

Course Outline of Core Subjects
MBA III Sem (Batch 2022-24)

Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703001	Project Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To develop a thorough understanding of the subject, tools and techniques used for managing projects, core competencies required from a project manager and enable them to execute a project to achieve specific goals that will benefit the organizations and society.

Unit I

Introduction to Project, Project Management and Project Managers, Functions of Project Managers, PM as a Profession, Project Goals, Functions; Categories of Projects, Phases of Project Management, Project Life Cycle, Project Environment, The 7S of Project Management.

Unit II

Criteria for selection: Checklist Model, Scoring Model, Analytic Hierarchy Process, Profile Model; identification of the project; Request for Proposal; Project appraisal: Technical, Commercial, Economic, Financial and Management appraisal; Feasibility Study: Project Selection and Criteria (qualitative and quantitative): Cost Benefit Analysis, NPV, IRR, Payback period, etc.

Unit III

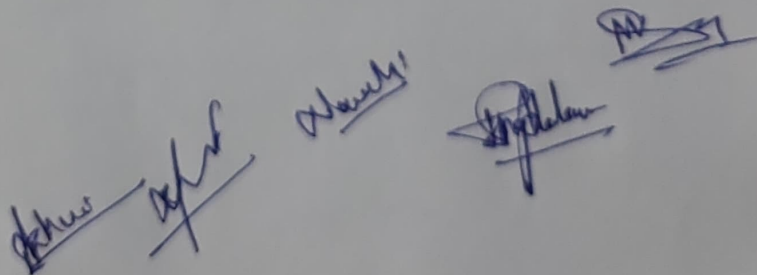
Project Organization: Pure, Matrix, Mixed; Project Planning: Planning steps, Master plan; Defining Project Scope, Developing Work Breakdown Structure, Project Activity, Project Coordination, Scheduling Charts; Schedule, Gantt Charts, Project Evaluation Techniques, PERT, CPM, Critical Chain Method & Critical Chain Project Management.

Unit IV

Social Cost Benefit Analysis Project Cash Flow, Cost of Capital, WACC, Cost Estimating Process, Budgets and Estimates; Cost-Time Overrun; Risk analysis.

Unit V

Project Control Process & techniques: Cybernetic controls, Go-No-go Controls, Post controls; Project Quality Control; Project Closure; Project Termination; Project Audit, Abandonment Analysis.



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Course outcomes focused on employability/entrepreneurship/ skill development

COs	After completing the course, a student will be able to:	Mapping
CO1:	Measure the scope, cost, timing and quality of the project as defined by various stakeholders throughout its lifecycle.	Skill development
CO2:	Estimate various projects' feasibility and analyze various alternatives for their success and failure.	Skill development
CO3:	Break down a project into tasks/activities using WBS and schedule a project based on various tools & techniques	Employability
CO4:	Analyze the risks involved in modern times projects and develop mitigation strategies to deal with them.	Employability
CO5:	Evaluate the optimum cost of the project for assigned deadlines by effective control & closure.	Skill development

Suggested Text and Reference Books:

1. Gray & Larson (2008), Project Management, Tata McGraw-Hill
2. Harvard Business School Press (2007), The Essentials of Project Management (for HR Professionals)
3. Kerzner (2008), Project Management, John Wiley
4. Nicholas and Steyn (2008), Project Management for Business, Engineering, & Technology, Elsevier India
5. Pinto (2009), Project Management: Achieving Competitive Advantage, Pearson India, Delhi.
6. Kloppenborg (2009), Contemporary Project Management, Cengage.
7. Maylor (2008), Project Management, Pearson India
8. Meredith, Mantel, (2008), Project Management, Wiley India
9. Nagarajan (2008), Project Management, New Age Publishers

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc22_mg71/preview

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703002	Strategic Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

After completion of the course, the students can learn about various Business Strategies and importance of Strategic Management in context with business leadership.

Unit I

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business
 Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management.

Unit II

Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model
 Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit III

Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations
 Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture

Unit IV

Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies
 Strategic Alliances: Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances

Unit V

Role of Creativity and Innovation in Business: Introduction, Creativity, Innovation, Creating and Building Creative and Innovative Business Culture, Business Practices Adopted to Promote Creativity and Innovation, Importance of Creativity and Innovation in Business, Challenges Involved in Creativity and Innovation
 Business Ethics and Corporate Social Responsibility: Introduction, Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct, Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance

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Course outcomes focused on employability/entrepreneurship/ skill development

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Evaluate company's goals, objectives, mission, and vision statements; differentiate among strategies	Skill Development
CO2:	Conduct strategic analysis for companies; investigate the strategy failure reasons and develop methods to overcome them	Entrepreneurship
CO3:	Design business policies as per the strategic goals of the organization	Skill Development
CO4:	Critically evaluate steps involved in strategic alliances and	Skill Development
CO5:	Construct methods to overcome challenges in creativity and innovation; support CSR and ethical activities in organizations	Skill Development; Employability

Suggested Text & Reference Books:

1. Business Policy - AzharKazmi- S. Chand & Co. NewDelhi
2. Strategic Management: Concepts & Cases - UpendraKachru, ExcelBppks.
3. Strategic Planning: Formulation of Corporate strategy - V.S. Ramaswamy, S. Namakumari - Macmillan Publishing HouseLtd.
4. Management Policy & Strategic Management - R. M. Shivastava, Himalaya Publishing House, Mumbai.
5. Creating Excellence - Craig R. Hickman & Michael A. Silva - London Univeral Book Stall, NewDelhi.

List of Open Source Software/learning website:

<https://archive.nptel.ac.in/courses/110/108/110108047/>

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703003	International Business	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To identify & analyze ethical issues in international business and to create awareness about the various bodies working on the international level for the promotion of international trade & business.

Unit I

International Business: An Introduction, History, Nature & Scope of International Business. Comparison of Domestic Business and International Business, Reasons for Growth of International Business, Stages of Internationalization, EPRG Framework, Globalization, Multinational Corporations, India and International Business. Cross Cultural Communication, Effect of Environment on International Business, Integration between countries, Levels of integration, Impact of Integration, Regional trade blocks - EU, NAFTA, Mercosur, APEC, ASEAN, SAARC, Commodity agreements.

Unit II

International Business Environment: Economic, social, political and government environment, demographic environment, technological environment, International trading environment International Business Theories: International Trade Theories: Mercantilism, Adam Smith's Absolute Cost Advantage Theory, Ricardo's Comparative Cost Advantage Theory, MNCs and international business, International Business Research, Market Selection, Foreign Direct Investment (FDI) Theories: Market Imperfection Approach, International Product Life Cycle Theory, Transaction Cost Approach, The Eclectic Paradigm.

Unit III

International Business Coverage Strategies: Marketing mix for the International Business-Pressures for Cost Reductions & Local Responsiveness, Synthesis: Strategy & Architecture- Multidomestic Firm, International Firm, Global Firm, Transnational Firm. Importance of Organization Structure, Different forms of Organization Structure- Vertical Organization Structure, Horizontal Organization Structure, Matrix Structure; Control Systems.

Unit IV

Entry Decisions for International Business: Timing & Scale of Entry, Mode of entry in Foreign Market- Exporting, Turnkey Projects, Licensing, Franchising, Joint Venture, Wholly Owned Subsidiary by Green-Field Venture or Acquisition. International Business Risk: Country Risk Analysis, Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk, Importance of Risk Analysis for International Business, Current issues in International Business: International, Competitive advantage and Strategic International Management.

Unit V

Overview of International Financial Management- Emergence of International Finance, The Foreign Investment Decision, Difference between Domestic Finance and International Finance. Overview of International Marketing- Framework of International Marketing, Domestic marketing vs. International

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marketing. Overview of International HRM: Importance of HR in International Business, Recruitment and Selection in International Business, Ethical Business, Social Responsibility of International Business.

Course outcomes: After successful completion of this course students will be able to:

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Develop an understanding of the real challenges of the international business environment in terms of economic, social-cultural, political and legal aspects.	Employability
CO2:	Explain theories involved in international trade which help students to develop a marketing approach in a global scenario.	Skill development
CO3:	Formulate the various strategies used for entry in international markets and develop the best organization structure.	Skill development
CO4:	Analyze the concept of evaluating risk in world markets and its effect on the market demand & international business negotiations.	Entrepreneurship
CO5:	Evaluate the various concepts used for international finance and find ethical implications in business decision making.	Skill development

Suggested Text and Reference Books:

1. Hill, C.W. International Business. New Delhi: Tata McGraw Hill, 2008.
2. Keegan, J. W. Global Marketing Management. New Delhi: Pearson Education.
3. Daniel, J., & Lee, H. International Business Environment. New Delhi: Pearson Education.
4. Onkvisit, S., & Shaw, J. International Marketing. New Delhi: Pearson Education.
5. Derskey, H. International Management. New Delhi: Prentice Hall of India.
6. Aswattapa, K. International Business. New Delhi: Tata McGraw Hill.
7. Luce, In Spite of the Gods: The Strange Rise of Modern India, Doubleday, 2007.
8. Cavusgil, International Business: The New Realities, Pearson Prentice Hall, 2008

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc20_mg54/preview

Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
	Theory Slot				Practical Slot			L	T	P	
	End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
	End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External					
Decision Modelling	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

Course objective of this subject is to equip students with the essential skills and knowledge to effectively analyze complex decision-making scenarios.

Unit I
Understanding the origins and evolution of decision modeling, Exploring the fundamental principles of decision modeling, Unraveling the interplay between logic and intuition in decision-making, Delving into the history of decision modelling pioneers, Equipping readers with the necessary tools to embark on their own decision modelling journey

Unit II
Unveiling the core concepts and techniques of decision analysis, Investigating decision trees and their role in structuring complex choices, Analyzing expected values, probabilities, and utility theory, Examining sensitivity analysis and risk assessment in decision-making, Presenting case studies and practical applications of decision analysis

Unit III
Introducing decision support systems and their significance in decision modeling, Exploring various types of decision support systems, including expert systems and data-driven systems, Investigating the role of artificial intelligence and machine learning in decision support, Understanding the integration of data analytics and visualization in decision-making, Showcasing real-world examples of decision support systems and their impact

Unit IV
Understanding the challenges and complexities of decision-making with multiple criteria, Exploring various approaches and methodologies for multi-criteria decision-making, Examining decision matrices, pairwise comparisons, and weighted criteria, Analyzing multi-objective optimization and trade-off analysis, Illustrating practical applications and case studies of multi-criteria decision-making

Unit V
Uncovering the importance of risk analysis in decision modeling, Investigating probabilistic techniques, such as Monte Carlo simulation and decision trees, Examining sensitivity analysis and expected utility under risk, Addressing risk assessment and risk management strategies, Presenting real-world examples and case studies highlighting the role of risk analysis

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COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Generate tools to initiate the decision modeling journey, equipping individuals to apply key concepts to real-world scenarios.	Skill development
CO2:	Relate practical examples to decision analysis concepts, linking theory to real-world scenarios for improved decision-making.	Skill development
CO3:	Develop expertise in using decision support systems, deriving value from AI-driven insights for complex decision scenarios.	Entrepreneurship
CO4:	Categorize decision matrices and pairwise comparisons, breaking down multi-criteria assessment techniques for clarity.	Employability
CO5:	Create decision support systems, incorporating expert systems and data-driven approaches, to facilitate efficient and informed decision-making.	Skill development

Suggested Text and Reference Books:

1. March, J. G. (1994). A primer on decision making: How decisions happen. The Free Press.
2. Pidd, M. (2012). Tools for thinking: Modelling in management science (4th ed.). Wiley.
3. Clemen, R. T. (1996). Making hard decisions: An introduction to decision analysis (2nd ed.). Duxbury Press.
4. Goodwin, P., & Wright, G. (2014). Decision analysis for management judgment (5th ed.). Wiley.
5. Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. Science 185(4157), 1124–1131.

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc21_mg95/preview

Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703005	Supply Chain Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

Students will understand the framework and fundamentals of Supply Chain Management as the foundation for building and sustaining high performance and effectiveness in the organization.

Unit I

Supply Chain Management: Evolution, Concept, objectives & importance, competitive advantages through supply chain management, Analytics in SCM, Supply chain planning, Different views of supply chain, Supply chain drivers, Supply Chain strategy and its development, Strategic fit in supply chain

Unit II

Forecasting in SCM: Forecasting in supply chain, methods of forecasting, Bullwhip Effect & Time-series analysis, Exponential smoothing method of forecasting, Forecasting errors and their measurement, Tracking signal and seasonality models, Forecasting using multiple characteristics in Demand Data and Inventory Management in Supply Chain

Unit III

Inventory, types of inventory, inventory systems, inventory modelling, role of distribution in a supply chain, factors influencing distribution network design, Inventory management in supply chain, Multi echelon Inventory Management, e-supply chain.

Unit IV

Network Design in Supply Chain, Network Design of Global Supply Chain, Alternative channels of Distribution, Location Decisions in Supply Chain, factors influencing network design decisions, framework for network design decisions, Network Optimization Models, Uncertainty in network design, Network Design in Uncertain Environment and Flexibility, Flexibility in Supply Chain

Unit V

Optimal Level of Product Availability in Supply chain, Time Value of money in Supply Chain, Different types of Analytics in Supply Chain, Predictive Modelling in Forecasting in Supply Chain, Representation on Uncertainty in Supply Chain, Using Decision Tree for handling Uncertainty, Modelling Flexibility in Supply Chain; Trends, Challenges and Future of Supply Chain

Course outcomes focused on employability/entrepreneurship/ skill development

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Explain Network Design in Supply Chain	Skill development
CO2:	Develop the basic framework of supply chain and logistics working and its significance in achieving the firm's objectives.	Skill development

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CO3:	Measure the key concepts and techniques that allow to analyze, manage, and improve supply chain processes for different industries and markets.	Ent
CO4:	Analyze real life problems and situations, analyze them and apply critical thinking and learning skills related to solve them	Emp
CO5:	Evaluate the role of analytics in SCM in organizations and apply the same to accomplish the organizational objectives	Skill

Suggested Text & Reference Books:

1. Logistics and Supply Chain Management, MacMillan 2003, 1st Edition
2. Christopher, M. Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services. London, Pitsman,
3. Chopra, S., Meindl, P., & Kalra, D. V. Supply Chain Management –Strategy, Operation. 6th Edition. Pearson.
4. G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Studies. Millan.
5. Levi, S. D. et al. (2003). Second Edition. Designing and Managing the Supply Chain. Strategies and Case Studies. Tata McGraw-Hill.
6. Christopher, M. (2000). Second Edition. Logistics & Supply Chain Management: Succeeding Through Reducing Cost & Improving Service. Pearson, India.
7. Shapiro, J. F. (2001). Modeling the Supply Chain. Duxbury.
8. Sople, Logistics Management. Pearson, India.
9. Agrawal, D. K. Supply Chain Management-Strategy, Cases & Best Practices. Macmillan.
10. Shah, J. Supply Chain Management- Text and Cases. Pearson, India.

List of Open Source Software/learning website:
<https://nptel.ac.in/courses/110106045>

Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
	Theory Slot				Practical Slot			L	T	P	
	End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
	End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
6 Service Marketing	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

appreciate the differences between services and physical goods and to understand how these differences translate into strategic direction and explore the global perspective of service marketing.

Unit I

Understanding Services Marketing: Introduction, services in the modern economy, classification of services, marketing services vs physical services, services as a system, marketing mix of service. Customer relationship marketing, the nature of service consumption, understanding the customer needs and expectations, strategic response to the intangibility of service performances.

Unit II

Services Market Segmentations: Service quality, understanding customer expectations and zone of tolerance, segmenting, targeting, managing perishability, process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining value relations, customer loyalty. Positioning service in the market, value addition to the service product, planning and branding service products, new service development.

Unit III

Pricing Strategies for Services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies in to practice. Service promotion, the role of marketing communication, implication for communication strategies, setting communication objectives, marketing communication mix, external marketing, word of mouth communication, interactive marketing.

Unit IV

Planning and Managing Service Delivery: Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity. Creating delivery system in price, cyber space and time, the physical evidence of the service space, the role of intermediaries, enhancing value by improving the quality and productivity

Unit V

Marketing Plans for Services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource all occasions and monitory marketing planning and services, Service deficiencies, consumer grievance recovery strategies. Services in e-platforms: Recent Trends in online and e- service platforms, Principal Driving Forces and business strategies of on-line services, Key Decision area and Services Strategies

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Course outcomes focused on employability/entrepreneurship/ skill development		Mapping
COs	After completing the course, a student will be able to:	Skill development
CO1:	Formulate a strategic response to effectively manage the challenges posed by the intangibility of service performances, enhancing customer perceptions.	Skill development
CO2:	Compare and contrast different approaches to positioning services in the market, highlighting value addition and differentiation strategies.	Skill development
CO3:	Relate the role of marketing communication to service promotion, emphasizing its influence on customer engagement and overall success.	Entrepreneurship
CO4:	Develop methods to enhance the quality and productivity of service delivery, positively impacting value perception and customer loyalty.	Entrepreneurship
CO5:	Create strategies to enhance the physical evidence of service spaces, visually reinforcing service quality and improving customer satisfaction.	Entrepreneurship

Suggested Text and Reference Books:

1. Lovelock C, Service Marketing, Pearson Education
2. Venugopal V/ Raghu V N, Services Marketing, Himalaya Publishing House
3. Apte G, Service Marketing, Oxford University Press
4. Jha S M, Service Marketing, Himalaya Publications
5. Kandampully J A, Service Management, Pearson Education
6. K. Rama MohanaRao (2009), Services Marketing, Pearson Education, New Delhi
7. ValeriZeithmal, MaryJoBunter (2009), Services Marketing, Tata McGrawHill, New Delhi.
8. B. Sudhir, JawaharBabu, Subrahmanyam (2010), Services Marketing, Students help Publishing House Private Limited, Hyderabad.
9. Christopher Lovelock (2009), Services Marketing, Pearson Education, New Delhi.
10. Christian Gronrose (2009), Services Management and Marketing, Maxwell Macmillan, New Delhi.
11. Kenneth E. Clow, David L. Kurtz (2009), Services Marketing, Wiley India, New Delhi.

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc20_mg12/preview

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703007	Leadership & Team Effectiveness	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:
To develop students' understanding of effective leadership principles and strategies, and to enhance their ability to build and lead high-performing teams.

Unit I

Introduction to Leadership & Team Management; Leadership Myths, Leadership Development: Action-Observation-Reflection Model, Leadership Attributes; Personality Traits and Leadership; Personality Types and Leadership; Intelligence and Leadership; Emotional Intelligence and Leadership

Unit II

LMX Theory and Normative Decision Model; Situational Leadership Model; Contingency Model and Path Goal Theory; Emotional Approach Charismatic and Transformational Leadership, Power and Leadership, Leadership Behaviour; Leadership Pipeline; Assessing Leadership Behaviors: Multi-rater Feedback Instruments, Destructive Leadership

Unit III

Negotiation and Leadership; Leadership under a crisis situation; The Situation and the Environment; Culture and Leadership; Global Leadership; Motivation and Leadership; Characteristics of Leader, Follower and Situation; Experiential Learning; Action Learning; Development Planning: GAP Analysis; Coaching and Mentoring; Women in Leadership Roles

Unit IV

Introduction to Groups and Teams; Group Dynamics; Team Formation; Delegation and Empowerment; Leading teams: Enhancing teamwork within a group; The leader's role in team-based organizations; Leader actions that foster Teamwork Effectiveness; Offsite training and team development; Understanding Team processes and Team Coaching; Team decision making and conflict management; Virtual teams; Managing Multicultural teams

Unit V

Building Effective Relationship with subordinates and peers; Fostering Followers satisfaction; The Art of Communication; Setting Goals and Providing Constructive Feedback; Enhancing Creativity problem solving skills; Building High-Performance Teams: The Rocket Model; Building Credibility and Trust; Skills for Developing Others; Team Building at the Top; Community Leadership

Course Outcomes focused on employability/entrepreneurship/skill development:

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Explain how global leadership skills contribute to leadership effectiveness.	Entrepreneurship

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CO2:	Analyze principles and theories of leadership and assess leadership behavior	Employability
CO3:	Evaluate the role of leadership in the development of an institution.	Employability
CO4:	Develop a framework for the students to understand the importance of Leadership and team effectiveness in organizations	Skill Development
CO5:	Build an effective team by analyzing factors influencing teamwork and team leadership.	Employability

Suggested Text and Reference Books:

1. Northouse, P. G. (2021). Leadership: Theory and Practice (9th ed.). Sage Publications.
2. Yukl, G. (2013). Leadership in Organizations (8th ed.). Pearson Education.
3. Lencioni, P. (2002). The Five Dysfunctions of a Team: A Leadership Fable. Jossey-Bass.
4. Goleman, D., Boyatzis, R., & McKee, A. (2013). Primal Leadership: Unleashing the Power of Emotional Intelligence. Harvard Business Review Press.
5. Kouzes, J. M., & Posner, B. Z. (2017). The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations. Jossey-Bass.
6. Collins, J. (2001). Good to Great: Why Some Companies Make the Leap... and Others Don't. HarperBusiness.

Suggested Additional Readings:

1. Duhigg, C. (2016). Smarter Faster Better: The Transformative Power of Real Productivity. Random House.
2. Brown, B. (2018). Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. Random House.
3. Pink, D. H. (2011). Drive: The Surprising Truth About What Motivates Us. Riverhead Books.
4. Sinek, S. (2014). Leaders Eat Last: Why Some Teams Pull Together and Others Don't. Portfolio.
5. Maxwell, J. C. (2018). The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. HarperCollins Leadership.
6. Cuddy, A. (2016). Presence: Bringing Your Boldest Self to Your Biggest Challenges. Little, Brown and Company.

List of Open Source Software/learning website:

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703008	Product & Brand Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

This course will attempt to understand various types of products in the product portfolio of an organization. Developing new products and eliminating exiting products from the portfolio will be examined.

Unit I

Product Management: Product Management: Introduction to Product Management Product Mix concepts, Product Classification, Management of New Product Development Process, Managing Product Life cycle, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.

Unit II

Brand Management: Introduction to Brand Management, Brand Management Process, Brand Choice Decisions and Models Brands v/s Products, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, Brand Elements, Product Market Strategies: Product Evaluation Product Positioning: Concept, Product Differentiation, Preference Analysis, Benefit of Segmentation.

Unit III

The Brand Equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Brand Building: Brand building blocks and implications, Measuring Brand equity: Brand Value, Elements of Branding, Brand Identity, Brand Communication, Brand Positioning, Brand Image and Personality, Brand Valuation, Brand Tracking and Monitoring

Unit IV

Managing Brand Over Time, Building Brands in Indian Market, launching a New Brand, Revitalizing Brands, Brand Extension Strategies, Brand Portfolio Management, Managing Brands Across Geographical Borders, Brand Values, Brand Knowledge, Brand Values and Brand mantras.

Unit V

Designing & Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, managing brand over time, Reinforcing Brands, Revitalizing Brands, Co-branding, Celebrity endorsement, Digital Branding, Employment Branding, Co-branding, Brand Crisis. Emerging Brand Applications, Managing Brand Experience.

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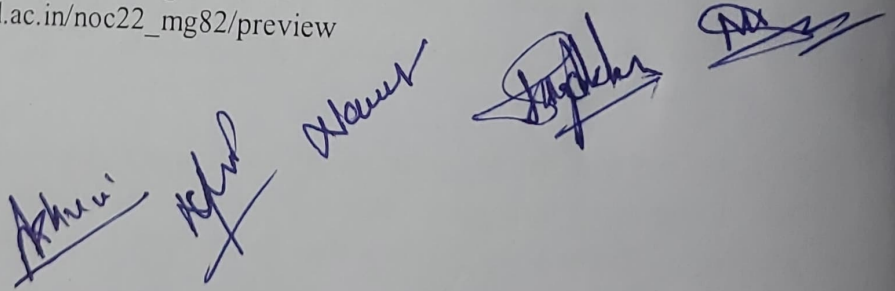
Course outcomes focused on employability/entrepreneurship/ skill development		Mapping
COs	After completing the course, a student will be able to:	Skill develop
CO1:	Derive insights from consumer preferences to modify and improve product attributes, enhancing product positioning and differentiation.	Skill develop
CO2:	Compare and contrast branding and product concepts, justifying the significance of branding for both consumers and firms.	Skill develop
CO3:	Evaluate the effectiveness of different product market strategies, choosing the most suitable approaches for successful brand positioning.	Entrepreneur
CO4:	Judge the effectiveness of various methods to measure brand equity, determining their ability to capture brand value accurately.	Entrepreneur
CO5:	Create brand extension strategies, utilizing co-branding, celebrity endorsement, and digital branding techniques.	Entrepreneur

Suggested Text and Reference Books:

1. Keller, K. L. (2004). Strategic Brand Management: Delhi: Pearson Education.
2. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2007). Marketing Management. New Delhi: Pearson Education
3. Sengupta, S. (2006). Brand Positioning.
4. Majumdar, R. (2007). Product Management in India. Delhi: Prentice Hall of India
5. Kazmi, S. H. H. & Batra, S. K (2008). Advertising and Sales Promotion. New Delhi: Excel Books.
6. Strategic Brand Management Book by Kevin Lane Keller
7. B2B brand management Book by Philip Kotler

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc22_mg82/preview



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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
03010	Service Operation Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To understand underlying concepts of service management and developing ability to design service delivery systems to fulfill needs of various customers.

Unit I

Introduction of service operations management, types of services and processes, service matrix, Understanding the nature of services, Aligning service strategy and service competitiveness.

Unit II

New Service Development - Designing of Service delivery Mechanism, Service design, development & automation, Managing human resource in services, Service encounter

Unit III

Service Quality: Concept and Models; Service recovery and Service guarantee, Service facility design and facility location, Demand Management in Services, Capacity Management or Supply Management in Services,

Unit IV

Complaint management, Service Encounter, Productivity and Performance measurement, Service Inventory Management, Service Supply Chain Management, Global trends in services sector.

Unit V

Queuing System: Introduction & characteristics, Application of simulation in service operations management, Vehicle routing and scheduling; Services management in IT/ITES sectors: Call Centre Operations, Web-enabled Services, ERP enabled Services, Tele marketing.

Course outcomes focused on employability/entrepreneurship/ skill development

COs	After completing the course, a student will be able to:	Mapping
CO1:	Map and evaluate service matrix; relate service strategy and competitiveness according to the processes of the service firms	Skill Development
CO2:	Design service delivery mechanism; manage human resource in services	Entrepreneurship
CO3:	Evaluate service quality models; analyse demand management in services; formulate supply management in services	Skill Development
CO4	Examine the service supply chain management, and global trends in service sector	Skill Development
CO5	Application of simulation in service operations management	Skill Development; Employability

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Suggested Text & Reference Books:

1. Richard B. Chase, Operations management, TMH.
2. Robert Johnston, Service Operations Management: Improving Service Delivery, Pearson
3. Kanishka Bedi, Production and operations management, Oxford
4. SN Chary, Production and operations management, TMH.
5. Fitzsimmons, J.A. and Fitzsimmons, M.J. (2014), Service Management: Operations, Strategy, Information Technology, 7th, McGraw-Hill: New Delhi
6. Metters, R., Metters, K.K. and Pullman, M. (2008), Service Operations Management, Cengage Learning: New Delhi.
7. C. Haksever, Render B., Russel S. R. and Murdick R. G. (2007), Service Management and Operations, 2nd Ed. Prentice Hall.

List of Open Source Software/learning website:

<https://archive.nptel.ac.in/courses/110/106/110106046/>

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot		Practical Slot					L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703011	Database Management System	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

The course objective of this subject is to describe key concepts, issues, and operational terminology and to understand the relationships of key components behind concepts such as hardware, networks, data storage, operating systems, and software programs.

Unit I

Introduction: Advantage of DBMS approach, various view of data, data independence, schema and sub-schema, primary concepts of data models, Database languages, transaction management, Database administrator and users, data dictionary, overall system architecture.
ER model: basic concepts, design issues, mapping constraint, keys, ER diagram, weak and strong entity sets, specialization and generalization, aggregation, inheritance, design of ER schema, reduction of ER schema to tables.

Unit II

Domains, Relations and Keys: domains, relations, kind of relations, relational database, various types of keys, candidate, primary, alternate and foreign keys.
SQL: basic structure of SQL, set operations, aggregate functions, null values, nested sub queries, derived relations, views, modification of Database, join relations, DDL in SQL.

Unit III

Distributed Database: basic idea, distributed data storage, data replication, data fragmentation- horizontal vertical and mixed fragmentation
Storage structure and file organizations: overview of physical storage media, magnetic disks- performance and optimizations.

Unit IV

Transaction, concurrency and Recovery: basic concepts, ACID properties, Transaction states, implementation of atomicity and durability, concurrent executions, basic idea of serializability, basic idea of concurrency control, basic idea of deadlock, failure classification, storage structure types, stable storage implementation, data access, recovery and atomicity- log based recovery, deferred Database modification, immediate Database modification, checkpoints.

Unit V

Basic idea of RAID, file organizations, organization of records in files, basic concepts of indexing, ordered indices, basic idea of B-tree and B+-tree organization.

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COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Differentiate database systems from file systems by enumerating the features provided by database systems	Skill development
CO2:	Explain the terminology, features, classifications, and characteristics embodied in database systems.	Skill development
CO3:	Design principles for logical design of databases, including the E-R method	Entrepreneurship
CO4:	Evaluate database storage structures and access techniques	Employability
CO5:	Identify the issues of transaction processing and concurrency control.	Skill development
CO6:	Analyze an information storage problem and derive an information model expressed in the form of an entity relation diagram, binary tree, etc.	Employability

Suggested Text and Reference Books:

1. Database System Concepts – A Silberschatz, H.F Korth, Sudersan, MGH Publication.
2. An introduction to Database Systems – C.J Date 6 th ed.
3. Fundamentals of Database systems – Lelmasri & Navathe III ed.
4. An introduction to Database systems – B.C. Desai.

List of Open Source Software/learning website:

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703012	Labor Laws	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To learn the laws relating to Industrial Relations, Social Security and Working conditions and understand the laws related to working conditions in different settings

Unit I

Introduction to Labour Legislations and Regulatory Laws: Meaning and classification of Labour legislations in India. History & Development of Labour Legislations in India.

Unit II

Laws relating to working conditions – Factories Act, Shops & Establishment Act, Contract Labor (Abolition & Regulation) Act.

Unit III

Laws relating to Social Security- Employees Provident Fund Act- Employees State Insurance Act-Workmen's Compensation Act-Payment of Gratuity Act-Maternity Benefit Act. Unorganized Workers Social Security Act, 2008..

Unit IV

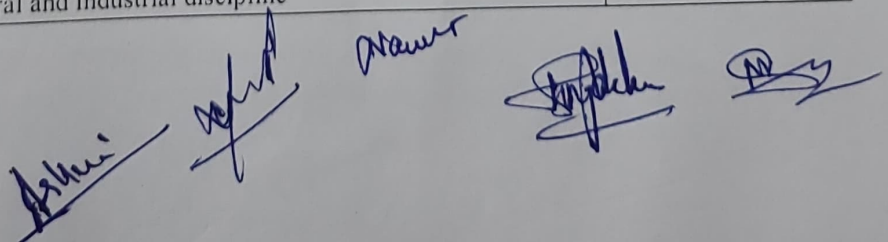
Laws relating to employment, service conditions, Employee Relations- the Industrial Disputes Act-Trade Unions Act- Industrial Employment (Standing Orders) Act.

Unit V

Laws relating to Wages-The Minimum Wages Act- the Payment of Wages Act-Equal Remuneration Act-Payment of Bonus Act.

Course Outcomes focused on employability/entrepreneurship/skill development:

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Analyse the judicial setup of Labour Laws.	Employability
CO2:	Measure the salient features of welfare and wage Legislations	Skill Development
CO3:	Develop the knowledge of Labour Law in General HRD Practice.	Skill Development
CO4:	Recommend the laws relating to Industrial Relations, Social Security and Working conditions	Entrepreneurship
CO5:	Explain procedural and industrial discipline	Skill Development



Suggested Text & Reference Books:

1. Kumar H.L., (2002). Practical Guide to Contract Labour - Regulation & Abolition Act & Rules.
New Delhi: Universal Law Publishing.
2. Mathur, A.S. (1968). Labour Policy and Industrial Relations in India. Agra: Ram Prasad.
3. Singh, Avtar. (2002). Introduction to Labour & Industrial Law. New Delhi: LexisNexis.

List of Open Source Software/learning website:

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External					
703013	Sales & Distribution Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To discuss various aspects of the sales function ranging from various sales organization structures to the role of the sales manager in improving sales by hiring, training, motivating and leading the sales force.

Unit I

Introduction: Nature, scope and meaning of sales management, evaluation of sales management, roles, types and skills of sales managers, sales objectives, strategies and tactics, emerging trends sales management, linking sales and distribution management, psychology and selling-buying decisions, sales knowledge and sales related marketing policy's-sales process, transactional and relationship selling.

Unit II

Management of Sales: Concept of sales organization, types of sales organization structures, specialization with in sales organization, sizing and staffing the sales force, training and motivating sales force, compensating and leading sales force, sales force expenses, marketing audit, sales force audit, evaluation of sales organization, evaluating and controlling the performance of sales force.

Unit III

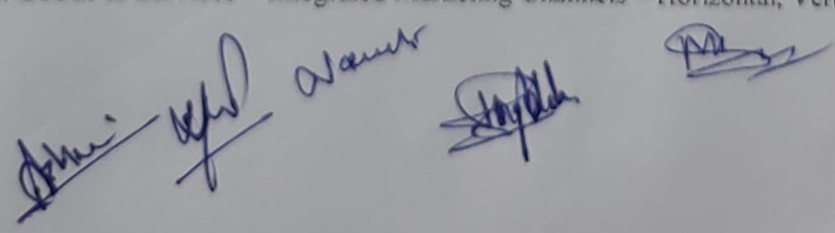
Analyzing Market Demand and Sales Potential: Strategic planning, role of marketing and sales, marketing and personal selling strategies, sales strategy, developing sales forecast, forecasting approaches, sales budget. Preparation of Sales Budget, Sales Quota and Designing Sales Territories. Sales Organization, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Motivating, Training and Compensating the Sales Force, Evaluation and Analysis of sales force.

Unit IV

Distribution Channel: Introduction, importance, types, functions, and design of Channels. Overview of Channel Management decisions, Channel conflict and resolution. International channels of Distribution. Major modes of transportation, Multimodal Transport System- Overview, Containerization, Multimodalism in India. Third Party Logistics- Service providers, Risks of Outsourcing and risk management.

Unit V

Distribution Management: Indian distribution system; distribution logistics; distribution costs and control; role and functions of intermediaries; selection and motivation of intermediaries. Participants in physical distribution process, Channel Intermediaries – Wholesaling and Retailing, Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical,



and Multi-channel marketing Systems - International Marketing Channels. Marketing Channel Policies and Legal Issues.

Course outcomes focused on employability/entrepreneurship/ skill development

COs	After completing the course, a student will be able to:	Mapping
CO1	Generate comprehensive sales knowledge and marketing policies that enhance customer relationships and drive transactional and relationship selling.	Skill development
CO2	Modify traditional sales approaches to adapt to the changing scope of sales management, considering the roles and skills of modern sales managers.	Skill development
CO3	Compare different methods of sales force compensation, evaluating their impact on motivation and performance within sales organizations.	Skill development
CO4	Judge the adequacy of sales budgets and quotas, comparing their design with market demand, to ensure realistic sales targets.	Entrepreneurship
CO5	Create integrated marketing channel policies, aligning horizontal, vertical, and multi-channel systems with organizational goals.	Entrepreneurship

Suggested Text & Reference Books:

1. Jobber, D. & Lancaster, G. (2008). Selling and Sales Management. New Delhi: Pearson Education.
2. Still, Richard R., Cundiff, E. W. & Govoni, N. (2007). Sales Management – Decision, Strategies and Cases. New Delhi: Pearson Education/Prentice Hall of India.
3. Spiro, R., Stanton, W. and Rich, G. (2003). Management of a Sales Force. New Delhi: McGraw Hill.
4. Kapoor, S. K., & Kansal, P. (2006). Basics of Distribution Management. New Delhi: Prentice Hall of India.
5. Rosenbloom, B. (2008). Marketing Channels: A Management View. New Delhi: Thomson Learning.
6. Dalrymple, D. J., Cron, W. L. & Decarlo, T. (2005). Sales Management. New Delhi: John Wiley & Sons (Asia) Pvt. Ltd.
7. Still Cundiff, Govani: "Sales Management –Decision, Strategies and Cases" Prentice hall 2009.

List of Open Source Software/learning website:

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703014	Investment & Portfolio Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

Unit I

Investment – meaning, nature and scope of investment analysis – elements of investment - types of investments, Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations.

Unit II

Risk & Return: Risk Return concept, Calculation of Risk and Return of single security and Portfolio, systematic and unsystematic risk, multifactor model of risk & return, efficient capital markets, concept of beta, SML and CML valuations.

Unit III

Portfolio Theory: Portfolio Concepts and Evaluation, Portfolio and security returns, diversification, markowitz model, sharpe index model, factor models and arbitrage pricing theory. portfolio investment process, portfolio management strategies, sharpe and treynor measures.

Unit IV

Technical Analysis: Dow Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis.

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

Unit V

Bond Market: Bonds - Fundamentals of bond, valuation; Interest rates, spot rate, forward rate and yield curve Bonds - Term structure of interest rates Bond.

Course outcomes focused on employability/entrepreneurship/ skill development

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Explain the characteristics of various investment alternatives available to investors.	Skill development
CO2:	Measure the Risk and Return of Single security.	Skill development

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CO3:	Create portfolio strategies for active portfolio	Employability
CO4:	Analyze performance of the secondary capital market by using technical and fundamental analysis.	Employability
CO5:	Evaluate bond yield in different market segments.	Entrepreneurship

Suggested Text & Reference Books:

1. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, Tata McGraw-Hill, New Delhi.
2. Reilly, Investment Analysis and portfolio management, 2009 edition, Cengage Learning
3. Bodie, Kane and Marcus, Investments, 9th edition, TMH.
4. Prasanna Chandra, Investment Analysis & Portfolio Management, 6th Edition, TMH
5. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH)
6. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall).
7. Abhishek Kumar, Index Investing, 2020, SAGE Publishing
8. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education,)

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc21_mg99/preview

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot			Practical Slot				L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703015	Management of Inventory Systems	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

This course will help students in efficient and economical handling of materials and storage lowers the acquisition and possession cost resulting in the reduction in the real cost.

Unit I

Introduction to Inventory and Materials Management: Concepts and Issues, Types of inventory, Inventory costs and their measurement, Structure of inventory models, Importance and areas of materials management. Inventory Problems and Selective Inventory Management: Classification of inventory problems, Importance-based classification of inventory, selective inventory management techniques and their use, Numerical problems.

Unit II

Static Inventory Problems under Risk: General characteristics, Opportunity cost matrix and cost structure, Mathematical formulations (discrete and continuous cases), Imputation of costs, Numerical problems. Static Inventory Problems under Uncertainty: General characteristics, Decision criteria for uncertainty and inventory problems, Distribution-free analysis (Tchebycheff and other inequalities), Comparison of analyses with full and partial information, Numerical problems.

Unit III

Dynamic Inventory Problems under Certainty: General characteristics, Fixed Order Size System (EOQ and its variants), Economic Production Quantity (EPQ), Fixed order interval system, Inventory problem formulation and solution under constraints, Numerical problems. Dynamic Inventory Problems under Risk: General characteristics, Types of inventory control systems with known stock-out costs and service levels, Approximate and exact methods for safety stock determination, Numerical problems.

Unit IV

MRP, MRP-II and DRP: Concepts and Issues of MRP, Design of MRP system and its variants (MRP-II and DRP), Numerical problems. JIT-based Approaches for Materials Management: Concepts and Issues, Relationship with Lean Engineering practices, Design of JIT-based inventory management systems, Numerical problems. Basics of Purchasing Management: Fundamentals and importance of industrial purchasing, Types of purchasing, Related techniques (non-quantitative and quantitative) in purchasing, Measurement and evaluation of performance of suppliers and purchasing systems, Numerical problems.

Unit V

Theory of Constraints and Materials Management: Concept and Issues, Bottleneck and non-bottleneck resources, Process and transfer batches, Capacity constraint resources, D-B-R scheduling and VAT

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plants, Effect on materials management, Numerical problems. Value Engineering/Analysis and Stores Management: Objectives and issues of Value Engineering/Analysis (VE/VA), Steps in VE/VA, Effects on purchasing and materials management, Basics of and approaches for stores management, Numerical problems. Logistics and Supply Chain Management: Trends and issues, Push versus Pull distribution system, Basic Issues in Design for Logistics, SCM, and Greening SC, Inventory system development, Numerical problems.

Course outcomes focused on employability/entrepreneurship/ skill development:

COs	After completing the course, a student will be able to	Mapping
CO1:	Understand the role of inventory management and investigate the associated numerical problems	Skill development
CO2:	Analyze various tools and techniques of inventory control. Illustrate various accounting practices related to inventory.	Skill development
CO3:	Investigate dynamic inventory problems, EOQ model concept	Employability
CO4:	Analyze the aspects of materials handling and learn how to keep the balance between priority and capacity. Test JIT and EOQ model concept in inventory management system	Employability
CO5:	Evaluate the requirements for maintaining an optimum level of inventory of materials; inventory system development. Develop different models of determining best order size in deterministic as well as probabilistic situations..	Skill development

Suggested Text & Reference Books:

1. Starr, M K and Miller, D W, Inventory Control: Theory and Practice, Prentice Hall.
2. Tersine, R J, Principles of Inventory and Materials Management, PTR Prentice Hall.
3. Silver, E A, Pyke, D F and Peterson, R, Inventory Management and Production Planning and Scheduling, John Wiley.
4. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
5. Dutta, A.K. Integrated Materials Management, New Delhi, PHI.
6. Sople, V. V. Logistics Management. New Delhi: Pearson Education P. Ltd.
7. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.).
8. Gopalakrishanan P and Sundershan M. Handbook of Materials Management. New Delhi, Prentice Hall, of India.
9. Dabler, D.W. etc. Purchasing and Materials Management. New York, McGraw Hill.

List of Open Source Software/learning website:

<https://archive.nptel.ac.in/courses/110/105/110105095/>

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703016	E-Business	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To equip individuals with the knowledge and skills to thrive in the digital era by understanding the fundamental principles, strategies, and best practices of e-business, enabling them to harness the potential of digital technologies for entrepreneurial success and sustainable growth.

Unit I

In this unit, we lay the foundation by introducing the concept of e-business and its significance in the modern business landscape. We explore the evolution of e-business, its advantages, challenges, and opportunities. Topics covered include the digital transformation, e-business models, and the impact of technology on business processes.

Unit II

This unit delves into the fundamental principles of e-commerce, focusing on the various models, platforms, and strategies for online buying and selling. We examine e-commerce infrastructure, payment systems, security measures, and consumer behavior in the digital marketplace. Additionally, we discuss emerging trends in e-commerce, such as mobile commerce and social commerce.

Unit III

In this unit, we explore the dynamic field of digital marketing and advertising. We delve into strategies for reaching and engaging target audiences through various online channels, including search engine optimization (SEO), social media marketing, content marketing, and email marketing. We also examine the role of data analytics in optimizing marketing campaigns and measuring their effectiveness.

Unit IV

A well-designed and user-friendly website is crucial for e-business success. In this unit, we delve into the principles of website design and user experience (UX). We discuss the importance of intuitive navigation, responsive design, visual aesthetics, and usability testing. We also explore the role of persuasive design techniques in enhancing conversions and driving customer engagement.

Unit V

Data is the lifeblood of e-business. In this unit, we explore the power of data analytics and business intelligence in driving informed decision making and gaining a competitive edge. We delve into data collection, storage, analysis, and visualization techniques. Topics covered include predictive analytics, customer segmentation, data-driven decision making, and the ethical considerations surrounding data usage.

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Course Outcomes focused on employability/entrepreneurship/skill development:

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Explain the key concepts and principles of e-business.	Entrepreneurship
CO2:	Measure the role of e-commerce infrastructure in facilitating online transactions.	Employability
CO3:	Design e-commerce strategies and best practices to real-world business scenarios.	Employability
CO4:	Analyze consumer behavior in the digital marketplace and its implications for e-business.	Skill Development
CO5:	Evaluate the effectiveness of digital marketing campaigns using relevant metrics and analytics.	Employability

References:

1. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation and practice. Pearson.
2. Laudon, K. C., & Traver, C. G. (2019). E-commerce: Business, technology, society. Pearson.
3. O'Brien, J. A., & Marakas, G. M. (2018). Management information systems. McGraw-Hill Education.
4. Turban, E., Outland, J., King, D., Lee, J., & Liang, T.-P. (2018). Electronic commerce: A managerial and social networks perspective. Springer.

Suggested Additional Readings:

4. Lee, I., & Lee, K. (2019). The internet of things (IoT): Applications, investments, and challenges for enterprises. Business Horizons, 62(1), 105-114.
5. Rayport, J. F., & Jaworski, B. J. (2004). Best face forward: Why companies must improve their service interfaces with customers. California Management Review, 47(3), 35-58.
6. Rogers, M. (2016). The digital transformation playbook: Rethink your business for the digital age. Columbia University Press.
7. Strauss, J., & Frost, R. D. (2020). E-marketing. Routledge.
8. Wang, H. J., & Sun, S. Y. (2010). The influence of online store design on consumer's emotional responses: An experimental study of utilitarian and hedonic online shopping. International Journal of Electronic Business Management, 8(4), 272-281.

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc19_mg54/preview

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COURSE OUTLINE OF MANDATORY AUDIT COURSE (MAC)

Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	
		Theory Slot			Practical Slot				L	T	P		
		End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Internal						External
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment								
703018	Entrepreneurship and Innovation (MAC)*	50	10	20	20	-	-	100	1	1	0	2	

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of the Department with final grades/marks, the Examination cell will issue a certificate for this course.

Course Objectives:

This course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation and technology in the entrepreneurial process. The course content is relevant to those individuals thinking about starting a business, those who are interested in commercialising their own innovations or of others, and those who advise entrepreneurs or engage in policy making in the entrepreneurship area.

Unit I

Concept of Entrepreneurship, Traits of Entrepreneur, Distinction between Entrepreneur and Managers, Difference between Inventors and Entrepreneurs, Entrepreneurship- Mindset, Big companies v/s start-ups, Inspiration from Role Models and Social support; Misconceptions and Myths of Entrepreneurs, Business Model.

Entrepreneurship Development in Emerging Markets: Types of Start-ups, Intrapreneurship, Small & Medium Business Enterprises, International entrepreneurship, Mistakes start up makes Leader v/s Manager, why do ventures require Dynamic leaders, Principle centred Leaders, Entrepreneurial leadership, Components of Entrepreneurial Leadership

Unit II

Introduction, Creativity & Entrepreneurship, Characteristics of Creative People, Blocks to creativity, Creativity at work- A must for survival, Sources of new ideas, Techniques for generating ideas

Introduction, Opportunity definition, Opportunity recognition, Opportunity Process, Sources of Opportunity Indian Economy- Opportunity, Steps involved in Assessing Business Potential of an Idea, Steps involved in Tapping opportunity.

Intellectual Property rights, IPR and their Importance, Importance of IP for start-up? What is Patent? International Patents Trademarks, Copy rights.

Unit III

Entrepreneurial Opportunities and Business Plan, When, Business Plan Drivers, Perspectives to be considered in Business Plan Preparation, Basics of Business Plan, Pitching a business Plan, Reasons of failure of Business plans.

Small Scale Industry: Characteristics of SSI, Role of SSI in Economic Development, Advantages of Small-Scale Industries, Government Support to SSI during Five Year Plan, Impact of Globalization and Liberalization on SSI, Impact of WTO/GATT on SSI, Ancillary, Tiny and Service Industries

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