

Hours	**Lecture (L)**	**Practical (P)**	**Total**	
	30	0	30	

Credit	**Lecture**	**Practical**	**Total**	
	2	-	2	

Course Type:	Employability / Entrepreneurship	Discipline Specific Course (DSC)

Course Description:	This course is designed to enable students to understand the foundations of Business management with a special focus on People Management, Operations, and international business perspectives and the risk & return associated with them. The students will also understand how to use the tools to thrive in a competitive Business environment. This course will enable them to understand various concepts relating to organizational behavior, operations, and the international business environment.
Course Objective:	**The objectives cover a broad range of topics essential for aspiring business professionals, providing them with a strong foundation to navigate the complexities of the business world effectively.**

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand business management concepts at the workplace in terms of people, operations, and global work environment for better performance	L2: Understand	10	Internal-Assignment End Term-Theory
CO2	Apply concepts of international business in Political, Cultural, and Legal Environments of International Business	L3: Apply	7.5	Internal-Assignment End Term-Theory
CO3	Interpret contemporary HR practices processes and systems for workplace productivity	L3: Apply	5	Internal-Assignment End Term Theory

CO4	Apply operations and supply chain management principles in real-world scenarios to optimize processes, and quality standards, and address disruptions effectively.	L3: Apply	5	Internal-Assignment End Term-Theory
CO5	Examine individual and team behavior for effective people management	L4:Analyze	2.5	Internal-Assignment End Term-Theory

Session Plan

Sr. No	Hrs	Sessions	Units	Topics Mapped with CO	Level	L/P	Evaluation Tools
1	**2.5**	**2**	**Introduction to management concepts**			L	
(i)	2.5	2	Management Thoughts Functions of Management Roles & Skills of Management Planning & Strategic Planning	CO1	L2-Understand	L	Internal Evaluation: Class test Questions in End term exam.
2	**2.5**	**2**	**Organization Structure Controlling**			L	
(i)	1.25	1	Definition, Need & Importance Types of Organizational Structure	CO1	L2-Understand	L	Internal Evaluation: Class test Questions in End term exam.

(ii)	1.25	1	Controlling Techniques	CO2	L3: Apply	L	Internal Evaluation: Class test Questions in End term exam.
3	**2.5**	**2**	**HRM**			**L**	
(i)	1.25	1	Definition , Need & Importance Talent Acquisition	CO3	L 3: Apply	L	Internal Evaluation: Class test Questions in End term exam.
(ii)	1.25	1	Performance Appraisal			L	
4	**5**	**4**	**Introduction to OB**			L	
(i)	1.25	1	Definition of OB, Definition of personality, types of personality Perception & Individual Decision Making	CO 1	L2:Understand	L	Internal Evaluation: Class test Questions in End term exam.
(ii)	1.25	1	Attitude, Values & Job Satisfaction Attitude, Values and Job Satisfaction, Managerial implication & application in industry Components of Attitude	CO5	L4 Analyze	L	Internal Evaluation: Class test Questions in End term exam.
(iii)	2.5	2	Group & Team Dynamics Foundations of Group Behaviour, Group Development	CO 3	L3: Apply	L	Internal Evaluation:, Class test Questions in End

			Process, Understanding Work Team Effectiveness, Building Interpersonal Relationship, Transactional analysis				term exam.
5	**2.5**	**2**	**Leadership & Motivation**			**L**	**.**
(i)	1.25	1	Introduction Motivation & Leadership Concepts	CO1	L2: Understand	L	Internal Evaluation: Class test Questions in End term exam.
(ii)	1.25	1	Application: Defining Motivation, Theories of Motivation, Maslow, Mc Gregor, McClelland, Herzberg. Leadership theories & Leadership types	CO5	L4: Analyze	L	Internal Evaluation: Class test Questions in End term exam.
6	**5**	**4**	**Introduction to Operations Management**			**L**	
(i)	2.5	2	Operations management of Manufacturing and service sectors, Transformation process, Goods and Services, Types of Production Systems,Interface of Operations with other	CO1	L2: Understand	L	Internal-Assignment End Term Theory

			management areas				
(ii)	2.5	2	Quality management - Definition of quality and quality control methods, Dimensions of quality, Cost of quality, QC Tools, Six Sigma, ISO	CO4	L3: Apply	L	Internal-Assignment End Term Theory
7	**2.5**	**2**	**Basics of Supply Chain Management**			**L**	
(i)	2.5	2	Understanding the Supply Chain- Supply Chain, Supply Chain Integration, Linkages, Decisions in Supply Chain, Process Cycles, Push & Pull mechanism, Information distortion – Bullwhip effect, Causes of Bullwhip effect, Initiatives to control Bullwhip effect	CO4	L3: Apply	L	Internal-Assignment End Term Theory
8	**2.5**	**2**	**Laying Foundations**			**L**	
(i)	1.25	1	Globalization Why study about global business International Business Environment	CO1	L2 : Understand	L	Internal Quiz End-Term Theory
(ii)	1.25	1	Economic Geography Understanding	CO2	L3 :Apply	L	Internal Evaluation: Case

			Micro and Macro Environment Capability Analysis for International Business				Study End term exam Theory
9	**1.25**	**1**	**Leveraging Resources and capabilities**			**L**	
(i)	1.25	1	Value Chain Framework Acquiring Tools	CO2	L3: Apply	L	Internal Quiz Situational Analysis End-Term Theory
10	**1.25**	**1**	**Trading Internationally**			**L**	
(i)	1.25	1	Application of Porter Diamond's Model-Identify National Competitive Advantage	CO2	L3: Apply	L	Internal Evaluation Case discussion End-Term Theory
11	**1.25**	**1**	**Realities of International Trade**			**L**	
(i)	1.25	1	Trade Barriers Dealing with Foreign Exchange	CO2	L3: Apply	L	Internal Evaluation Quiz End-Term Theory
12	**1.25**	**1**	**Entering Foreign Markets**			**L**	
(i)	1.25	1	Global Business strategies to respond to	CO2	L3: Apply	L	Internal Evaluation Case

			cultural differences			discussion End-Term Theory
			Challenges of Integration and Implementation			

Mapping COs with POs

<u>Scale</u> 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	2
CO2	2	3	3	3	2
CO3	2	3	3	2	1
CO4	3	2	2	3	3
CO5	2	3	2	2	2
CO	**2.4**	**2.6**	**2.4**	**2.4**	**2.0**

Pedagogy

1. Lecture
2. Class Tests
3. Case Discussion
4. Assignments /Projects

Evaluation

Internal   50%
External   50%
Total   100%

Parameters of Internal Assessment:

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

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	50	28.0%	26.0%	14.0%	24.0%	8.0%
Class Test	10	30.0%	40.0%	30.0%	0.0%	0.0%
Project	10	20.0%	0.0%	0.0%	80.0%	0.0%
Assignment	10	50.0%	50.0%	0.0%	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	50	20.0%	20.0%	20.0%	20.0%	20.0%
Total	100	24.0%	23.0%	17.0%	22.0%	14.0%

Text Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Supply Chain Management - Strategy,	Sunil Chopra, Dharam Vir	Pearson	-	2023

Planning and Operation	Kalra				
Production and Operations Management	K. Ashwathappa & K. Shridhara Bhat	Himalaya Publications	3rd	2022	
International Business-Environments & Operations	Daniels, Radebaugh, Sullivan & Salwan	Pearson Education	16th		
Leading Managing Organization	ITM Group of Institutions	Himalaya Publishing House		2021	

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Operations and Supply Chain Management	F. Robert Jacobs (Author), Richard B. Chase (Author), Ravi Shankar (Author)	McGraw Hill	17th	2023
New Era of Management	Richard L. Daft, CENGAGE Publisher, 2nd edition	Cengage	11th Edition	2018
Global Business	M W Peng & Deepak K S	Cengage Learning	2nd Edition	2017

E-Books/Materials:

Book Title	Name of	Publishe	Link		Ye

	Author	r		ar
Operations Management	Nigel Slack, S Chambers & R Johnston		http://carlbamford.weebly.com/uploads/4/4/1/3/4413567/operations_management_6th_ed.pdf	
Principles of Management			http://open.lib.umn.edu/principlesmanagement/	
International Business: Opportunities and Challenges in the Flattening World	Carpenter, Mason Andrew, 1961-2011		https://resources.saylor.org/wwwresources/archived/site/textbooks/International%20Business.pdf	

Term	I
Course Code:	
Course Title:	**Technology and Information Management**

Hours	Lecture (L)	Practical (P)	Total	
	30	0	30	

Credit	Lecture	Practical	Total	
	2	-	2	

Course Type:	Employability / Entrepreneurship	Generic Core Course (GCC)
Course Description:	This course is designed to enable students to understand the various aspects of technology, information management, and business analytics. The students will also understand all the latest technologies, their applications and major information systems from business perspectives. This course will enable them to understand the basics of SQL and how to analyze the data using SQL and get insights from the given data set. The students will understand all the aspects of analytics – descriptive analytics, predictive analytics, prescriptive analytics.	
Course Objective:	**This course will prepare students to be aware of all the latest technologies in the industry and its applications, the basics of information systems, its applications and the fundamentals of business analytics.**	

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Describe various concepts, latest tools, information systems, and business analytics for making business decisions.	L2: Understand	7.5	Internal-Assignment End Term-Projects
CO2	Compute various tools with varied concepts, information systems, and analytics and compare the results.	L3: Apply	7.5	Internal-Test End Term Projects
CO3	Analyse various theories and techniques used in technology, information management, and analytics.	L4: Analyse	5	Internal-Test End Term-Projects

CO4		Assess the use of tools, information systems, and analytics to determine the optimal solution.	L5: Evaluate		2.5		Internal-Test, Assignment End Term-Projects
CO5		Evaluate the tools, information systems, analytics techniques for improving the business decisions.	L5: Evaluate		7.5		Internal-Test End Term-Projects

Session Plan

Sr. No	Hrs	Sessions	Units	Topics Mapped with CO	Level	L/P	Evaluation Tools
1	**7.5**	**6**	**Introduction to Information Systems**			L	
(i)	**7.5**	6	● ERP Modules - An insight to TPS, MIS, DSS, ESS and its applications ● ERP, SCM, KMS and CRM applications ● ERP System Configuration and Integration ● ERP implementation challenges ● SCM implementation challenges ● SCM Types ● CRM implementation challenges	CO1	L2: Understand	L	Internal-Assignment End Term Project
2	**7.5**	**6**	**Basic Database Concepts**			L	
(i)	**7.5**	6	● Database Management Systems ● Structured Query Language Practical	CO2	L3: Apply	L	Internal-Test, End Term Project

			● Data warehousing ● Data mining				
3	**7.5**	**6**	**Technology Based Business Transformation**			L	
(i)	**5**	4	IOT Concepts and IOT Architecture Artificial Intelligence Machine Learning Deep Learning Augmented Reality Virtual Reality	CO3	L4: Analyze	L	Internal- Assignment End Term Project
(ii)	**2.5**	2	Block Chain Emerging, advanced Technologies Cloud Computing	CO4	L5: Evaluate	L	Internal- Test, Assignment End Term- Project
4	**7.5**	**6**	**Business Analytics**			L	
(i)	7.5	6	● Business Intelligence ● Business Analytics ● Big Data Analytics ● Descriptive Analytics ● Predictive Analytics ● Prescriptive Analytics Difference between Business Intelligence, Business Analytics and Big Data Analytics	CO5	L5: Evaluate	L	Internal- Test End Term- Projects

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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	-	-
CO2	3	3	3	-	1
CO3	3	3	3	-	1
CO4	3	2	3	2	1
CO5	3	2	3	3	2
CO	**3**	**2.6**	**3**	**2.5**	**1.25**

Pedagogy

1. Lecture
2. Class Discussions
3. Assignments from Kaggle
4. Projects

Evaluation

Internal   50%
External   50%
Total   100%

Parameters of Internal Assessment:

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

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	**50**	**12.0%**	**30.0%**	**16.0%**	**16.0%**	**26.0%**
Class Test	10	0.0%	50.0%	0.0%	0.0%	50.0%
Project	10	0.0%	40.0%	20.0%	20.0%	20.0%
Assignment	10	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	**50**	**16.0%**	**16.0%**	**24.0%**	**20.0%**	**24.0%**
Total	**100**	**14.0%**	**23.0%**	**20.0%**	**18.0%**	**25.0%**

Textbook:

Book Title	Name of Author	Publisher	Edition No.	Year
Management Information Systems - Managing the digital firm-	Kenneth C. Laudon & Jane P. Laudon	Pearson	15th	2019

Reference Books:

Book Title	Name of Author	Publisher	Edition No.	Year
Management Information Systems	Effy oz	Cengage Learning	6th	2019
Management Information Systems	James A O'Brien, George M Marakas & Ramesh Behl	Tata McGraw Hill	12th	2018
Digital Transformation	Lindsay Herbert	Bloomsbury Publication		2018
Demystifying Digital Transformation: A Practitioner's Companion	Nishith Sharan			2018

Internet of Things – Architecture and design principles	Raj Kamal	Tata McGraw Hill	12th	2018
Management Information Systems	Davis and Olson	Tata McGraw Hill	2nd	2017
The Digital Transformation Playbook – Rethink Your Business for the Digital Age	David Rogers	Columbia Business School Publishing	2nd	2016
Enterprise Resource Planning - Demystified	Alexis Leon	Tata McGraw Hill	2nd	2016
Management Information system	James A O'brien	Tata McGraw Hill	5th	2016
Enterprise Resource Planning	Mary Sumner	Pearson		2015

E-Books:

Book Title	Name of Author	Publisher	Link	Year
MIS			http://www.uotechnology.edu.iq/dep-cs/mypdf/subjects/4is/4mis.pdf	
MIS			http://www.academia.edu/5275161/Management_Information_Systems_12th_Edition_	
MIS			https://drive.google.com/file/d/1Arp1vggiOgxjksUrIScOBlt7b5Q8vvNF/view	
Introduction to MIS			https://drive.google.com/file/d/1DQ48mt_EbzBRRCX_Zyzmtz6SOhdsoagL/view	
MIS – Basic Concepts			https://drive.google.com/file/d/1xhxT8ReGYpmlfApE8lBXij0cCGH7Ji9F/view	
MIS			https://www.sigc.edu/department/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.labeee.ufsc.br/~luis/egcec/livros/ERP/ERP%20-%20Making%20It%20Happen.pdf	

ERP - Global opportunities and challenges			http://www.csbdu.in/csbdu-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	
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	

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Term	I			
Course Code:				
Course Title:	Dynamics of Marketing			
Hours	Lecture (L)	Practical (P)	Total	
	30	0	30	
Credit	Lecture	Practical	Total	
	2	-	2	
Course Type:	Employability / Entrepreneurship		Generic Core Course (GCC)	
Course Description:	This course is designed to enable students to understand the basic marketing, retail, and digital marketing concepts. The students will also be able to understand the paradigm shift from traditional marketing to contemporary marketing practices in the fields of marketing, retail, and digital marketing.			
Course Objective:	**The course will equip students with an in-depth understanding of modern marketing techniques across retail and digital platforms.**			

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the fundamental concepts of marketing, including the marketing mix, segmentation, and targeting to create effective marketing strategies.	L2: Understand	7.5	End Term- case study, short answers
CO2	Articulate opportunities in the field of marketing, retail & digital marketing	L3: Apply	10	Internal- assignment, class test End Term- Case study, short answers
CO3	Gain insights into the retail industry, and its formats, retail mix and functions of retailers	L2: Understand	2.5	Internal- Project End Term- Theory

CO4		Illustrate digital marketing components and techniques, such as SEO and social media, to create and execute effective campaigns.	L2: Understand	5			End Term-case study, short answers
CO5		Demonstrate the implementation of suitable tools and platforms for social media marketing campaigns based on understanding of marketing strategies.	L3: Apply	5			Internal-Practical End Term Project

Session Plan

Sr. No	Hrs.	Sessions	Units	Topics Mapped with CO	Level	L/P	Evaluation Tools
1	**3.75**	**3**	**Introduction to Marketing**			**L**	
(i)	3.75	3	4 Ps, Market Segmentation, Evolution of Marketing Concepts.	CO1	L2: Understand	L	Internal-Assignment End Term Theory
2	**3.75**	**3**	**Product Decisions**			**L**	
(i)	3.75	3	Concept of Product Consumer & Industrial goods, Product levels	CO1	L2: Understand	L	Internal-Assignment End Term Theory
3	**2.5**	**2**	**Pricing Decisions**			L	
(i)	2.5	2	Price mix Factors affecting price of product, pricing strategies	CO2	L3: Apply	L	Internal-Test, End Term
4	**2.5**	**2**	**Physical Distribution**			L	
(i)	2.5	2	Distribution Types of Distribution Channels, Distribution Decision,	CO2	L3: Apply	L	Internal-Project End Term-Theory
5	**2.5**	**2**	**Promotion Decision**			L	

(i)	1.25	1	Promotion-Advertising, Integrated Marketing Communication.	CO2	L3: Apply	L	Internal-Test, Assignment End Term-Theory
(ii)	1.25	1	Promotion-Advertising, Integrated Marketing Communication.	CO2	L3: Apply	L	Internal-Test, Assignment End Term-Theory
6	**2.5**	**2**	**Introduction to Retail**			L	
(i)	2.5	2	Basic concepts of retailing, Evolution of retail in India, Emerging trends in Retail. Role of retail in the economy, economic factors influencing retail management,	CO3	L2: Understand	L	Internal-Assignment End Term Theory
7	**2.5**	**2**	**Retail Formats and International Retail**			**L**	
(i)	2.5	2	Types of Retail formats, International Retail	CO4	L4: Analyze	L	Internal-Case Analysis End Term-Theory,
8	**2.5**	**2**	**Retail Mix and Functions of retailers**			**L**	
(i)	2.5	2	Functions of retailers, Retail Mix	CO 3	L2: Understand	L	Internal-Project End Term-Theory,
9	**2.5**	**2**	**Introduction to Digital Marketing**			L	
(i)	2.5	2	Definition and scope of Digital Marketing - Importance of Digital Marketing in the current scenario - Overview of Digital Marketing modules	C04	L2: Understand	L	Internal-Assignment End Term Theory

10	2.5	2	**Search Engine Optimization (SEO)**			**L**	
(i)	2.5	2	- Understanding the basics of SEO - Keyword research and analysis - On-page optimization techniques - Off-page optimization techniques - Link building strategies - Tools and platforms for SEO	CO5	L3: Apply	L	Internal-Project End Term-Theory, Sums
11	**2.5**	**2**	**Social Media Marketing**			**L**	
(i)	2.5	2	- Understanding the basics of Social Media Marketing - Types of social media platforms - Social media content planning and creation - Social media advertising	CO5	L3: Apply	L	Internal-Project End Term-Theory, Sums
			- Measuring social media performance - Tools and platforms for Social Media Marketing			L	
			Project: Successful			L	

			Digital Marketing Campaigns				

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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
Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
CO1	2	1	-	2	_
CO2	1	-	2	-	-
CO3	-	-	1	2	-
CO4	1	1	1	-	2
CO5	2	2	1	-	3
CO	1.5	1.3	1.3	2.0	2.5

Pedagogy

1. Lecture
2. Class Discussions
3. Project on social Media marketing & Ecommerce
4. Case Study Discussion

Evaluation

Internal   50%
External   50%
Total   100%

Parameters of Internal Assessment:

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

Internal	50	16.0%	20.0%	28.0%	19.0%	17.0%
Class Test	10	30.0%	40.0%	30.0%	0.0%	0.0%
Project	10	0.0%	0.0%	50.0%	40.0%	10.0%
Assignment	10	10.0%	20.0%	20.0%	15.0%	35.0%
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	50	16.0%	16.0%	24.0%	20.0%	24.0%
Total	100	16.0%	18.0%	26.0%	19.5%	20.5%

Text Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Marketing Management	Philip Kotler	Pearson	16th	2021
Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies	PR Smith & Zee Zook	Kogan Page	7th	2019
Retail Management	Chetan Bajaj , Rajnish Tuli , Nidhi Varma Srivastava	Oxford Publication	3rd	2016

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Digital Marketing Strategy: An Integrated Approach to Online Marketing	Simon Kingsnorth	Kogan Page	3rd	2022
Marketing 5.0	Philip Kotler,	Wiley	1st	2021

| | Hermawan Kartajaya, and Iwan Setiawan | | | | |

E-Books/Materials:

Book Title	Name of Author	Publisher	Link	Year
Beginner's Guide to SEO	Alex Chris	Reliablesoft.net	https://www.reliablesoft.net/free-marketing-ebooks/	2023
Marketing Management	Philip Kotler	Pearson	http://dspace.vnbrims.org:13000/jspui/handle/123456789/5050	2021
Dynamic Digital Marketing	Dawn McGruder	Wiley	https://www.oreilly.com/library/view/dynamic-digital-marketing/9781119635888/	2020
Digital Marketing All-in-on	John Wiley & Sons	Stephanie Diamond	https://slims.bakrie.ac.id/repository/0803c25667ea8747c50451347762999f.pdf	2019
Retail Management	Suja Nair -	Himalaya Publication	https://www.researchgate.net/profile/Suja-Nair-6?_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uIn19	2016
Retailing Marketing Management	David F. Miller,	Centre for Retailing education and research.	http://bear.warrington.ufl.edu/oh/IRET/Slides/Module%204%20Retail%20Marketing%20Management.pdf	2014

Term	I			
Course Code:				
Course Title:	**Introduction to Finance and Accounting**			
Hours	Lecture (L)	Practical (P)	Total	
	30	-	30	
Credit	Lecture	Practical	Total	
	2.0	-	2.0	
Course Type:	Employability / Entrepreneurship		Generic Core Course: (GCC)	
Course Description:	The subject of 'Introduction to Accounting' will lead to an understanding of Accounting theories, principles, and accounting standards for maintaining business accounting records as per GAAP. This course will enable students to prepare financial statements and ratios by using tools and techniques for the analysis of financial statements of corporations. By studying the 'Overview of Indian Financial Systems', the students will be able to compare various financial markets, and instruments and list down functions of financial markets and services. 'Fintech Overview' will enable students to understand the scope and applications of Fintech in the Financial services domain. Students will also get a basic grasp on basic technologies used in FinTech.			
Course Objective:	**This course offers a concise overview of accounting principles, standards, and financial statement analysis techniques. It also delves into the Indian financial system and introduces FinTech applications in financing and investment.**			

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Get an overview of Financial Accounting to have a basic grasp.	L2: Understand	1.25	Internal-Test End Term-Theory
CO2	Apply Accounting Principles and Standards for the preparation of Financial Statements of companies	L3: Apply	8.75	Internal-Test End Term Theory, Sums

CO3	Analyze - Financial Statements for Comparison and decision making	L4: Analyze	5.0	Internal- Test End Term- Sums
CO4	Discuss the structure of the financial system to have a basic grasp.	L2: Understand	7.5	Internal- Assignment End Term- Theory
CO5	Discuss FinTech Ecosystems and its application to gain an overall perspective of FinTech.	L2: Understand	7.5	Internal- Project End Term- Theory

Session Plan

Sr. No	Hrs	Sessions	Units	Topics Mapped with CO	Level	L/P	Evaluation Tools
1	**1.25**	**1**	**Introduction to Accounting**				
(i)	1.25	1	Accounting principles, Accounting Concepts and Conventions, Accounting Standards (IND AS) & IFRS	CO1	L2: Understand	L	Internal-Test End Term Theory
2	**8.75**	**7**	**Basic Concepts**				
(i)	6.25	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 (Format, One numerical with few adjustments)	CO2	L3: Apply	L	Internal-Test End Term Theory, Sums
(ii)	2.5	2	Cash Flow Statement (Adjustments of Accounting for depreciation)	CO2	L3: Apply	L	Internal-Test End Term Theory, Sums
3	**5**	**4**	**Asset Class – Valuations**				
(i)	2.5	2	Tools and Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statements, Trend Analysis	CO3	L4: Analyze	L	Internal-- End Term-Sums
(ii)	2.5	2	Ratio Analysis - Liquidity ratios, Solvency Ratios, Profitability Ratios, Activity Ratios, Valuation Ratios (2 Ratios each)	CO3	L4: Analyze	L	
4	**7.5**	**6**	**Overview of Financial Services**				

(i)	3.75	3	Evolution of the Indian financial system, Financial services industry in India, Major players	CO4	L2: Understand	L	Internal-Assignment End Term-Theory
(ii)	3.75	3	Financial Markets, types, functions – Introduction to Capital & Money Markets Major Instruments	CO4	L3: Understand	L	
5	**7.5**	**6**	**Overview of Fintech**				
(i)	2.5	2	FinTech Terminology, Scope, Evolution, Basic Technology Factors driving growth; Market Size; Emerging Technologies, FinTech Ecosystem; FinTech vs TechFin	CO5	L2: Understand	L	Internal-Project End Term-Theory
(ii)	2.5	3	Fintech in Financing Payment Systems; Lending; Banking	CO5	L2: Understand	L	
(iii)	1.25	1	FinTech in Investment Wealthtech, Insurtech, cryptocurrency	CO5	L2: Understand	L	

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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	3	-	1	2	-
CO3	3	-	2	2	-
CO4	3	2	2	3	-
CO5	3	2	2	3	2
CO	**3.0**	**2.0**	**1.6**	**2.2**	**2.0**

Pedagogy

1. Lecture
2. Sums / Numerical
3. Case study/Discussion

Evaluation

Internal   50%
End Term   50%
Total   100%

Parameters of Internal Assessment:

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

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	**50**	**18.0%**	**18.0%**	**8.0%**	**28.0%**	**28.0%**
Class Test	10	50.0%	50.0%	0.0%	0.0%	0.0%
Project	10	0.0%	0.0%	0.0%	0.0%	100.0%
Assignment	10	0.0%	0.0%	0.0%	100.0%	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	**50**	**8.0%**	**28.0%**	**20.0%**	**20.0%**	**24.0%**
Total	**100**	**13.0%**	**23.0%**	**14.0%**	**24.0%**	**26.0%**

Text Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Fintech for Managers: A Handbook	by Dr. Vidhu Shekhar, Kiran Kumar KV, Sumit Jha, Dr. Pankaj Baag	Sybgen Learning	1st	2024
Accounting for Managers	Dr. CA Geetanjali Pinto, Prof. Uma Ghosh, Prof. Dhaval Bhatt, Dr. CA Pinky Agarwal, Dr. Rajshree Yalgi	Himalaya Publishing House	1st	2021

Indian Financial System:	Siddhartha Saha	McGraw Hill	2nd	2021

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Securities Markets Foundation	NISM	Taxmann	-	2023
A Textbook of Accounting for Management	Maheshwari & Maheshwari	Vikas Publication	5th	2022
Essentials of Financial Accounting	Ashish K. Bhattacharyya	PHI	6th	2021
Indian Financial System	B.L. Bhatia	Pearson	5th	2021
3F: Future Fintech Framework	Kartik Swaminathan	Notion Press	1st	2021
Financial Accounting for Management	N. Ramachandran & Ram Kumar Kakani	McGraw Hill Education	5th	2020
Accounting for Management	Dr. N.P. Srinivasan & Dr. M. Sakthivel Murugan	S. Chand	Revised Edition 2019	2019

E-Books/Materials:

Book Title/ Report	Name of Author	Publisher	Link	Year

Financial Accounting	CMA	CMA	https://icmai.in/upload/Students/Syllabus2022/Inter_Stdy_Mtrl/P6_new.pdf	2023
Reports on Fintech				

Term	I
Course Code:	
Course Title:	**Managerial Economics**

Hours	Lecture (L)	Practical (P)	Total	
	15	0	15	

Credit	Lecture	Practical	Total	
	1	-	1	

Course Type:	Employability / Entrepreneurship	Generic Core Course (GCC)
Course Description:	The knowledge of economics in this era of competition is a must for all and more so for those who must make managerial decisions during their career. Various specialized disciplines of management have originated from economics. Hence, a sound foundation in economics shall help students pick up the finer points of specialized areas very easily. This course helps students understand the basic forces governing the operation of competitive markets, the role of government in the market economy, four basic market structures, price determination in the free market, and the different goals and constraints that firms face. This course helps students in applying and analyzing the concepts, theories, and methods of microeconomics and macroeconomics, solving business problems being faced by an organization. Students will be able to evaluate the intent and outcomes of the monetary and fiscal policy which are relevant to applications in managerial decision making.	
Course Objective:	The course will prepare students for a strong foundation in Managerial Economics so that it will be easier for students to understand and learn various specialized disciplines of management, in addition, they will be able to understand the various aspects of the Indian and global economy.	

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the fundamental theories and concepts of managerial economics.	L2: Understand	2.5	Internal Evaluation: Class Participation, Class Test & Assignment End term: Theory Question
CO2	Illustrate the impact of a change in demand and supply on equilibrium price and	L3: Apply	1.25	Internal Evaluation: Class Participation, Class Test &

			quantity.				Assignment End term: Theory Question
	CO3		Examine the components of the balance of payment, exchange rate policy, and purchasing power parity in an open economy.		L4: Analyze	2.5	Internal Evaluation: Class Participation, Class Test & Assignment End term: Numerical/Theory Question
	CO4		Analyze the impact of macroeconomic factors on business decision-making.		L4: Analyze	5	Internal Evaluation: Class Participation, Class Test & Assignment End term: Numerical/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 Participation, Class Test & Assignment End term: Theory Question

Session Plan

Sr. No	Hrs	Sessions	Units	Topics Mapped with CO	Level	L/P	Evaluation Tools
1	**3.75**	**3**	**Essentials of Managerial Economics**				
(i)	1.25	1	What is Economics and Managerial Economics? - Circular Flow Four Sector Economy.	CO-1	L2: Understand	L	Internal Evaluation: Class Participation, Class Test & Assignment End term: Theory Question
(ii)	1.25	1	Law of Demand & Supply -Determinants of Demand & Supply - Changes in Quantity	CO-2	L3: Apply	L	Internal Evaluation: Class Participation,

			Demanded/Supply Vs. Changes in Demand/Supply - Market Equilibrium - Effects of Changes and Simultaneous Changes in Demand and Supply - Aggregate Demand & Aggregate Supply.				Class Test & Assignment End term: Theory Question
(iii)	1.25	1	Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly: Market Features – Existence in the Real World(examples).	CO-1	L2: Understand	L	Internal Evaluation: Class Participation, Class Test & Assignment End term: Theory Question
2	**2.50**	**2**	**National Income: Concept and Measurement and Business Cycle**				
(i)	2.50	2	GDP/GNP, Nominal, Real, and Deflator - GDP at Factor Cost & Market Price - Methods of Measuring National Income – NDP, National Income (NI), Per-Capita Income (PCI), Personal Income (PI), Disposable Income (DI) and GVA – Business Cycle.	CO-4	L4: Analyze	L	Internal Evaluation: Class Participation, Class Test & Assignment End term: Numerical/Theory Question
3	**2.50**	**2**	**Inflation**				
(i)	1.25	1	Inflation, Deflation, Disinflation, and Stagflation - Methods of Measuring Inflation: WPI/PPI, CPI, and GDP Deflator - Degrees or Types of Inflation.	CO-4	L4: Analyze	L	Internal Evaluation: Class Participation, Class Test & Assignment End term: Numerical/Theory Question
(ii)	1.25	1	Demand-Pull and Cost-Push Inflation - Inflation and Money Supply - Inflation and Interest	CO-4	L4: Analyze	L	Internal Evaluation: Class Participation,

			Rates.				Class Test & Assignment End term: Theory Question
4	**3.75**	**3**	**Monetary and Fiscal Policy**				
(i)	1.25	1	The Quantity Theory of Money - Demand for Money and Supply of Money - Money Creation by the Commercial Bank - The Money Multiplier, Deposit Multiplier, and Credit Multiplier.	CO-5	L5: Evaluate	L	Internal Evaluation: Class Participation, Class Test & Assignment End term: Theory Question
(ii)	1.25	1	Monetary Policy: Meaning, Scope, and Quantitative Instruments.	CO-5	L5: Evaluate	L	
(iii)	1.25	1	Meaning and Objectives of Fiscal Policy - Fiscal Instruments - Fiscal Deficit - Union Budget 2024-2025.	CO-5	L5: Evaluate	L	
5	**2.50**	**2**	**Balance of Payment**				
(i)	1.25	1	Meaning, Purpose, Structure, and Components of Balance of Payments - Balance of Trade - Assessment of BOP Disequilibrium - Capital Account Convertibility – SDR.	CO-3	L4: Analyze	L	Internal Evaluation: Class Participation, Class Test & Assignment End term: Numerical/Theory Question
(ii)	1.25	1	Calculating Exchange Rate Changes: Appreciation, Depreciation – Fixed and Flexible Exchange Rate Policy - Purchasing Power Parity - NEER and REER.	CO-3	L4: Analyze	L	

Mapping COs with POs

<u>Scale</u> 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	2	-
CO2	3	3	3	3	-
CO3	3	3	3	3	-
CO4	3	3	3	3	-
CO5	3	3	3	3	-
CO	2.6	2.6	2.6	2.8	-

Pedagogy

1. Lecture
2. Class Discussions on Domestic and world Economy, Sectors and Companies
3. Assignments

Evaluation

Internal 50%
External 50%
Total 100%

Parameters of Internal Assessment:

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

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	**25**	**16.0%**	**20.0%**	**20.0%**	**24.0%**	**20.0%**
Class Test	10	10.0%	20.0%	20.0%	30.0%	20.0%
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	**25**	**10.0%**	**10.0%**	**20.0%**	**40.0%**	**20.0%**
Total	**50**	**13.0%**	**15.0%**	**20.0%**	**32.0%**	**20.0%**

Textbook:

Book Title	Name of Author	Publisher	Edition No.	Year
Managerial Economics (ME)	D. N. Dwivedi	Vikas Publishing House Pvt Ltd	9th	2022

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Managerial Economics Principles and Worldwide Applications (MEPWA)	Dominick Salvatore and Siddhartha K. Rastogi	Oxford University Press	9th	2020
Managerial Economics (MET)	Christopher R. Thomas, S. Charles Maurice, and Sumit Sarkar	Tata McGraw Hill Education Pvt Ltd, New Delhi	12th	2020
Macroeconomics	Dornbusch Rudiger, Fischer, Stanley, Startz	McGraw Hill Education	12th	2018
Principles of Economics	N. Gregory Mankiw	Cengage Learning India Pvt Ltd	8th	2018
Managerial Economics (MEG)	Geetika, Piyali Ghosh and Purba Roy Choudhury	McGraw Hill Education Pvt Ltd	3rd	2017
Macroeconomics Policy Environment (MPE)	Shyamal Roy	McGraw Hill Education Pvt Ltd, New Delhi	2nd	2016
Economics	Lipsey and Chrystal	Oxford University Press	13th	2015

E-Books/Materials:

Book Title	Name of Author	Publisher	Link	Year
Simplified Principles of Microeconomics	Hazbo Skoko	Bookboon.com	https://bookboon.com/en/simplified-principles-of-microeconomics-ebook?mediaType=ebook#:~:text=In%20the%20book%20the%20core, negotiations%2C%20measuring%20response%20and%20costs.	2015

Principles of Microeconomics for AP courses	Timothy Taylor	Openstax College, Rice University	https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofMicroeconomicsforAPCourses-OP.pdf	2015
Microeconomics: Markets, Methods, and Models	Douglas Curtis and Ian Irvine	LYRYX Service Course Solution	https://laecon1.lyryx.com/textbooks/OPEN_CURTIS_MIC_1/marketing/CurtisIrvine-Microeconomics-2017A.pdf	2014
Principles of Economics	Timothy Taylor	Openstax College, Rice University	https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofEconomics-OP.pdf	2014
Practical Guide to Contemporary Economics	Yuri Yevdokimov	Bookboon.com	https://bookboon.com/en/practical-guide-to-contemporary-economics-ebook	2012
Essentials of Macroeconomics	Peter Jochumzen	Bookboon.com	https://bookboon.com/en/macroeconimics-uk-ebook	2010

Term	I
Course Code:	
Course Title:	**Business Statistics**

Hours	Lecture (L)	Practical (P)	Total	
	30	0	30	

Credit	Lecture	Practical	Total	
	2	-	2	

Course Type:	Employability / Skill Development	Discipline Specific Course (DSC)

Course Description:	The course aims to provide an understanding of statistical concepts of descriptive statistics, probability distributions, confidence intervals, hypothesis testing, along with correlation and regression. It enables the student to apply statistical tools and techniques for taking decisions about potential business ventures and existing company practices. It includes analysis, interpretation, and presentation of data.. The course will assist managers to utilize the concepts of statistics for business decision making
Course Objective:	**The course will equip the students with statistical skills needed for business decision making thereby enhancing employability**

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the various statistical concepts used in Business Statistics	L2: Understand	10.0	Internal Test End Term-Theory
CO2	Illustrate the use of statistical concepts to solve business problems	L3: Apply	7.5	Internal-Assignments, Test, End Term-Sums
CO3	Analyze the statistical information for business decision making	L4: Analyse	8.75	Internal-Assignment project work End Term-Sums

Sr. No							
CO4		Assess the tools & techniques used in decision making for its appropriateness	L5: Evaluate	2.5		Internal Project work End term- Sums	
CO5		Develop suitable statistical models for business decision making	L6: Create	1.25		Internal Project work End term sums	

Session Plan

Sr. No	Hrs	Sessions	Units	Topics Mapped with CO	Level	L/P	Evaluation Tools
1	1.25	1	**Introduction to Decision Sciences**			**L**	
(i)	1.25	1	Meaning, Importance, and concepts of Decision Science	CO1	L2: Understand	L	Internal Test End Term- Theory
2	1.25	1	**Representation of Data**			**L**	
(i)	1.25	1	Frequency Distribution Charts, tables, and diagrams.	CO2	L3: Apply	L	Internal- Assignments, Test, End Term- Sums

3	10.0	8	Descriptive Statistics			L	
(i)	1.25	1	Various concepts related to measures of central tendency	CO1	L2: Understand	L	Internal Test End Term-Theory
(ii)	2.5	2	Practical application on various datasets	CO2	L3: Apply	L	Internal- Assignments, Test, End Term-Sums
(iii)	1.25	1	Various concepts related with measures of dispersion	CO1	L2: Understand	L	Internal Test End Term-Theory
(iv)	2.5	2	Sums related to dispersion	CO3	L4: Analyse	L	Internal- Assignment project work End Term-Sums
(v)	1.25	1	Various concepts related to skewness, moments and Kurtosis	CO1	L2: Understand	L	Internal Test End Term-Theory
(vi)	1.25	1	Sums related to Skewness and Kurtosis	CO3	L4: Analyse	L	Internal- Assignment project work End Term-Sums

4	5	4	Probability & its Distributions			L	
(i)	1.25	1	The various concepts related with probability	CO1	L2: Understand	L	Internal Test End Term-Theory
(ii)	1.25	1	Discrete and Continuous Frequency Distribution: Calculation of Binomial, Poisson and Normal Distribution	CO2	L3: Apply	L	Internal-Assignments, Test, End Term-Sums
(iii)	2.5	2	Discrete and Continuous Frequency Distribution: Application of Binomial, Poisson and Normal Distribution.	CO3	L4: Analyse	L	Internal-Assignment project work End Term-Sums
5	2.5	2	Theory of estimation			L	
(i)	1.25	1	Various concepts related with theory of estimation	CO1	L2: Understand	L	Internal Test End Term-Theory
(ii)	1.25	1	Calculation of point and interval estimate	CO2	L3: Apply	L	Internal-Assignments, Test, End Term-Sums
6	2.5	2	Hypothesis Testing			L	

(i)	1.25	1	Concepts, T test & F Test	CO3	L4: Analyse	L	Internal- Assignment project work End Term- Sums
(ii)	1.25	1	Concepts, T test & F test: Application	CO4	L5: Evaluate	L	Internal Project work End term- Sums
7	**3.75**	**3**	**Measures of Association**			**L**	
(i)	1.25	1	Understand the various concepts related measures of association	CO1	L2: Understand	L	Internal Test End Term- Theory
(ii)	1.25	1	Concept: Karl Pearson, Spearman coefficient of correlation	CO3	L3: Apply	L	Internal- Assignment project work End Term- Sums
(iii)	1.25	1	Applications of Karl Pearson, Spearman coefficient of correlation	CO4	L4: Analyze	L	Internal Project work End term- Sums
8	**3.75**	**3**	**Regression Analysis**			**L**	
(i)	1.25	1	Understand the various concepts	CO1	L2: Understa	L	Internal Test

			related with regression analysis		nd		End Term-Theory
(ii)	1.25	1	Least Square Principle, Drawing the regression line	CO4.	L5: Evaluate	L	Internal Project work End term-Sums
(iii)	1.25	1	Relationships among the correlation coefficient, Coefficient of Determination, Standard Error of Estimate.	CO5	L6: Create	L	Internal Project work End term sums

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	-	-	-	-
CO2	3	-	-	-	2
CO3	3	-	3	3	3
CO4	3	2	3	3	3

CO5	3	3	3	3	3
CO	**3.0**	**2.5**	**3.0**	**3**	**2.75**

Pedagogy

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

Evaluation

Internal   50%
External   50%
Total   **100%**

Parameters of Internal Assessment:

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

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	**50**	**14.00 %**	**24.00 %**	**32.00 %**	**14.00 %**	**16.00 %**
Class Test	10	30.00%	30.00%	40.00%	0.00%	0.00%
Project	10	0.00%	0.00%	30.00%	30.00%	40.00%

Assignment	0	0.00%	50.00%	50.00%	0.00%	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	**50**	**16.00 %**	**16.00 %**	**24.00 %**	**30.00 %**	**14.00 %**
Total	**100**	**15.00 %**	**20.00 %**	**28.00 %**	**22.00 %**	**15.00 %**

Textbook:

Book Title	Name of Author	Publisher	Edition No.	Year
Statistical techniques in Business & Economics	Lind, Marchal & Wathen	McGraw-Hill	19th	2024

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Fundamentals of Business Statistics.	J.K Sharma	Vikas Publishing house Pvt ltd, New Delhi	2nd	2014
Business Statistics	S C Gupta	Himalaya Publishing	6th	2013
Business Statistics	Ken Black	Wiley India,	7th	Reprint 2012
Statistics for Management Prentice	Levin and Rubin	Pearson	7th	2011
Applied Statistical Methods	S. P. Gupta	S Chand	41st	2011

E-Books/Materials:

Book Title	Name of Author	Publisher	Link	Year
Business Statistics: Definition, Step by Step Articles, Videos	From the book, Business Statistics For Dummies		https://www.statisticshowto.com/business-statistics/	
Business Statistics for Dummies Cheat Sheet			https://www.dummies.com/article/business-careers-money/business/accounting/calculation-analysis/business-statistics-for-dummies-cheat-sheet-207822/	2023
Business Statistics			https://www.london.ac.uk/sites/default/files/study-guides/study-guide-business-admin-business-statistics.pdf	
Introductory Business Statistics	Alexander Holmes, Barbara Illowsky& Susan Dean	Open Stax	file:///C:/Users/user/Desktop/IntroductoryBusinessStatistics-OP.pdf	2017
Business Statistics	Ken black	Wiley India	https://www.pdfdrive.net/business-statistics-e23260267.html	2010

Term	I
Course Code:	
Course Title:	**Excel Skills & Quantitative Aptitude-1**

Hours	**Theory (T)**	**Practical (P)**	**Total**	
	-	30	30	

Credit	**Theory**	**Practical**	**Total**	
	-	1.0	1	

Course Type:	Employability / Skill Development	Skill Enhancement Course: (SEC)

Course Description:	This course includes two sections: Excel Skills and Quantitative Aptitude. The Excel Skills section is for beginners or those with limited Excel experience, covering basic features and functions to manage data, perform calculations, and create simple visualizations. Quantitative Aptitude assesses mathematical ability, problem-solving skills, and numerical reasoning through topics like arithmetic, algebra, geometry, and data interpretation. Verbal Skills supplement the course, focusing on language comprehension, grammar, and effective communication, tested through reading comprehension, vocabulary, and verbal reasoning exercises.
Course Objective:	**Equip participants with advanced Excel skills and enhance their quantitative aptitude to excel in placement assessments and real-world data analysis challenges.**

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Apply basic excel fundamentals and formulae to manage worksheets effectively.	L3: Apply	12.5	Internal-Project presentation and End Term Exam(MCQs)
CO2	Analyze the use of different charts	L4: Analyze	2.5	Internal-Project presentation and End Term Exam(MCQ

						s)
CO3		Apply deduction strategies and linguistic principles	L3 : Apply	5		Internal Test, End Term Exam(MCQs)
CO4		Apply different tricks to solve mathematical problems and equations.	L3 : Apply	5		Internal Test, End Term Exam(MCQs)
CO5		Analyze numerical scenarios to resolve mathematical queries..	L4: Analyze	5		Internal Test, End Term Exam(MCQs)

Session Plan

Sr. No	Hrs	Sessions	Units	Topics Mapped with CO	Level	L/P	Evaluation Tools
1	**5**	**4**	**Introduction**			P	
(i)			Microsoft Excel Fundamentals; Cell Referencing & Data Linking & Basic Excel functions; Study of Basic Filter & Advance filter. Various methods of Conditional Formatting.	CO1	L3: Apply		Internal-Project presentation and End Term Exam(MCQs)
2	**2.5**	**2**	**Basic and Advance Charts**			P	
(i)	**1.25**	1	Basic Charts and its elements	CO2	L4: Analyze		Internal-Project presentation and End Term Exam(MCQs)
(ii)	**1.25**	1	Creating a Candlestick Chart & Gantt Chart.	CO2	L4: Analyze		Internal-Project presentation

			Creating a Forecast & Trendline Chart				and End Term Exam(MCQs)
3	**7.5**	**6**	**Transpose, Date functions & Paste Special Techniques**			P	
(i)	**2.5**	2	Transpose using Paste Special and Transpose using formula	CO1 .	L3: Apply		Internal- Project presentation and End Term Exam(MCQs)
(ii)	**2.5**	2	Study of various Date functions	CO1 .	L3: Apply		Internal- Project presentation and End Term Exam(MCQs)
(iii)	**2.5**	2	Different Paste Special Techniques	CO1 .	L3: Apply		Internal- Project presentation and End Term Exam(MCQs)
4	**2.5**	**2**	**Grammar Basics**			P	
(i)	2.5	2	Grammar Basics	CO3	L3: Apply		Internal Test, End Term Exam(MCQs)
5	**2.5**	**2**	**Reading Comprehension & Vocab**			P	
(i)	1.25	1	Reading Comprehension	CO3	L3: Apply		Internal Test, End Term Exam(MCQs)
(ii)	1.25	1	Vocabulary (Deductive approach) <mark>Mock test I</mark>	CO3	L3: Apply		Internal Test, End Term Exam(MCQs)
6	**2.5**	**2**	**Numbers**			P	
(i)	**2.5**	2	Basics, Surds, and Indices, Factors and Multiples, Divisibility, LCM, HCM, BODMAS, PEMDAS, Cyclicity, Unit Digit, Remainders,	CO4	L3: Apply		Internal Test, End Term Exam(MCQs)

			recurring decimals and fractions				
7	**2.5**	**2**	**Equations**			P	
(i)	2.5	2	Linear and Quadratic equations basics, Problems based on ages, averages, ratios, and proportions <mark>Mock test II</mark>	CO4	L3: Apply		Internal Test, End Term Exam(MCQs)
8	**2.5**	**2**	**Percentages**			P	
(i)	1.25	1	Reciprocals, conversion of percentage to fraction and vice versa, change in percentage, By and to concept	CO5	L4: Analyze		Internal Test, End Term Exam(MCQs)
9	**2.5**	**2**	**Profit and Loss**			P	
(i)	2.5	2	Cost Price, Selling Price, Profit, Loss, Marked Price, Discounts, Successive discounts <mark>Mock test III</mark>	CO5	L4: Analyze		Internal Test, End Term Exam(MCQs)

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Mapping COs with POs

<u>Scale</u> 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	-
CO2	2	-	-	2	-
CO3	-	-	1	2	-
CO4	2	-	-	1	-

CO5	2	-	-	1	-
CO	1.8	-	1	1.4	-

Pedagogy

1. Lecture
2. Class Discussions on Sectors / Companies
3. Assignments using Company Data (Ace KP Software)

Evaluation

Internal   50%
End Term   50%
Total   100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	**25**	**44.0%**	**20.0%**	**12.0%**	**12.0%**	**12.0%**
Project	10	80.0%	20.0%	0.0%	0.0%	0.0%
Attendance	5	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	**25**	**20.0%**	**20.0%**	**20.0%**	**20.0%**	**20.0%**

Total	50	32.0%	20.0%	16.0%	16.0%	16.0%

Text Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Excel 2016 Power Programming with VBA	Michael Alexander Dick, Kusleika	Wiley	1st	2016

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
R.S. Aggarwal	R.S. Aggarwal	S.Chand	1st	2022
Security Analysis Portfolio Management	E. Fischer Donald, J. Jordan Ronald	Person	7th	2018
Excel 2016 Power Programming with VBA	Michael Alexander Dick, Kusleika	Wiley	1st	2016

E-Books/Materials:

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	-	Corporate financeinstitute.com	https://corporatefinanceinstitute.com/resources/ebooks/excel-book-pdf/	2013