SI.No.	CELACOTED	a. d. N.		T		7/0	C	Div. A (tek)	Dir. D (tea)	Dir. A (Had)	Ini., n (trad)
	SEMESTER FIRST	MS 101	Paper Management Process and Organizational Behavior	Type of Course Core/Open Elective	3	T/P	Credits 3	Div-A (Ist) Dr. Manali Takkar	Div-B (Ist)	Div-A (IInd)	Div-B (IInd)
	FIRST	MS 103 MS 105	Quantitative Techniques	Core	3	-	3	Dr. Sandeep Kumar Dr. Chaitali			
4	FIRST	MS 107	Managerial Economics Accounting for Management	Core Core	3	-	3	Dr. Reema Sharma			
5	FIRST FIRST	MS 109 MS 111	Information Technology Management Marketing Management	Skill Enhancement Core/Open Elective	3	-	3	Dr. Deepak Sonkar Mr. Rahul Tripathi			
7	FIRST	MS 113	Communication in Organizations	Ability Enhancement	2	1	3	Ms. Keenika Arora			
8	FIRST	MS 115 MS 117	Legal Aspects of Business Information Technology Management Lab	Core/Open Elective Skill Enhancement	3	-	3	Dr. Ajay Kumar Dr. Deepak Sonkar			-
			Total		23	3	25	Dr. Deepuk Soriku			
10	SEMESTER SECOND	Code No. MS 102	Paper Technology and Innovation Management	Type of Course Core/Open Elective	2	T/P	Credits			Dr. MN Jha	
11	SECOND	MS 104	Financial Management	Core	3	-	3			Dr. Reema Sharma	
12	SECOND SECOND	MS 106 MS 108	Business Research Sustainable Operations Management	Core/Open Elective	3	-	3			Dr. Sandeep Kumar Dr. Rajesh Bajaj	
14	SECOND	MS 110	Management of Information Systems	Core	3	-	3			Abhishek .K. Updhayay	
	SECOND	MS 112	Human Resources Management	Core/Open Elective	3	_	3			Ms. Keenika Arora	-
16	SECOND	MS 114	Minor Project	Ability Enhancement	-		4			Dr. Reema Sharma	
18	SECOND SECOND	MS 116 MS 118	Professional Skill Development (NUES) MOOC/Open Elective*	Skill Enhancement Ability Enhancement	3	-	3			Ms. Keenika Arora	-
	SEMESTER	Code No.	Total Paper	Type of Course	23	1 T/P	28 Credits				
	THIRD	MS 201	Summer Training Report	Ability Enhancement	-	-	4				
20	THIRD THIRD	MS 203 MS 205	Management of International Business Managing E-Business	Core Core	3		3	Ms. Megha Sharma Ms. Sania			
22	THIRD	MS 207	Entrepreneurship Development& Startup	Core/Open Elective	3		3	Dr. Rubeena Bano			
	THIRD THIRD	MS 209 MS 211	Strategic Management Business Analytics	Core Skill Enhancement	3	-	3				
	THIRD	WIS 222	Specialization I								
	THIRD THIRD		Elective-I	Discipline Specific Electives Discipline Specific Electives	3	<u> </u>	3				
	THIRD		Specialization II		Ĺ						
	THIRD THIRD		Elective-I Elective-II	Discipline Specific Electives Discipline Specific Electives	3	-	3				
	THIRD	MS263	MOOC/Open Elective*	Ability Enhancement	3	-	3				1
26	THIRD THIRD	MS265	Business Analytics Lab Total	Skill Enhancement	29	2	34				
	Flashings	Codo N:	ELECTIVES-I AND II	Type of Course		T/D	Candin				
	Electives Marketing	Code No. MS-213	Paper Consumer Behavior	Type of Course Discipline Specific Electives	3	T/P -	Credits 3				-
28	Marketing	MS-215	Sales and Distribution Management	Discipline Specific Electives	3	-	3				
	Marketing Marketing	MS-217 MS-219	Services Marketing Customer Relationship Management	Discipline Specific Electives Discipline Specific Electives	3	-	3				†
	Electives	Code No.	Paper	Type of Course Discipline Specific Electives	L	T/P	Credits				
	Finance Finance	MS-221 MS-223	International Financial Management Financial Markets and Institutions	Discipline Specific Electives	3	-	3				†
	Finance	MS-225	Investment Analysis & Portfolio Management	Discipline Specific Electives	3	-	3				
34	Finance Electives	MS-227 Code No.	Financial Econometric Paper	Discipline Specific Electives Type of Course	L	T/P	Credits				-
35 36	HR	MS-229 MS-231	Management of Training, Learning and Development Managing Industrial Relations	Discipline Specific Electives Discipline Specific Electives	3	-	3	NA			
35		MS-231 MS-233	Talent Management	Discipline Specific Electives Discipline Specific Electives	3	-		NA NA			-
38		MS-235	Compensation and Performance Management	Discipline Specific Electives	3	-		NA			
39	Electives IT	Code No. MS-237	Paper Digitalization and E-Governance	Type of Course Discipline Specific Electives	L 3	T/P -	Credits 3				-
40	IT	MS-239	Artificial Intelligence & Machine Learning	Discipline Specific Electives	3	-	3				
41 42		MS-241 MS-243	Database Management Systems Database Management Systems Lab	Discipline Specific Electives Discipline Specific Electives	3	-	3				
43	IT	MS-245	Enterprise Systems	Discipline Specific Electives	3	-	3				
	Electives International Business	Code No. MS-247	Paper International Business Environment and Strategy	Type of Course Discipline Specific Electives	L 3	T/P -	Credits 3				-
45	International Business	MS-249	Export, Import Policies, Procedure s, and Documentation	Discipline Specific Electives	3	-	3				
	International Business International Business	MS-251 MS-253	International Financial Management International Business Negotiation	Discipline Specific Electives Discipline Specific Electives	3	-	3				
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits				
	Operations & Analytics Operations & Analytics	MS-255 MS-257	Enterprise Systems Operations Strategy	Discipline Specific Electives Discipline Specific Electives	3	-	3				
50	Operations & Analytics	MS-259	Logistics and Supply Chain Management	Discipline Specific Electives	3	-	3				
	Operations & Analytics SEMESTER	MS-261 Code No.	Predictive Analytics & Big Data Paper	Discipline Specific Electives Type of Course	3	T/P	3 Credits				
52	FOURTH	MS 202	Project Dissertation	Ability Enhancement	-	-	6				
	FOURTH FOURTH	MS 204	Corporate Social Responsibility, Human Values & Ethics Specialization-I	Ability Enhancement	3	-	3				
	FOURTH		Elective-III	Discipline Specific Electives	3	-	3				
	FOURTH FOURTH		Elective-IV Specialization-II	Discipline Specific Electives	3	-	3				
	FOURTH		Elective-III	Discipline Specific Electives	3	-	3				
	FOURTH FOURTH		Elective-IV Total	Discipline Specific Electives	3 15	-	3 21				
			ELECTIVES-III AND IV			1	,				
	Electives Marketing	Code No. MS-206	Paper Advertising and Brand Management	Type of Course Discipline Specific Electives	3	T/P -	Credits 3				
55	Marketing	MS-208	Digital & social Media Marketing	Discipline Specific Electives	3	-	3				
	Marketing Marketing	MS-210 MS-212	Marketing Analytics Retail Management	Discipline Specific Electives Discipline Specific Electives	3	-	3				
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits				
	Finance Finance	MS-214 MS-216	Mergers, Acquisitions and Corporate Restructuring Financial Derivatives	Discipline Specific Electives Discipline Specific Electives	3	-	3				
60	Finance	MS-218	Behavioral Finance	Discipline Specific Electives	3	-	3				
	Finance Electives	MS-220 Code No.	FinTech Paper	Discipline Specific Electives Type of Course	3 L	- T/P	3 Credits				
62	HR	MS-222	Managing Organizational Development	Discipline Specific Electives	3	-	3				
	HR HR	MS-224 MS-226	Leadership and Teamwork in Blended Organizations People Analytics	Discipline Specific Electives Discipline Specific Electives	3	-	3				
65	HR	MS-228	Managing Diversity and Inclusion	Discipline Specific Electives	3		3				
66	Electives IT	Code No. MS-230	Paper Advanced Business Analytics & Predictive Modeling	Type of Course Discipline Specific Electives	L 3	T/P -	Credits 3				
67	IT	MS-232	Information Security	Discipline Specific Electives	3		3				
68 69		MS-234 MS-236	Data Modeling with Python Business Intelligence and Applications	Discipline Specific Electives Discipline Specific Electives	3	-	3				
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits				
	International Business International Business	MS-238 MS-240	Global Competitiveness WTO and Intellectual Property Rights	Discipline Specific Electives Discipline Specific Electives	3	-	3				
72	International Business	MS-242	International Human Resource & Cross Cultural Management	Discipline Specific Electives	3		3				
	International Business Electives	MS-244 Code No.	International Marketing Paper	Discipline Specific Electives Type of Course	L L	- T/P	3 Credits				
74	Operations & Analytics	MS-246	Business Process Management	Discipline Specific Electives	3	-	3				
	Operations & Analytics Operations & Analytics	MS-248 MS-250	Advanced Business Analytics & Predictive Modeling Project Management	Discipline Specific Electives Discipline Specific Electives	3	-	3		-		-
	Operations & Analytics	MS-252	Supply Chain Analytics	Discipline Specific Electives	3	-	3				
				 	1	1	-				
	Note:		Total Credits:108	Minimum Credit Required:102							

TECNIA INSTITUT								STUDIES					
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5 11	Programme Code: Course Code:	039 101	12	ARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI. Programme: Course Name:	Management P	rocess & Organiz	TRATION (MBA) ational Behaviour		Session: Type:	2022-23 e/Open Elec		B L	3
15	Objective: Course Outcome 8	The cours	ng, Course A	ding exposure and making the students aware about the role of strategic manage Articulation									
16					Note an understanding of managern state an understanding of managern	ytical and critical thinking skills to	siness strategies, de velop concor 0	PO4 sete an understanding of decision in	ate the ability to an alyze manageri	and recommend the information to 00	PO7 Is organizational and man agerial p	ate effective communication and i 80	POS Services of the Service Se
					PO1	PO2	PO3	PO4	POS	Identify	PO7	8O9	PO9
18			CO1	Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.	3	3	3	2	1	1	1	1	3
			CO2	Identify and discuss the functions of management i.e. planning, orgamzng, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.	3	3	3	2	2	2	2	2	3
			CO3	Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.	3	3	3	3	3	3	3	3	3
			CO4	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.	3	3	3	3	3	3	3	3	3
	20	22	23	Course Articulation (Average 24	25	3 26	3 27	3 28 Problem Solving	2 29	2 30	2 31 Class Material	2 32	33
	Sr. No.	Lecture N	Unit No.	Торіс	Sessional Outcome	Experiential Learning	Participative Learning	Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	(PPT Faculty+ Students)	Additiona I Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
	1	11	1	Unit-1: Marketing: Analytics, meaming	Attain basic knowledge of Marketing: A nalytics	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1	PPT		
	2	12	1	Marketing analytics Scope	Understand fundamental Marketing analytics Scope		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	erT		
	3	13	1	Data for Marketing Analytics	Understand Data for Marketing Analytics		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT		
	5	L5	1	Exploratry Analysis Descriptive Analalysis	Understand Exploratry Analysis Understand	Individual Participation Individual	Sacrosanct Focus Content Discussion Sacrosanct Focus	Brainstroming, Inquiry Based Learning Brainstroming, Inquiry		CO1; CO2	PPT		
	6	L6	1	Predictive Analytics	Descriptive Analalysis Ability to analyze through Predictive Analytics	Participation Live Experimental Application	Content Discussion Group discussion, Buzz Groups			CO2; CO3			
	7	1.7	1	Prescriptive Analysis	Ability to analyze through Prescriptive Analysis	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
	8	L8	1	Use of EXCEL in Data Analysic	Ability to use Use of EXCEL in Data Analysic	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
	9	L10	1	Excel for Summarizing Data Excel Commands	Demonstrating Excel for Summarizing Data Demonstrating		Presentation & Class Interaction Presentation & Class	Lecture, Stimulate		CO3;CO4			
	10	111	1	Unit II: Segmentation Analysis	Excel Commands		Interaction Program Learning	Discussion, Channel Thinking, Socratic Method		CO2; CO3			
	11		•		Segmentation Analytics	Case Studies		Define & Evaluate					
	12	L12	1	Positioning Analysis	Understand Postioning Analysis		Program Learning	Define & Evaluate		CO2; CO3			
	13	L13	1	Marketing Mix Analysis	Ability to anlyze Marketing Mix	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2; CO3; CO4			
	14	L14		Customer Analytics	Define Customer Analytics	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2; CO3; CO4			
	15	115	2	Benefits from Customer Analytics	Apply Consumer Behaviour to measure appropriate Services Quality Parameter for innovative solution		Presentation & Class Interaction			C03			
	16	L16	2	Segmentation analytics Cluster Analytics Cluster Analytics	Apply Consumer Behaviour Decision Making Roles and Classification of Buyers in services	Case Studies	Presentation & Class Interaction	Define & Evaluate		CO3			
	17	L18	,	Регервыя Маррия	Consumer Decision Making, Factors Influencing Buyer Behaviour, Search, Experience and Credence Quality in services Apply Gronroos	Experimental Application	Group discussion, Buzz			CO3			
	18		-		Service Quality Model applications on problem solution/situati ons	Experimental Application	Groups						
	19	L19	2	Umbrells Brands	Apply Gronroos Service Quality Model to predict new situations	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			

		L20	2	Multi Dimensional Scaling	Apply and understand	Live Experimental	Group discussion, Buzz Groups	Define & Evaluate	CO3		
	20				SERVQUAL Scale	Application					
		L21	2	Marketing Mix Analysis	Demonstrating correct usage	Live Experimental	Group discussion, Buzz Groups	Define & Evaluate	CO4		
	21				of SERVQUAL	Application	Groups				
					Scale						
	22	L22	2	Marketing Mix Modelling	Understand and Apply	Live Experimental	Group discussion, Buzz Groups	Define & Evaluate	CO1; CO2		
		L23	2	Marketing Mix Variables	GAP's Model Demonstrating		Group discussion, Buzz	Define & Evaluate	CO3; CO4		
					correct usage of GAP's Model	Experimental Application	Groups				
	23				to solve						
					complex problem						
		L24	2	Marketing Mix techniques	Understand the		Presentation & Class Interaction	Lecture, Stimulate Discussion. Channel	CO1; CO2		
					Importance of Customer		Interaction	Thinking, Socratic			
					Retention, Analyze			Method			
	24				Customer Switching,						
					Assess and Verify						
					Complaining and Service						
					Recovery,	Caselets					
		L25	3	UNIT 3 Pricing & Customer Journey	Evaluate Service	Cascicis			CO4		
	25				Recovery			Brainstroming, Inquiry			
	25				Strategies, Create Service			Based Learning			
					Guarantee	Individual Participation	Sacrosanct Focus Content Discussion				
		L26	2	Goals of Pricing	Ability to Relate				CO2; CO3		
					knowledge of several areas			Designation			
	26				to predict and draw			Brainstroming, Inquiry Based Learning			
					conclusions on	Individual	Samuel F				
				D. J. France	the issue	Individual Participation	Sacrosanet Focus Content Discussion				
		L27	2	Bundling	Ability to Relate				CO2; CO3		
					knowledge of several areas			Brainstromina Inn.			
	27				to predict and draw			Brainstroming, Inquiry Based Learning			
					conclusions on the issue	Individual	Sacrosanct Focus				
<u> </u>		L28	2	Skimming	Revision of	Participation	Content Discussion Presentation & Class	Lecture, Stimulate	CO1; CO2;	_	
	28			•	previous topics a quick recap		Interaction & Class	Discussion, Channel Thinking, Socratic	CO3; CO4		
<u></u>		L29	2	Revenue Management	a quick recap Understand		Presentation & Class	Method Lecture, Stimulate	CO1; CO2		
		129	3	Revenue Management	and Apply		Presentation & Class Interaction	Discussion, Channel	CO1; CO2		
					concept of Service			Thinking, Socratic Method			
	29				Package, Service Price						
					strategies, Internal						
					Marketing of Services.	Caselets					
	30	L30	3	Promotions	ns		Presentation & Class Interaction		CO3		
		L31	3	Customer Jjourney Mapping	Demonstrating		Presentation & Class		CO3; CO4		
					correct usage of the 7 P's		Interaction				
	31				framework for Service						
					Marketing						
		L32	3	Customer Loyalty	Understand, Apply and		Presentation & Class Interaction		CO1; CO2; CO3		
					Apply and Analyze The Service						
					Product,						
	32				Design formulate and						
					build New Service						
					Offerings, Service						
					Branding and Positioning						
		L33	3	Customer Lifetime Value Meaning	To Understand Analyze and		Presentation & Class Interaction		CO1; CO2; CO3		
					Apply the actual						
					procedures, mechanisms						
					and flow of						
	33				activities by which the						
					service is delivered - the						
					service delivery and operating						
					system						
		L34	3	Customer Lifetime Value Calculation	Understand,		Presentation & Class		CO1; CO2;		
					Apply and		Interaction		CO3		
	34				Analyze Benefits and Key Elements						
		125		Unit IV Digital Application			Descentation 2 Ct		003-001		
		L35		Unit IV Digital Analytics	Demonstrating Correct Usage		Presentation & Class Interaction		CO3; CO4		
					of Procedure for Selected						
	35				Services, Price Terminology						
					Objectives						
-		L36	4	Digital Analytics Metrics & Measurement	Demonstrating		Presentation & Class		CO3; CO4	-	
					Correct Usage of Selected		Interaction				
	36				Services Pricing						
					Challenges Procedure						
		L37	4	Digital Anlytics Measurment	Demonstrating Correct Usage		Debate		CO3; CO4		
	37				method of Pricing of						
					Services						
		L38	4	Web Metrics & Importance of Web Metrics	Compare, Analyze and				CO3; CO4		
	38				Discriminate between						
					Service	Cours Str. T.		Define 9 for 1			
		L39	4	SEO & SEM	Personnel Ability to	Case Studies		Define & Evaluation	CO3; CO4		
					Analyze and Evaluate						
	39				Consumer Role in Place or						
	-				Distribution Methods of						
					Distribution in Services						
							Debate	Define & Evaluation			

		L40	4	Social Media Analytics	Ability to				CO2; CO3		
					Relate						
					knowledge of						
					several areas						
	40				to predict and						
					draw						
					conclusions on						
					the issue						
								Define & Evaluation			
		L41	4	Networks	Ability to				CO2; CO3		
					Relate						
					knowledge of						
					several areas						
	41				to predict and						
					draw						
					conclusions on						
					the issue						
								Define & Evaluation			
1		L42	4	Viral Marketing & Text Mining	Revision of	1	l		CO1; CO2;		
	42				previous topics				CO3; CO4		
	42				a quick recap						
							Brainstorming				
		L43	4	Revision	Identify, Apply				CO3; CO4	1	
					and Analyze						
					Distribution,						
	**				Communicatio						
	43										
					n &						
					Servicescape						
								Define & Evaluation			
		L44	4	Discussion of Previous Question Papers	Identify and				CO3; CO4		
					Apply						
1	44		l		Influence on	1	l				
1	**		l		distribution of	1	l				
1			l		Services	Case Studies	l				
-		L45	4	Doubts clearance session	Ability to	case acidales			CO3; CO4	 	
1		D43	4	DOUDIS Clearance session		1	l		cus, cu4		
1			l		identify the	1	l		1		1
1			l		usage of	1	l				
1	45		l		methods for	1	l				
1			l		distribution of	1	l				
1			l		services in	1	l				
1			l		industries.	Case Studies	l				
							l				
34	Suggested Readings				1	-				1	
3**	(Latest Edition)		l		l	1	l				
		L	L								
			ep Kumar			1				1	
36	1 Credit (Theory)= 15 hrs	. in a sem		1 Credit (Practical)= 30 hrs. in a sem							
1					1					1	

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI rogramme Code: Management Process & Organizational Behaviou Objective: This course is designed to expose the students to fundamental concepts of management, its processes and behavioral dynamics in organizations Course Outcome & Mapping, Course Articulation Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals. dentify and recommend the information technology based interventions to achieve organizational goals Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in the pursuit of excellence in professional, personal and socialitie. Demonstrate an understanding of management concepts, principles and theories, and apply them ithe context of organizational work practices Prepare business strategies, develop concomitant functional and operational strategies and implement from in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives. Apply analytical and critical thinking skills to anal the dynamic business environment and identify entrepreneurial and business opportunities and ri Demonstrate effective communication and nterpersonal skills as well as the ability to work senchmark organizational and managerial gainst the principles of good governance, CO1 Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in pecific historical contexts and informed both cademic thinking and practices related to the field of Identify and discuss the functions of management i.e planning, organizmg, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for ffective performance of their functions. соз Apply the knowledge of management theory and of Apply the knowledge of management theory and of organizational behaviour to analyze managerial issue and take decisions consistent with the organizational objectives of efficiency and effectiveness. Analyze the complexities of work organizations and 3 3 develop a multidisciplinary approach to address interpersonal and intra organizational issues. Course Articulation (Average) Materia (Links/ Material (PPT Faculty Articles/ NEWS) Problem Solving & E-Additional Material PPT laterial (Link Journals/ rticles/ NEW: . Faculty+ Utilizatio e Learnin Students) Students will be able to understand what is meant ttps:// Meaning of discussio .-Is manage vatch?v CO1,CO2,CO ment art o leaning and Nature of Management science? be able to describe the dividual PPT, PPT By esentati managemen Managerial functions an Skills of a olution of Management different Students will ttps://v be able to Case Study 2 Individual PPT, PPT By recognize and resentat tudents asks and Responsibilities of a Professional Mar identify the Students will -Naughty Rulell CO1,CO2 PPT, PPT By be able to lanagement by Objective s of a name and Extempore CO1,CO2 be ablo to recognize and describe the Presentati MBO Students will be ablo to recognize and describe the MBO CO1,CO2 L 6 ase Study. introduction to Management: Meaning and Nature of Management, Evolution of Management, Tasks and Responsibilities of a Professional Manager, Manageme https://quizizz. 5a81ea6e7a2f0 CO1,CO2 by Objectives, Case Study. Introduction to Management: Meaning and Nature of Management, Evolution of Management, Tasks and Responsibilities of a Professional Manager, Managemen manager handles precarious the Case Study and learning by Objectives, Case Study. through be able to situation https://v PPT ww.yout CO1,CO2 L 9 Ш Process of Management: understand https://quizizz.c and Quiz be able to PPT CO1,CO2 10 L 10 Ш Planning- Concept, recognize and be able to Observati PPT, PPT B 11 L 11 Ш ocess and Techniques, Principles understand be able to CO1.CO2 Students PPT, PPT By L 12 outline and be able to CO1.CO2 13 L 13 remember the Students will CO1,CO2 Students wi be able to be able to Students will learn about Students will be able to able to solve the Case be able to understand be able to Improper Decis Making and its PPT cision Making- Concept-II Study CO1,CO2,C0 mportance and Models-I ww.yout Study L 17 mportance and Models-II Study PPT, PPT By CO1,CO3 L 18 se Study Introductio Students PPT, PPT By be able to understand be able to CO3,CO4 undamentals of Organizational Behaviour L 19 Ш 19 Students PPT, PPT By Presentati Assignme Ш CO3,CO4 L 20 Organizational Behaviour -Nature and Scope 20 understand Students Personality Classroon the concept. Personality test PPT L 21 Ш OB Models - merits and demerits CO3.CO4 21 https://www.16 Perception PPT L 22 Ш Personality- Concept and types understand CO3.CO4

					be able to		https://quizizz.c	Individual	I		PPT, PPT By		Quiz	
23	L 23	111	Perception and Attitude.	Attitude	analyze the			Presentatio		CO3.CO4	Students		Quiz	
23	L 23		reception and remade,	, unidado	learn the		om admir quiz	Presentatio		000,001	PPT, PPT By		Assignmen	
24	L 24	III	Learning - Concept and theories,	Learning	concept of			n		CO3,CO4	Students		Assignmen	
24	L 24	- ""	Learning - Concept and dicores,	Louining	Students will			3 activity	https://w	000,004	Students		ι	_
25	L 25	III	Motivation – definition, importance	Motivation	be able to			on Switch		CO3,CO4	PPT			
23	L 23	- 111	Mouvation – definition, importance		be able to			activity 1	ww.yout	CO3,CO4				├
		III	Motivation – theories-I	stress at work	teach and					CO3,CO4			Classroom Observati	
26	L 26	III	Motivation – theories-i		able to Identify		https://electroni	on Flip		CU3,CU4	PPT			_
			Maria a sam	Organization						000 004			Classroom	
27	L 27	III	Motivation – theories-II	al structure	different types			classes		CO3,CO4	PPT		Observati	
				Organization	able to			Presentatio			PPT, PPT By			
28	L 28	III	Managing stress at Work - concept and techniques,	al design	Understand,			n		CO3,CO4	Students			
				Organization	able to			Presentatio				https://www.yo		
29	L 29	III	Organizational Structure – concept and types,	al culture	analyze the			n		CO3,CO4		utube.com/wat		
				Organizational	would be able			Presentatio						
30	L 30	III	Case Studies	climate	to understand			n		CO3,CO4				
				Cross	would be able			Presentatio					Assignmen	
31	L 31	III	Organizational Process and Structure:	cultural	to understand			n		CO3,CO4			t	
				group and	be able to			Presentatio			PPT, PPT By			
32	L 32	III	Organizational Design and Structure,		demonstrate			n		CO3,CO4	Students			
				organizationa	would be able			Individual		,				\vdash
33	L 33	III	Organizational Culture and Climate,	behavior	to understand			Presentatio		CO3,CO4				
			8	definitation	able to			Individual	https://w	,	PPT, PPT By			\vdash
34	L 34	111	Cross Cultural Organizational Behavior-I	and	understand			Presentatio	ww.yout	CO3,CO4	Students			
54	234		Cross Curtain Organizational Denavior 1	Work teams :	Student will be			murviduai	https://w	000,001				\vdash
				Stages of	able to			Presentatio	MAN MOUNT		PPT, PPT By			
35	L 35	III	Cross Cultural Organizational Behavior-II	Teams	understand			n	ube.com/	CO3,CO4	Students			
					Students Will			individual			PPT, PPT By			
				group	be able to			Presentatio			Students			
36	L 36	IV	Group and their Dynamics,	dynamics	demonstrate			n		CO3,CO4	Students			
				Communicatio	able to	Management					PPT		Classroom	
37	L 37	IV	Work Teams: Group and their Dynamics-	n	Understand	Game 2				CO3.CO4	PPI		Observati	
			1 /		Students will			Individual		,				\vdash
				group	be able to			Presentatio			PPT, PPT By			
38	L 38	IV	Concept and Types,	dynamics	demonstrate			n		CO3,CO4	Students			
				concept nad	be able to		1	Debates:			1			1 -
39	L 39	IV	Work Teams =	importance	understand			Leadership	l	CO3.CO4	PPT	1		1
33	L 33	1 V		portunce	Student Would		1	Individual		2 30,000	1	-	Classroom	\vdash
				Leadership:	be able to			Presentatio	l	l	1	1	Observati	1
40	L 40	IV	Definition and importance,	style	understand the		<u> </u>	r resentatio		CO3,CO4	PPT		onservati	Щ.
				Justice :	Student would			Individual			PPT, PPT By			
41	L 41	IV	Stages of team Building and its behavioral dynamics,	Concept,	be able to			Presentatio	l	CO3,CO4	Students	1		1
				Organisational	Student would			Individual		CO3,CO4	PPT, PPT By		Classroom	
42	L 42	IV	Leadership – Concept,		be able to learn			Presentatio			Students		Observati	I
					Students will									
43	L 43	IV	Importance and Styles,	Revision	able to clear									I
	-				Students will									
				1	able to clear			l	l	l	1	1		1
44	L 44	IV	Organizational Justice – Concept,	Revision	their doubte									
	ļ				Students will									
45	L 45	IV	Importance and Types.	Revision	able to clear		<u> </u>				1			LL.
			·	Revision	Students will		1				1			
					able to clear									

Suggested Books: (All Latest Editions)

- 1 Robbins. Judge, S.P., T.A., Vohra, N. Organizational Behaviour. Pearson Education
- 2. Nahavandi, A. et al., Organizational Behavior. Sage Publication
- Greenberg, J. and Baron, R.A. Behaviour in Organization. Pearson Education
- 4. Stoner, J.A.F., Freeman, R.E., Kodwani, A.O., et.al. Management. Pearson Education.
- Newstorm, J.W. & Davis, K. Organizational Behaviour Human Behaviour at Work, McGraw Hill Education

 Koontz, H, Weihrich, H, Mark V, Cannice, M.Y. Essentials of Management-An International Innovation and Leadership Perspective, MC.Graw Hill.

Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem	

			TECNIA INSTITUTE OF AD		STUDIE	S								
			GRADE 'A' INST COURSE PLA										-	
	8 SYLLABUS 202:	1-2022 ONWARDS GU Programme:	URU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI. MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3			
ourse Code:	MS-103	Course Name:	QUANTITATIVE TECHNIQUES			Туре:	Core	-						
bjective : To provid			of quantitative methods for making business decisions, to have a sound knowledge of fundamentals of sta	tistics and statistic	al techniques, be	able to read and int	terpret statistical in	formation, be a	ble to perfor	m statistical analy	sis for			
ourse Outcome & Mapping, Course														
				Denostrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices.	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	© Propare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Denonstrate an understanding of dec ision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem solving approach.	identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their artitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.		
		CO1	Identify and differentiate between different statistical techniques and methods.	PO1	PO2 0	PO3	PO4 0	PO5	PO6 0	PO7 0	PO8 0	PO9 0		
		CO2 CO3	Demonstrate effective computational and spreadsheets skills for business analysis. Demonstrate effective computational and spreadsheets skills for business analysis.	3	0	1 3	0	3	0	0	0	0		
		CO4 CO5	Analyse and interpret statistical information from the business data and reports. Apply quantitative techniques to solve a variety of business problems.	0	3	3 2	3	3	0	0	0	0		
S. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	Mode of	Ref
1	L1	1	Descriptive Statistics	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Solving Methodologies	E- Resources	Mapping with CO	Class Material	Additional Material	Assessme MCQ	s
_				Statistics Introductio	will be able to understand				227		eri		well	
2	L 2		Measures of central tendency,	n measures o central	Statistics. The student will be able to				PPT	CO1	PPT		MCQ	1.S
3	L3	1	Concept of dispersion,	tendency - Mean Measures o	understand Mean The student		Assignment	Numerical Problem		CO1	PPT		MCQ	Ma ent Qu
				central tendency -	will be able to understand			Numerical					wcq	ve Te
4	L4		Measures of dispersion: absolute and relative measures,	Median Measures o central	and apply The student will be able to		Assignment	Problem	PPT	CO1	PPT		Assignme nt	es Op
5	L 5	1	Skewness-meaning and measures, kurtosis-meaning and measures	tendency -	understand and apply				PPT	CO1	DDT		1400	Re:
				Measure of Dispersion- Mean	will be able to understand			Numerical	L		PPT		MCQ	
6	L 6	1	Bivariate analysis: concept of correlation, measures of correlation	Medstire or Dispersion-	Measure of the student will be able to			Problem	PPT	CO1	PPT		MCQ	H
7	L7	1	Regression meaning, regression lines	Standard Deviation	understand Measure of		Assignment	Numerical Problem	PPT	CO1	PPT		MCO.	
				Measure of Dispersion -	will be able to understand			Numerical			PPT		MCQ	
8	L8	1	OLS regression: assumptions, computation of regression coefficients	Skewness Measure of	Measure of the student will be able to			Problem	PPT	CO1	PPT		MCQ	H
9	L 9	1	OLS regression: assumptions, computation of regression coefficients	Dispersion - Kurtosis	understand Measure of			Numerical Problem	PPT	CO1				
				Concept of dispersion , measures o	understand concept of			Numerical			PPT		MCQ	
10	L 10	1	Standardized and unstandardized regression coefficients	Skewness	dispersion able to understand		Assignment	Problem	PPT	CO1	PPT		MCQ	H
11	L 11	1	Decision making based on Regression Analysis.	and Kurtosi	skewness and kurtosis			Numerical Problem	PPT	CO1				
				Bivariate analysis	analyze problems of			Numerical			PPT		MCQ	
12	L 12	1	Decision making based on Regression Analysis.	Correlation	bivariate Student will be able to	:		Problem	PPT	CO1			Assignme	H
13	L 13		Probability Analysis	and measures o	Understand correlation	Case Studies on Correlation	Assignment	Numerical Problem	PPT	CO1,CO2,CO3	PPT		nt	
				Regression	able to					CO1			Assignme nt	Ī
14	L 14	п	Concept and meaning of probability		regression student will be	Regression	Assignment	Problem	PPT		PPT		MCQ	H
15	L 15		Theorems of probability: addition	OLS regression coefficients	able to Understand OLS Students will be			Numerical Problem	PPT					
	-13		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	and correlation	profiency in solving			Numerical					MCQ	T
16	L 16	п	Multiplications, Bayes'theorem	Analysis Decision	regression and	1		Numerical Problem	PPT	CO1,CO2,CO3			MCQ	L
17	L 17		Multiplications, Bayes'theorem	making based or	apply regression analysis in			Numerical Problem	PPT	CO1,CO2,CO3	PPT			
-/		-	The second of the second	Analysis	be able to		Casa Studio						MCQ	T
18	L 18	п	Probability distribution: Discrete and continuous distribution-binomial	Introductio n Basic	understand conceept of students		Case Studies on Probability	Numerical Problem	PPT	CO1,CO2,CO3			MCQ	L
19	L 19		Poisson and Normal Distribution	numericals of probability	profiency in solving numerical of			Numerical Problem	PPT	CO1				
19	L 19	-	russum and wormal Distribution	Theorems	understand			Numerical	PPI	CO1			MCQ	T
20	L 20	п	Poisson and Normal Distribution	of probability numericals	concept of probability students abie			Problem	PPT	CO1			MCQ	L
21	L 21		Application of Probability in decision making	based or addition				Numerical Problem	PPT	CO1				
21	L 21		papersonal of Floradility in decision Making	and	understand				er)	501			MCQ	t
22	L 22	п	Application of Probability in decision making	Bayes theorem Probability	Bayes theorem and practical Students will	1		Numerical Problem	PPT	CO1			MCQ	L
					learn aboutProbabili	i		Numerical	DDT.				. mod	
23	L 23	III	Unear Programming	and Binomiai Distribution	ty distribution students will differentiate			Problem	PPT	CO1			Assignme nt	H
24	L 24	Ш	Meaning, Assumptions	Poisson Distribution	between			Numerical Problem	PPT	CO1				
				of probability	Application of probability in			Numerical					MCQ	
25	L 25	III	Formulation of Linear Programming Model	in decision	decision Students will			Problem	PPT	CO1			Assignme	H
26	L 26	Ш	Solution of Linear Programming Problem: Graphical and Simplex Method	g Model: Meaning,	learn about LP Model	Case Studies	Case Studies	Numerical Problem	PPT	CO1, CO2	PPT		-it	L
				Solution : Graphical	analyze LP Problem			Numerical					Assignme nt	
27	L 27	III	Special types of linear programming problems	Method	through students will analyze			Problem	PPT	CO1,CO2,CO3	PPT		Assignme	H
		1	II.	1	Problem	1	1	Numerical	1	1	1	1	Int	1

1						istudents will							
1.29												MCQ	
29					Assignment			Numerical					
Part	29	L 29	III	Solution of assignment problem with Hungarian assignment model		Model, a		Problem	PPT	CO1	PPT		
1-30					Assignment								me
130 130								Numorical				nt	
1	30	1.30	III.	Travelling calesman model Transportation model applications					DDT	CO1 CO2 CO3	ррт		
Meeting Meet	30	130		Travelling Jacobian model, raisportation model, applications	rraveiling	Students will		riobiciii		001,002,003	i	Assign	mnt
131 131													
Topic													
Sales may Sale	31	L 31	- III	Computation of initial feasible solution and testing its optimality								4 1	
132 132 13 13 14 15 15 15 15 15 15 15									PPI	CO1,CO2,CO3			ne
1.32								TODICIII					
as 1.33 PV Decision Theory Finally Selected Control of Problem Transportation Transportatio	32	L 32	III	Concept of trans-shipment	Broblom	nt Broblom							
133 1.33 N Oscidion Theory Interestible Property Interestible Property Interestible Interes									PPT	CO1,CO2,CO3			me
13								Problem				nt	
Same of the color making Optimality Op	33	L 33	IV	Decision Theory	inteasible	Transportation							
1									PPT	CO1,CO2,CO3			me
1.54 V State of decision making Concept of State that will not be seen as the state of t		1	1		Optimality		1	Problem	1	1		nt	
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35 1.35 IV Decision tree analysis IN Decision Decisio		1	1				1		L			wed	
136 136 17				L			1	1	1	1		1	
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1.56 N									PPT	CO1		MCQ	
Solution of games with algebraic PPT CO1 PPT MCQ					Theory			Problem					
Decision Making States of Problem State Problem State Problem State Problem PPT CO1 MCQ PPT MCQ	36	L 36	IV	Game theory: meaning concept		Thoons							
Making States of									PPT	CO1		MCQ	
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Tree Analyse Decision free Problem Pro	37	L 37	IV	Types of games	Making	States of							
Analysis Decision Tree Analys					Decision	Students will		Numerical	PPT	CO1		MCQ	
Students will problem of concept conce								Problem					
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40 L40 PV Solution of games with algebraic Principles of Positions of games with algebraic Principle of Students will Dominance Japph Principle Problem Problem Problem Problem Problem International Problem Problem International International									PPI	CO1	PPI	INICQ	
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41 L41 PV Graphical and simplex method Solution of Gominance. Solution of Gominance. Solution of Gominance. Solution of So									PPT	CO1	PPT	MCQ	
41 L.41 IV Graphical and simplex method Solution of Game evaluate problem Solution of Agental Agental Solution of Game evaluate problem Solution of Game (and the solution of Game (and the solution of Game) (and					Dominance			Problem					
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Doubt Clear remember	44	L 44	IV	Revision	Method	Solution of							
45 L.45 IV Previous Years Question Pager Discussion Session Topics learnt in							Brain Storming		PPT				
45 L 45 IV Previous Years Question Paper Discussion		l	1				1	1	1	1			
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	<u> </u>			·	Discussion	Students will			PPT				

Suggested Readings: (All Latest Editions)

- Sharpe, N.R., De Veaux, R.D., and Veilleman, P.F. Business Statistics, Pearson
 Black, K. Business Statistics: For Contemporary Decision Making. India, Wiley Publication.
 Vohra, N.D. Quantitative Techniques in Management. McGraw Hill Education.
 Sharma, J. Operations Research: Theory and Application. India, Macmillan Publication.

- Francis, Joseph J. Business Statistics, Cengage Publication

 Aczel, Amir D., Sounderpandian, J., & Saravanan P. Complete Business Statistics, India: McGraw Hill Education.

Name of Faculty:	10	redit	1 Credit		1	
	(The	neory)=	(Practical)= 30		1	
	151	hrs. in a	hrs. in a sem		1	
	sen	m			1	

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI 2022-23 Credits Programme Code: Programme: Course Code: MS-105 Course Name: Type Core Managerial Economics Objective: The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory. Course Outcome & Mapping, Course Articulation with Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks. Identify and recommend the information technology based interventions to achieve organizational goals Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals. Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the Pevelop a lifedong learning approach manifested in their attitude to learn, unlearn and releann and in th pursuit of excellence in professional, personal and social life. Prepare business strategies, develop concomitant functional and operational strategies and impleme then in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives. Demonstrate an understanding of management concepts, principles and theories, and apply them the context of organizational work practices Demonstrate the ability to analyze management problems, to identify and collect relevant data an apply a creative problem-solving approach. Demonstrate effective communication and interpersonal skills as well as the ability to work and lead teams. imperatives of long-term societal welfare. PO2 PO5 PO1 CO1 economic ideologies, Examine various theories and techniques of economic analysis and discuss their relevance for managerial decision Identify and explain factors influencing supply and demand, analyze the dynamic role of markets in allocation of productive resources in a free market economy and offer critique of market based model CO2 from sustainable development perspective. Examine various approaches and models that explain consumer choices and behavior and apply them fo соз analyzing the demand Discuss the theory of production and analyze the CO4 effects of technology and variations in input proportions on output, both in the short run and long COS Identify and compare different market st analyze pricing and output decisions in different market forms Analyze business cycles, macro-economic conditions and policies and develop effective business strategies. Course Articulation (Average) Unit No. CT Tools & E- ng Resources with Outcome (PPT Faculty+ Students) l Materia Utilizatio Journals Articles/ NEWS) Problem Participativ Mapping with Introduction: Nature, Scope and Significance of Manag Topic Outcome Learning Tools 8 understand Significance Its Relationship with other Disciplines the meaning Discussion om/w DF Notes Students will L3 Role of Managerial Economics in Decision Making Economics be able to Students wil CO2 Role of Managerial Economics in Decision Making understand Managerial Classroon Study/ Opportunity Explained L 5 Opportunity cost Principle opportunity ecture CO2 Production Explain the L 6 Incremental Concept ossibility ectur L 7 Cardinal and Ordinal Approaches to Consumer Beha incremental CO2 Concept Graph .ecture Students will L 8 Equi-Marginal Principle and Ordinal be able to Explain equi Case Study Graph ecture CO4 marginal Discuss the law of L 9 aw of Diminishing Marginal Utility Marginal L 10 aw of Diminishing Marginal Utility Diminishing Graph Students wil Doubt Cleari L 11 Indifference Curve Analysis Revision be assessed Students will session Doubt Clearir L 12 Indifference Curve Analysis be assessed session Doubt Clearin Group L 13 Demand Analysis and Theory of Production 13 discussion be assessed Problem Students will Doubt Clearing 14 I 14 Demand Function, Elasticity of Demand olving be assessed ession ause & Effect be able to Diagram Cause & Effect L 15 Demand Function, Elasticity of Demand emand: Theory of Student will be able to Invidual https:/ L 16 Demand Forecasting 16 Diagram Presentatio Cause & Effect Theory of Student will Invidual Diagram Cause & Effect L 17 Applications of Demand Analysis in Managerial Deci be able to an Presentati L 18 Theory of Production: Production Function 18 Measureme be able to Diagram Cause & Effect ecture CO2 Diagram L 19 Short Run and Long Run Production Analysis affecting be able to 03 20 L 20 Short Run and Long Run Production Analysis Elasticity of be able to Diagram 03 Theory of Student will Production : be able to Factors of Student will 21 L 21 Diagram соз Isoquants https:// L 22 Optimal Combination of Inputs. production be able to Diagram

	1 7			1	Charles to 177			Class			-		
				Law of	Student will			Class					
23	L 23	III	Theory of Cost and Market Structures	variable	apply the	Case Study	+	Discussion	CO3	1 +			
			The security of the particular pa	Law of	Student will								
24	L 24	III	Theory of Cost in Short and Long Runs	return to	apply the				CO3				
				Traditional	Explain								
25	L 25	III	Theory of Cost in Short and Long Runs	and Modern					CO3				
					Students will		Doubt Clearing						
26	L 26	III	Market Structures: Price-Output decisions under Perfe	c Revision	be assessed		session						
					Students will		Doubt Clearing						
27	L 27	III	Market Structures: Price-Output decisions under Perfe		be assessed		session						
				Group	Students will		Doubt Clearing						
28	L 28	III	Monopoly	discussion	be assessed		session						
				Problem	Students will		Doubt Clearing						
29	L 29	III	Monopoly	Solving	be assessed		session						
				Economies	Students will			problems					
30	L 30	III	Monopolistic Competition and Oligopoly	of Scale and	be able to			and	CO3				
				Revenue	Students will								
31	L 31	III	Monopolistic Competition and Oligopoly	Curves	be able to	Case Study		1 1	CO1				
				Market	Students will	Case Study	Graph	problems	CO1		M	ICO	
32	L 32	III	Monopolistic Competition and Oligopoly	Structure:	be able to	,		and					
				Monopoly,	Student will	Case Study	Graph	problems	CO1				
33	L 33	IV	Introduction to Macro Economics	Monopolist				and					
	233	.,,	Introduction to Macro Economics	Strategic	Students will	Case Study		unu	CO1				
34	L 34	IV	Nature and Importance of Macro Economics	Behaviour	be able to	cuse study							
	234		radic and importance of macro Economics	Introductio	Students will			Class	CO1	Class Notes			
35	L 35	IV	Market, Command	n to Macro	be able to			Discussion	COI	Ciass Notes			
33	233	ı v	Walket, Command	Nature and	Students will			Lecture	CO1	ppt			
36	L 36	IV	Mixed Economics	Importance	be able to			Lecture	COI	ppt			
30	L 30	IV	Mixed Economics	Revision	Students will		Doubt Clearing	Class					
			The Invisible Handx	Revision									
37	L 37	IV	The invisible Handx		be assessed		session	Discussion					
			771 : 1 6	Revision	Students will								
38	L 38	IV	The economic role of government	1	be assessed	1	session	Discussion		1			
				Revision	Students will		Doubt Clearing	Class					
39	L 39	IV	The economic role of government	L	be assessed	1	session	Discussion		 			
			L	Economic	Students will	1		Lecture	CO1				
40	L 40	IV	Economic Growth and Development	Growth and									
				Determinan				Lecture	CO1				
41	L 41	IV	Policy framework of money supply	ts of	be able to								
				Methods of				Class	CO1				
42	L 42	IV	Inflation, and interest rates.	Measureme				Discussion					
				Inflation:	Students will			Class	CO1	Class notes		Т	
43	L 43	IV	Revision	Meaning	be able to	1		Discussion		L l			
				Revision	Students will		Doubt Clearing	Lecture	CO1				
44	L 44	IV	Revision	1	be assessed		session						
				Group	Studenst will		Doubt Clearing	Group	CO1				
45	L 45	IV	Previous Years Question Paper Discussion	Discussion	be able to		session	Discussion					
				D lala	Discours		Daulet Classics		CO1				

Problem Discuss Solving problems Doubt Clearing Lecture session

Suggested readings: (All Latest Editions)

- 1. Hircshey, M. Managerial Economics. Thomson South-Western.
- 2. Salvatore, D. Managerial Economics in a Global Economy. McGraw-Hill.
- Samuelson, W. F., & & Marks, S. G. Managerial economics. John Wiley & Sons.
- Truett, Dale B. and Truett J. Lila . Managerial Economics: Analysis, Problems, Cases, John Wiley & Sons.

 Petersen, H. C., Cris, L Wand Jain, S.K. Managerial Economics, Pearson Education

 Satya P Das. Microeconomics for Business, Sage Publishing 4.
- 5.

	Name of Faculty:	Dr. Sandeep Kumar		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		
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TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI. MASTER OF BUSINESS ADMINISTRATION (MBA) Programme Code: Programme: 2022-23 Credits Accounting for Management MS-107 Core Type: Objective: The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and nanagement accounting concepts and their applications in managerial decision making. Course Outcome & Mapping, Course Articulation Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives. Denchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare. Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach. Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life. Demonstrate an understanding of management concepts, principles and theories, and apply then in the context of organizational work practices Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business Demonstrate an understanding of decision A making processes at various levels of the againzation with respect to resources mobilization and their efficient deployment an use to achieve the set goals. Demonstrate effective communication and interpersonal skills as well as the ability to vowith and lead teams. Identify and recommend the information technology based interventions to achieve organizational goals opportunities and risks. Demonstrate sound understanding of fundamental accounting principles, accounting standards and accounting techniques. Construct financial statements by collecting, recording and classifying the financial information from നാ divergent sources CO3 Critically analyze and interpret financial statements of CO4 Demonstrate the ability to extract and use meaningful financial information for managerial decision making Course Articulation (Average) Lecture No. Problem Solving Methodo ICT Tools & xperiential Mapping with CO Material (PP) Material Faculty+ Students) Litilization (Links/ NEWS) Problem Solvine Participativ Evnerientia Mapping w ICT Tools Tecnia TV L 1 Financial Accounting Topic Outcome Students wil Methodologies earning earning CO1, CO2 QA Sessio L 2 DISCUSSION Scope and Nature of Accounting, Accounting concepts Accounting Accounting be able to Students will ecture CO3. CO4. L 3 Lecture Principles & Standards, Accounting Cycle concepts be able to Principles & Students will CO1. CO2. OA Sessio L 4 4 Journalisation, Subsidiary Books Standards Accounting understand Students wil Lecture CO3. QA Sessio L 5 Ledger Posting, Preparation of Trial Balance understand Students will CO3. CO2. 6 L 6 Rectification of Errors Posting and understand Rectificatio Students will DISCUSSION 7 L 7 Capital and Revenue Expenditure & Income n of Errors understand Rectificatio Students will иcq Fixed Assets and Depreciation Accounting n of Errors understand Capital and Students will CO1, CO2 Revenue be able to Fixed Assets Students will DISCUSSION xed Assets and Depreciation Accounting CO1, CO2, ssignme ind able to 10 L 10 reparation of Final Accounts, Manufacturing Account Lecture CO3. CO1, CO2,C Trading Account, Profit and Loss Account able to 11 L 11 Lecture Manufactu CO1, CO2, Students wil Lecture Quiz 12 L 12 Balance Sheet (with adjustments) be able to Students will CO3, CO4, 13 L 13 CO3, CO4, CO1, CO2, Cost Accounting Sheet (with be able to Balance Students will иcq 14 L 14 Quiz Objectives, Classification of Cost Sheet (with be able to Cost Students will DISCUSSION CO3. Accounting: be able to Classificatio Students will 15 L 15 Ш Preparation of Cost Sheet Lecture Quiz мсо 16 L 16 Ш Material Cost Accounting n of Cost, Material able to Students will Flip Classroom Lecture CO3. 17 L 17 Perpetual Inventory Control Cost Perpetual able to Students will ecnia TV 18 L 18 Inventory Valuation DISCUSSION Quiz Inventory EOQ, ABC be able to Students will Lecture Tecnia TV CO3. CO1, CO2, 19 L 19 be able to Students will CO3, CO4, Analysis, Setting of Lecture GROUP MCQ L 20 ABC Analysis, Setting of Reorder Level be able to Students will DISCUSSION CO3, CO4, Reorder Setting of L 21 Maximum Level, Minimum Level, Labour Costing be able to CO3, CO4 L 22 Overhead Cost Allocations, Over and Under Absorpti Lecture learn about Students will CO3, CO4, Costing Overhead 23 L 23 Performance Evaluation Techniques Lecture Cost be able to CO3, CO4, 24 L 24 Ш n to Performano learn the Students will ntroduction to Budgeting and Budgetary Control CO3, CO4, Lecture GROUP 25 L 25 Ш Performance Budgeting be able to Students wil DISCUSSION CO3, CO4, QA Session L 26 Ш MCQ 26 Classification of Budget Budgeting, Standard be able to Students will DISCUSSION Lecture CO3, CO4, 27 L 27 Ш Fixed and Flexible Budgets Costing and be able to Standard Students will DISCUSSION GROUP CO3, CO4, Viva 28 1.28 Ш Zero Based Budgeting Costing and be able to Standard Students will DISCUSSION GROUP CO3, CO4, Viva 29 L 29 Ш Costing and be able to Balanced Students will DISCUSSION CO3, CO4 QA Sessio Standard Costing and Variance Analysis be able to Students will DISCUSSION /iva мсо 31 L 31 ш oe able to .ecture CO3, CO4 QA Sess Lecture L 32 esponsibility Accounting. Statement undertand the CO3. CO4.

Analysis

Analysis

undertand the

Students will undertand the

33

L 33

L 34

IV

Decision Making Techniques

Financial Statement Analysis

.ecture

GROUP

DISCUSSION

ИCQ

QA Sessio

CO1, CO2

				C	Theory	GROUP	CO1 CO3	04 (
		1		Common	They will		CO1, CO2,	QA Session
35	L 35	IV	Ratio Analysis	Size	understand	DISCUSSION	CO3, CO4,	
				Common	They will	Lecture	CO1, CO2,	Viva
36	L 36	IV	Common Size Statement, Du Pont Analysis	Size	understand		CO3, CO4,	
				Marginal	The	GROUP	CO1, CO2,	QA Session
37	L 37	IV	Marginal Costing, Application of Marginal Costing in Dec	Costing.	incumbant will	DISCUSSION	CO3, CO4,	
				Marginal	The	GROUP	CO1, CO2,	MCQ
38	L 38	IV	Cost Volume Profit Analysis	Costing.	incumbant will	DISCUSSION	CO3, CO4,	
				Cost	They will	Lecture	CO1, CO2,	MCQ
39	L 39	IV	Profit Planning, Management Accounting for Decision N	Volume	understand		CO3, CO4,	
				Cost	They will	GROUP	CO1, CO2,	Quiz
40	L 40	IV	EVA; Introduction to Activity Based Costing	Volume	understand	DISCUSSION	CO3.	
				Profit	Students will	GROUP	CO1, CO2,	Quiz
41	L 41	IV	Target Costing, Life Cycle Costing	Planning.	understand	DISCUSSION	CO5	
				EVA;	Students will	Lecture	CO1, CO2,	QA Session
42	L 42	IV	Uniform Costing.	Introductio	be able to		CO5	
				EVA;	Students will	Lecture	CO1,	Quiz
43	L 43	IV	Revision	Introductio	be able to			
·				Target	The	Lecture	CO1, CO2,	MCQ
44	L 44	IV	Revision	Costing	incumbant will		CO5	
				Life cycle	Students will	Lecture	CO1, CO2,	MCQ
45	L 45	IV	Previous Years Question Paper Discussion	costing	be able to		CO5	
				Uniform	Students will	Lecture	CO1, CO2,	Quiz
				cocting	ha ablada		COF	

- Suggested Readings: (All Latest Editions)

 Arora, M. N. Cost Accounting Principles & Practice. Vikas Publishing House.

 Jawahar, L. Advanced Management Accounting. S. Chand & Company.

 Periasamy, P. Financial, Cost and Management Accounting. Himalaya Publishing.

 Khan, M.Y. & Jain, P.K. Management Accounting. McGraw Hill Education.

 Maynard, Jennifer Financial Accounting, Reporting & Analysis. Oxford University Press
 Horngren, C.T., Foster, G., Datar, S.M. Cost Accounting: A Managerial Emphasis. Pearson Education

Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		
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TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI. rogramme Code: Programme: MASTER OF BUSINESS ADMINISTRATION (MBA) Skill Enhancement MS-109 Course Code Course Name: Information Technology Management Type: Objective: The primary objective of this course is to familiarize the student coming from diverse background with basic or cepts of info logy, its components and their applications in busin ourse Outcome & Mapping, Course Articulation Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life. Demonstrate an understanding of management concepts, principles and theories, and apply then in the context of organizational work practices Demonstrate the ability to analyze management problems, to identify and collect relevant data an to apply a creative problem-solving approach. Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-ten societal welfare. Apply analytical and critical thinking skills to analyze the dynamic business environment a identify entrepreneurial and business Demonstrate effective communication and interpersonal skills as well as the ability to with and lead teams. identify and recommend the information technology based interventions to achieve efficiently and effectively achieve t goals and the business objectives. organizational goals CO2 Identify the challenges in storage and retrieval of data. CO3 Classify the software into various types on the basis of different criteria. CO4 Create and analyze the database using SOL and preadsheet tools COS Build an appropriate computer network as per the CO6 CO7 Contrast the information systems for managerial lecision making CO8 Understand the new and emerging technologies Course Articulation (Average) Class Material (Pl Faculty+ Students) Articles IEWS) ecture ecture Problem Solving Ande o Class Material PPT by Outcome understand L1 Information Technology Methodologies earning arning CO Assessme Material https://w of IT basic concepts Charactestics understand L 2 Components of IT systems, Characteristics and Classif w.youtube https://ww Teachers ww.youtu https://w roun L 3 the define the Discussion Group computer ssification youtube https://w of Computer Classification Classify the ww.youtu https://w esentatio PPT by ns by presentatio L 5 Concept of Cloud Computir Architecture Block Diagram Input-output identify w.youtube CO1 L 6 Data Centres and their challenge tion CO1 Hardware State Memory devices, Computer ww.resea https://w GROUP CO1 L 7 Computer Software DISCUSSION outube Memory: Types of Hierarchy classify how ww.youtu https://w Debate Group CO1 L 8 Types of Software voutube (CIA) ww.youtu https://w nemory econdary many types of Classify the L 9 System Software: Introduction to Operating System Storage Concept of Hard Disk and State Cloud youtube https://w CO1 L 10 Need, Functions and Types of Operating system: 10 Cloud Computing w.research CO1 ww.tutor Group 11 L 11 Introduction to GUI Explain the L 12 Compiler, Interpreter and Assembler CO1 CIA) concept of explain the w.youtube. nosting.i Types of Computer Programming Languages Application Software and their uses L 13 outube basic concept classify about nttps://w ww.youtu L 14 outube L 15 eatures of Good Software and emerging trends in s roun ttps://w vw.yout 16 L 16 Spreadsheet and Presentation Software. Data Analys CO1,CO2 17 L 17 DBMS: Traditional File concepts and Datab omputer pplication about the typ Understand CO1,CO2 18 L 18 П Database Management Systems Concept oftware preadsheet the basic explain the us Brainstorming Internet CO1,CO3 ww.youtu 19 L 19 П Types of Data Models, ER Modeling of spreadshee Understand ebate PPT CO1,CO3 Debate ww.youtu https://w L 20 20 Ш Integrity Constraints, SQL queries about Excel Understand youtube CO1 ww.youtu https://w Jsing DBMS and PPT by L 21 PPT CO1 21 Data Communication and Networks DBMS Understand ww.youtu its Types of 22 L 22 Concepts of Data Communication Data Models about the type ntegrity Define Intergirty CO1,CO2 23 L 23 Webinar Types of Data- Communication Networks (CIA) Constatnt Students ww.youtu https://w L 24 Youtube ww.youtu https://w use of SQL L 25 Concepts of Computer Networks SQL Queires Commands Data demonstrate youtube CO1,CO2 vw.yout L 26 Communicati the concept of Concept of demonstrate PPT nttps://w L 27 CO1,CO3 DCN Types of the concept demonstrate ww.yout https://w PPT by 28 L 28 Inter-Networking devices Tutoring Presentation by Youtbe CO1,CO2 Data the types of Communicati Understand Students ww.youtu https://w 29 L 29 The Internet, Intranet and Extranets on media the concept of Concept of Understand the Teachers Youtbe CO1,CO2 PPT by 30 L 30 Internet Services Computer concept of Explain the Discussion Grpup Youtbe CO1,CO2 31 L 31 World Wide Web Network Different Define the Group Youtbe Group https://w 32 L 32 Creating Web Pages using HTML Architecture Inner https://ww CO1.CO2 PPT by Networking networking Internet, Understand Intranet & the Basic 33 L 33 IV Functional and Enterprise Systems w.research https://iee CO1,CO2 Student: PPT Grpup L 34 Data, Information and Knowledge Concepts

				Internet	Understand		Grpup							
35	L 35	IV	Decision Making Process	Services &	the Concept of		Discussion							
				Creating web	Use of Creating		Grpup		https://ww	CO1,CO2		PPT	https://cit	
36	L 36	IV	Concept and Classification of Information Systems	pages using	Web Pages		Discussion		w.youtube.				eseerx.ist.	
				Functional &	Describe the	Brainstorming			The	CO1,CO2		PPT		
37	L 37	IV	Concept and Classification of Information Systems	Enterprise	concempt of				Internet					
				Data	Explain the		Group		The	CO1,CO4		PPT		
38	L 38	IV	Security Issues in Information Technology	Information	concept of		Discussion		Internet					
				Decision	Define the		Group							
39	L 39	IV	Emerging Trends in Information Technology	Making	concept		Discussion							
				Concept and	Describe the			Webinar	E-Books	CO1,CO4	Group	PPT	https://w	
40	L 40	IV	Block Chain	Classification	concept						Discussion		ww.13stre	
				Security	Discuss the				E-Books	CO1,CO4		PPT		
41	L 41	IV	Artificial Intelligence, Machine Learning	issues in	security Issues									
				Emerging	Discuss about				E-Books	CO1,CO4		PPT		
42	L 42	IV	Internet of Things and their applications.	trends in	IT									
				Block chain	Explain the									
43	L 43	IV	Revision		concept of									
				Artificial	Understand				Presentati	CO1,CO4		PPT	https://w	
44	L 44	IV	Revision	Intelligence	Artificial				on by				ww.youtu	
				Machine	Understand				Presentati	CO1,CO4		PPT	https://w	
	L 45	IV	Previous Years Question Paper Discussion	Learning	the concept of				on by		1		ww.youtu	
				Applications	Understand					CO1,CO4		Student ppt		
				-6.4-4(6)-1-1							1	.,,,,,		

Suggested readings: (All Latest Editions)

- ITL Education Solutions. Introduction to Information Technology, 2/e, Pearson Education.
- $\label{thm:continuous} {\sf Turban, Rainer and Potter. Introduction to Information Technology, John Wiley and Sons.}$
- Behl R. Information Technology for Management, McGrawHill Education.
- Joseph A. Brady and Ellen F Monk. Problem Solving Cases in Microsoft and Excel, homson Learning. Mukta Sharma and Surabhi Shankar. Computer Applications, Galgotia Publishing Company. Saini A.K. and Mukta Sharma, Web Technologies, Galgotia Publishing Company.

Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		1	

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI. Objective: This course is aimed at enabling stude objectives and address its marketing challenges. nts to understand the basic marketing concepts, processes and techniques. It will help develop and priorities appropriate marketing strategies to meet the organization Course Outcome & Mapping, Course Articulation Demonstrate an understanding of decision making processes various levels of the organization with respect to resources mobilisation and their efficient deployment and use to achiev the set goals. cal and critical thinking skills to analyze the ness environment and identify entrepreneurial opportunities and risks. problems, creative dentify and recommend the information technology based nterventions to achieve organizational goals learning approach manifested in their nlearn and relearn and in their pursuit ssional, personal and social life. d operational strategies and implement them in an agrated manner to efficiently and effectively achieve octional goals and the business objectives. Demonstrate effective communication and interpe as well as the ability to work with and lead teams. Demonstrate the ability to analyze managemen identify and collect relevant data and to apply a problem-solving approach. them in the ate an understanding of and theories, and apply: the Apply analytical and dynamic business e and business oppor elop a lifelong l integrated n functional g Discuss the importance of a customer-centric approach and critically evaluate marketing function, CO oncepts and theories, processes and techniques. Identify and explain the major forces in the macro and micro environment that impact marketing strategy development and implementation. CO2 соз Apply key marketing concepts and tools to develop and prioritize appropriate marketing strategies to meet the organizations marketing objectives and address its marketing challenges CO4 Explain the importance of synchronizing the elements of a customer- driven marketing strategy and apply IT based tools that provide for a seamles ustomer experience. Anticipate future challenges and devise marketing CO5 strategies to adapt to the imperatives of sustainable Course Articulation (Average) ICT Tools & E-Resources Utilization Lecture No. Unit No. Aapping vith CO Solving (PPT Faculty I (Links NEWS) Participativ Class Additional Experientia Problem ICT Tools Mapping L 1 ntroduction to Marketing Outcome Demonstrate with CO Solving Quiz earning & E-https:// Material Learning Case Study Topic Marketing https://indiac PPT Meaning and Scope of Marketing w.youtube.c Aeaning, Aarketing an Interpret Marketing Philosophies Basic Marketing complex Apply Concept of Customer Value and Customer Satisfaction CO1 PPT By L 5 Marketing Management Process-An Overview Manageme the steps of Describe the activity CO1,CO2,CO3 PPT L 6 Concept of Marketing Mix Marketing Inderstandi marketing mis Explain how Observati CO1,CO2,CO3 PPT PPT, L 7 Understanding Marketing Environment Extempore Paper, E CO1,CO2,CO3 PPT By PPT, 8 L8 Consumer Buver Behavior ww.yo an Explain the 9 L 9 Market Segmentation s of Narket concepts of Explain the Presentatio CO1,CO2,CO3 PPT By CO1,CO2,CO3 Observati https:// PPT 10 L 10 Targeting and Positioning Segmentatio concepts of n classroo ww.yo ,CO4,CO6 ,CO4,CO6 CO1,CO2,CO3 PPT ,CO4,CO6 CO1,CO2,CO3 PPT, 11 L 11 Overview of Competitive Marketing Strategies major Explain the BMW Phillips Kotler Page No 12 L 12 verview of Competitive Marketing Strategie Fargeting-Product purpose of Demonstrate Debate roduct and Pricing Decision What Is the CO4,CO6 CO1,CO2 CO1,CO2 PPT L 15 roduct Classifications PPT 16 L 16 CO1,CO2 roduct Levels nd Product a product is Explain what E books, 17 CO1,CO2,CO3 PPT L 17 roduct Differentiation Notes CO1,CO2,CO3 PPT By PPT, 18 L 18 Product Mix; Product Line Decisions line of Explain ines roduct https:// E books, 19 CO1,CO2,CO3 PPT By L 19 Product Life Cycle-Concept & Strategies product Describe the Individual 20 Brand and Branding Strategies CO1,CO2,CO3 PPT By L 20 elements of Students will 21 L 21 New Product Development Process; Pricing-Pricing Ob define the Discuss the n classroon Discussion CO1.CO2 PPT Developme Product Life CO1,CO2,CO3 PPT 22 L 22 Determinants of Price, Pricing Methods & Strategies product life understand n classroo Discussion 23 L 23 Ш Promotion and Distribution Decisions n classroo CO1,CO2,CO3 PPT and Identify Describe the CO1,CO2,CO3 PPT By 24 L 24 Ш oncept of Integrated Marketing Communication role of cost Understand Study Discussion in classroon 25 L 25 Ш Promotion Mix-Advertising, Personal Selling ffecting the factors Define the 26 L 26 Publicity, Direct Marketing and Sales Promotion activity 1

27	L 27	Ш	Channels of Distribution	Pricing Adjustments	Understand the different			Individual Presentatio		CO1.CO2.CO3	PPT,		Classroom
	L 27		Chamiles of Distribution	Aujustinents	the different			riesentatio		CO1,CO2,CO3	rriby		Observati
28	L 28	III	Functions of Intermediaries	Revision						CO1,CO2,CO3			
20			Tunctions of intermedianes	Place Basic:	understand					CO1,CO1,CO3	PPT.		
29	L 29	III	Channel Design Decisions, Selecting Channel Members		the basic			Flip class		CO1.CO2.CO3			
			Chariner besign becisions, selecting chariner wembers	Distribution	Managing			Discussion		CO1,CO2,CO3			+ +
30	L 30	III	Channel Management		Distribution			in classroom		.CO4	PPT		
50	2.50		Chamic Management		Understand	Case Study		Debate :		CO1,CO2,CO3	1		+ +
31	L 31	III	Channel Management		how it is	Costco Phillips		Does It		.CO4	PPT		
			Charmer Wanagement		identify and	costco i iiiips		Group		CO1,CO2,CO3	PPT		
32	L 32	III	Emerging Channels of Distribution.	value-	select the			discussion		.CO4			
J.	1.02		Emerging craimers or procribation.	Channel	Understand			uiscussioii	https://	CO1,CO2,CO3	PPT	E books.	Case study
33	L 33	IV	Contemporary Marketing Trends and Issues	Managemen					www.vo	,CO4		Notes	and
			,,,	Communicat	Define and			Discussion	WWW.yo	CO1,CO2,CO3	PPT	ivotes	Classroom
34	L 34	IV	Consumer Adoption of Innovations	ion process:				in classroom		CO4			Observati
					Describe and			Debate :		CO1.CO2.CO3	PPT.		5.555.154
35	L 35	IV	Rural Marketing	about	explain the			Has TV		CO4	PPT By		
				sales	Explain how		Ouiz	Discussion		CO1.CO2.CO3			Quiz
36	L 36	IV	Social Marketing	promotion.	important			in classroom		.CO4.CO5.CO			
					identify the		nccps.//www.	Individual		CO1,CO2,CO3	PPT.		Assignmen
37	L 37	IV	Sustainable Marketing	and direct	roles of			Presentatio		.CO4.CO5.CO			t
				Integrated	Apply the key			Individual		CO1,CO2,CO3			
38	L 38	IV	Digital Marketing	Marketing	terms.			Presentatio		.CO4.CO5.CO			
				Revision	territo,			resentatio		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			
39	L 39	IV	Digital Marketing										
				Introduction	Understand			Individual		CO1,CO2,CO3	PPT.		Classroom
40	L 40	IV	Ethical Issues in Marketing		the customer			Presentatio		CO4.CO5.CO			Observati
					Apply			Individual		CO1,CO2,CO4	PPT,		Classroom
41	L 41	IV	Ethical Issues in Marketing	Marketing	sustainability			Presentatio		.CO5.CO6	PPT By		Observati
				Green	Understand			Flip class	https://	CO1,CO2,CO4	PPT	E books,	
42	L 42	IV	Introduction to Marketing Analytics.	Marketing	and explain			1	www.yo	,CO5,CO6		Notes	
				Social	describe and					CO1,CO2,CO4	PPT		Classroom
43	L 43	IV	Revision	marketing	explain the					,CO5,CO6			Observati
				Digital	Analyse the					CO1,CO2,CO4	PPT,		Classroom
44	L 44	IV	Revision	Marketing.	confluence of					.CO5.CO6	PPT By		Observati
				Social Media	describe and					CO1,CO2,CO4	PPT,		
45	L 45	IV	Previous Years Question Paper Discussion	Marketing	explain the					.CO5.CO6	PPT By		
			· ·	Role of AI,	Apply basic					CO1,CO2,CO4	PPT		
				Robotics in	principles of	1	1	1		.CO5.CO6	1		

Suggested Readings: (All Latest Editions)

- I. Kotler, P., Keller, K.L., Marketing Management, Pearson Education.
- 2. Lamb, C.W, Hair, J.F, Sharma, D. & Mc Daniel C., Marketing- A South Asian Perspective Edition, Cengage India Pvt. Ltd, Delhi
- 3. Baines, P., Fill, C., Page, K., Sinha, P.K., Marketing: Asian Edition, Oxford University Press, New Delhi.
- 4. Ramaswamy, Y.S a Perspective Indian Context Hill, Sage
- 5. Walker O. C., Mullins J. & Boyd Jr. H. W., Marketing Strategy: A Decision Focused Approach, Mc Graw Hill Education.
- 6 . Etzel, M., Walker, B.Management, McGraw Hill Education.

	Name of Faculty:				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem				
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				COUR	SE PLAN	JIE													
PER MBA SCHEM ogramme Code:		21-2022 ONWARDS G Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	DELHI. Session:	2022-23	L	2	T/P	1	Credits	3								
	MS-113	Course Name:	Communication in Organization ance their skills in written and oral communication. The	course will b	ala studants da	Type:	Ability Enhanceme		ruconerfully b	andle the challen	or of all buo	er of							
ourse Outcome & I			ince their soils in written and oral communication. The i	Course will ri	enp scoperits des	verap competence in	Communication so	that they can	successiony ii	andle the challeng	ges or an typ	esoi							
				the s	g	itant nal	vaking n with set	a and		_ 6	*	page							
				Demonstrate an understanding of managemi conc.ep.ts, principles and theories, and apply in the context of organizational work praction	2 2 2 8	Prepare business strategies, develop concom Aura Coronal and operational strategies and implement them in an integrated manner to efflorently and described valoriese the function to stand the business objectives.	Demonstrate an understanding of decision processes at various levels of the organization respect to resources mobilitiation and their efficient deployment and use to achieve the 80 sts.	Demonstrate the ability to analyze management problems, to identify and collect relevant data a to apply a creative por blem-solving, apply a creative por blem-solving, apply a creative por blem-solving, apply a creative	identify and recommend the in technology based intervention: organizational goals	Bendmark organizational and managerial practices against the principles of good governance, ethical condust, copo at e social responsibility and the imperatives of long-the social wishine.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a life in their attitu in their pursu personal and							
		CO1	Recognize the scope and significance of communication and its relevance for enhancing individual and organizational performance in the context of global business operations.	P01	POZ	P03	PO4	POS	P06	PO7	POS	P09							
		CO2	Explain the concepts, theories and principles of communication informing various communication																
		CO3	strategies and practices aimed at effective communication with different stakeholders of the organization. Identify and apply various tools and techniques for developing appropriate communications strategies aimed at positioning the organization and build brand image.																
		CO4	Exhibit the use of interpersonal communication skills and etiquettes for impactful business dealings and asting relationship budding reflected m dressing sense, listening skills, cultural sensitivity etc Devise an effective communication strategy and protocols that can be successfully employed by the																
			Individuals and teams while participating in business negotiations.																
. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources	Mapping with CO	Class Material (PPT Faculty+	Additional Material	Mode of Assessment							
				Ostonie			methodologica	Utilization	with CO	Students)	(Links/ Journals/ Articles/ NEWS)			16.4					
1	L1		Introduction to Business Communication	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	100 mm = 170 mm =				L	
2	L2	1	Business communication- definition, importance	Business Communica Importance	Define and describe basic Enumerate and			Lecture through PPT Lecture	https://ww w.youtube.c https://ww	CO1, CO2	PPT 1 and Tecnia TV	1-52.0-	Extempore and Individual Assignment	Pal R. & Korlahalli J.S., Essentials of Business Communication, 12th Edition, Chapter-1 Pal R. & Korlahalli J.S., Essentials of Business					I
3	L3	1	Business communication- definition, importance Forms and Types of Communication (Downward,	and Types of	Analyze the Compare and	Case Study on		through PPT Flip	w.youtube.c https://ww	CO1, CO2	Student PPT.	S18770428120 Types of		Communication, 12th Edition, Chapter-1 & 2 Pal R. & Korlahall J.S., Essentials of Business			+	\vdash	+
5	L4 L5		upward, horizontal and lateral communication) Forms and Types of Communication (Downward, upward, horizontal and lateral communication)	Communica Types of Communica	evaluate the Discuss and explain	Upward		Flip Classroom	w.youtube.c	CO1, CO2	PPI,	Communicatio		Communication, 12th Edition, Chapter-4 Pal R. & Korlahalš J.S., Essentials of Business Communication, 12th Edition, Chapter-4					†
6	L6	1	upward, horizontal and lateral communication) Forms and Types of Communication (Downward, upward, horizontal and lateral communication)	Types of Communica Formal and	explain Discuss and explain Lateral Distinguish and			Group Presentation Group	https://ww	CO1, CO2	Student		Individual Assignment and Viva	Pal R. & Korlahalli J.S., Essentials of Business Communication, 12th Edition, Chapter-4 Pal R. & Korlahalli J.S., Essentials of Business					I
7 8	L7	- 1	Formal and informal communication network	Informal Oral and	evaluate Understand			Presentation Group	w.youtube.c https://ww w.youtube.c	CO1, CO2	PPT, Student			Communication, 12th Edition, Chapter-4 Pal R. & Korlahalli J.S., Essentials of Business Communication, 12th Edition, Chapter-3		-	-	-	+
9	L8 L9	-	Formal and informal communication network Process of communication	Written Process of Communica	and compare Describe and remember the	Case Study 8 Case Study on Elements of	Quiz 1	Presentation Group Presentation	https://yout	CO1, CO2	PPT, PPT Process of								t
10	L 10	- 1	Barriers and Gateways to communication.	Barriers to Communica Barriers to	Describe and analyze the Describe and	Case Study:	CASE STUDY 1 on Barry and	Group Presentation	https://ww w.youtube.c		PPT Barriers	224- published.pdf		Communication, 12th Edition, Chapter-1 Pal R. & Korlahall I. S., Essentials of Business Communication, 12th Edition, Chapter-5 Pal R. & Korlahall I. S., Essentials of Business					Į
11	L11	- 1	Barriers and Gateways to communication.	Communica Gateways	analyze the Demonstrate	Barriers to			https://ww	CO1, CO2	Student	Communicatio		Communication, 12th Edition, Chapter-6		-	-	-	+
12	L12 L13		Barriers and Gateways to communication. Written Communication and Applications of Communication	Written Communica	gateways to Understand and apply the	Case Study on Written		Extempore	w.youtube.c https://ww w.youtube.c	CO1, CO2 CO2, CO3, CO5	PPT	n problems in https://www.y outube.com/w	Extempore (CIA) and Individual Assignment						t
14	L 14		Principles of Written Communication = 7C's Concept Principles of Written Communication = 7C's	7C's Concept Business	Apply the	Management		Group Presentation		CO1, CO2, CO3, CO4, CO5	PPT 2 PPT Need,	Handout 7 C's Annexure, Unit	Group Presentation and Individual Assignment Letter Writing and Individual	Pal R. & Korlahalli J.S., Essentials of Business					Ţ
15	L 15		Concept	and Request	layout of a Understand				afreenotes.c https://ww	CO2, CO3, CO4	Functions	2 Annexure, Unit	Assignment Extempore	Communication, 12th Edition, Chapter- BC-1 and BC-3		-	-	-	+
16 17	L 16		Business and Commercial Letter Request letters	Letters Good News Letters	How to write a How to write a good news			Extempore Extempore		CO2, CO3, CO4 CO2, CO3, CO4		Annexure, Unit 2							t
18	L 18		Good News letters	Persuasive Letters	How to write a persuasive Write a sales			Extempore	https://ww w.youtube.c	CO2, CO3, CO4	PPT Persuasive PPT Sales	Annexure, Unit		Pal R. & Korlahalli J.S., Essentials of Business Communication, 12th Edition, Chapter- BC-10 Pal R. & Korlahalli J.S., Essentials of Business				<u> </u>	I
19	L 19	-	Persuasive letters	Letters Report	letter	-		Extempore Extempore	https://yout	CO2, CO3, CO4	Letter Video	Annexure, Unit 2 Annexure, Unit		Communication, 12th Edition, Chapter- BC-10 Pal R. & Korlahalli J.S., Essentials of Business	\vdash	-	-	\vdash	+
20	L 20 L 21	-	Sales letters Job application	Writing Job Application	Create a report Understand and Create a	Practical Assignment		Extempore	u.be/i4YM0 https://ww	CO2, CO3, CO4 CO2, CO3, CO4	Lecture	2 https://www.g		Communication, 12th Edition, Chapter-WC-1 Pal R. & Korlahalli J.S., Essentials of Business Communication, 13th Edition, Chapter, ER 1			-		$^{+}$
22	L 22		Job application	Resume writing	Create Resume		Quiz 4	Group Presentation	w.youtube.c https://ww w.youtube.c	CO2, CO3, CO4	https://ww w.examve PPT Oral	https://www.g oogle.com/sea	Group Presentation	Communication, 12th Edition, Chapter- ER-1 Pal R. & Korlahall I.S., Essentials of Business Communication, 12th Edition, Chapter- ER-1 Pal R. & Korlahall I.S., Essentials of Business					Ţ
23	L 23	-	Resume Writing	Principles of Oral Factors	Understand, remember and Understand		Quiz 3		https://ww	CO2, CO3, COS	Presentati PPT Oral	Ural Presentation	Viva and Group Presentation Group Presentation	Pal R. & Korlahalli J.S., Essentials of Business Communication, 12th Edition, Chapter- OC-7	\vdash	_	-	-	+
24	L 24		Resume Writing	Effecting Video	and recognize Plan a video			Class	w.youtube.c	CO2, CO3, CO5	Presentati Youtube		Question Answer Session				+	\vdash	+
25 26	L 25		Oral Communication Principles of Oral Presentation	Conferenci Non Verbal Communica	Conference Understand and recognize Understand			Activity Class Activity:	w.youtube.c	CO2, CO3, CO5 CO1, CO2, CO4, CO5	PPT Non Verbal	https://www.h eloguide.org/a		Pal R. & Korlahalli J.S., Essentials of Business Communication, 12th Edition, Chapter- EC-6					t
27	L 27		Factors Effecting Presentation	Para Language Time	Understand and explain Understand			Group Presentation	https://stud y.com/learn	CO1, CO2, CO4, CO5 CO1, CO2, CO4.		https://						L	Ţ
28	L 28	-	Video-conferencing and Skype	Time Language & Body	and appraise Understand			Class	https://ww	COS CO1, CO2, CO4,		https://www.y outube.com/w https://edu.gcl				-	\dashv	\vdash	+
29 30	L 29 L 30	-	Non-Verbal Communication Para language, Time, Space, Silence, Body language	Language Relating	and appraise Remember and understand the			Activity: Group	w.schooltub	COS CO2, CO3, CO4,		global.org/en/	GD		\vdash	-	\dashv		+
30	L30		Para language, Time, Space, Silence, Body language	through Listening: Meaning,	Understand and remember	Management Game: Follow All	Quiz 2	Discussion: Debate: Is effective	w.youtube.c	COS CO2, CO3, CO4, COS	PPT Effective	Handout- Effective	Viva						t
32	L 32		speeches	Listening: Barriers	Recognize the barriers in Understand the	CASE STUDY 7		Class Activity:	https://ww w.voutube.c	CO2, CO3, CO4, CO5 CO2, CO3, CO4,		https://www.y	Group Discussion (CIA)		LΙ	\exists		┕	1
33	L33	-	Listening	Recent Trends in Online	recent trends Understand			Group Discussion	https://ww	COS CO3, CO4.	Student PPT Student	outube.com/w	,		\vdash	-	\dashv	\vdash	+
34 35	L 34 L 35	IV	Recent Trends in Business Communications Online Communication and Personal Relationships	Communica Handling Online	online	Case Study on husiness meeting			w.youtube.c https://ww w.youtube.c	COS CO3, CO4, COS	PPT					+	-		†
36	L 36	IV	Handling Online Meetings	Business Communica	Understand and remember	population meeting		Extempore		CO3, CO4, CO5		https://study.com/academy/l	Extempore						1
37	L37	IV	Handling Online Meetings	Writing Social Blogs Inter-	Create blogs Recognize and			Extempore Extempore		CO1, CO2, CO3, CO5 CO2, CO3, CO4,	PPT Cross	https://www.y outube.com/w E-book Pg 47-		Pal R. & Korlahalli J.S., Essentials of Business	H			\vdash	Į
38	L38	IV	Business Communication via Social Network	cultural Inter-	apply inter Recognize and			Group	Communica https://ww	COS CO2, CO3, CO4,	culture	60	Group Discussion	Communication, 12th Edition, Chapter- IC-1 & 2	\vdash	-	\dashv	\vdash	+
39 40	L 39	IV	Writing Social Biogs Inter-cultural communication	cultural Meaning of Ethical	Remember the	Case Study on		Discussion:		COS CO2, CO3, CO4,	PPT Ethical	H2110025156.	Viva			\dashv	\dashv		†
41	L41	IV		Ethical Legal Issues in Business	ethical and Remember the ethical and	National III		Extempore	w.voutube.c	COS CO2, CO3, CO4, COS	ano cessi	pdf https://www.y outube.com/w							1
42	L42	IV	Ethical and Legal Issues	Ensuring Ethical and Revision	Remember and appraise the Remember the			Debate: Ethical &		CO2, CO3, CO4, CO5		https://www.y outube.com/w			LΙ	\exists		\vdash	1
43	L43	IV	Ethical and Legal Issues	(Unit-1,2) Revision	various Remember the											-	\dashv		+
		IV	Revision	(Unit-3.4)	various	-									1				+
44	L45	IV	Previous Years Question Paper Discussion	Previous Year					https://ww w.youtube.c									ļ	1

- Suggested Readings (Al Lutest Editions)

 L. Courtland L. Boree et al., Bisoniess Communication Today, Pearson

 L. Sover Dack Boreet T. Middhahn, The Basic of Communication, Sags, South Akia

 Lesthar R et al., Bioriness Communication, Connecting in a Digital World, McGraw MII.

 4. Murphy H et al., Iffective bisoniess Communication, McGraw MII.

 5. Ready C. R. Dissinters Communication, Wiley Publications.

 6. Chaturved M. Art and Science of Business Communication, Pearson.

Name of Faculty: 1 Credit (Theory)= 15 hrs. in a sem 1 Credit (Practical)= 30 hrs. in a sem							
	Name of Faculty:		1	Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI MASTER OF BUSINESS ADMINISTRATION (MBA) rogramme Code: Programme: bjective: Objective: Managing business activities requires some level of acquaintance with the laws and legal system, Laws are enacted to regulate and govern the relationships between business and various stakeholders i.e. government, customers, supplimployees and community, This course is intended to enable the students acquire a general understanding of the legal system in India and the laws relevant to business world so that they appreciate the legal implications of the business decisions. ourse Outcome & Mapping, Course Articulation © Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives. Develop a lifetong learning approach manifested in their attitude to learn, unleam and relearn and in their pursuit of excellence in professional, personal and social life. Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment an use to achieve the set goals. Apply a nalytical and critical thinking skills to analyze the dynamic business environment an identify entrepreneurial and business opportunities and risks. 6 Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-ten societal welfare. Demonstrate effective communication and nterpersonal skills as well as the ability to v with and lead teams. Identify and recomme technology based inte organizational goals in their and in 1 person inte with ntify, define and explain the legal prov1s1 coverning general and special contracts, companies, competitive markets, consumers' protection and investors' protection. CO3 Analyze the decision-making context with due regard to the legal requirements and regulatory valuate and appraise the legal consequences of Iternative choices proposed for decision making. sess various legal strategies or options available COS in the specific context of various legal disputes or issues that generally arise in the course of business CO6 Explain the mechanisms set-up under the relevant aws for handling legal disputes or addressing legal ssues and prepare strategies for their expeditious Course Articulation (Average) Participative Lecture No. Unit No. operiential roblem Solving ICT Tools & Mapping lode of with CO Material (Links/ Resources Utilization lournals, Articles/ IEWS) roblom troduction to Law and Legal Systems Topic /laterial Outcome earning ∕laterial earning Introductio define Presentation & Stimulate ww.indiacoo PPT L 2 sic concepts of Law, Classification of Laws and Lega ss Interaction O1; CO2 ndian Legal System and Administration of Justice, Co System and Quiz PPT name principa O1; CO2 ubordinate Judiciary and their jurisdiction PPT :01; CO2; PPT L 4 nal Courts explain the Subordinat Explain and lass Interaction Stimulate Brainstro ontent arrosanct Focus 5 L 5 1 Tribunals and their jurisdiction Judiciary ribunals Interpret ng, Inquiry PPT CO2; CO4; PPT In overview of Alternate Dispute Resolution Mech O1; CO2; L 6 Tribunals Role and their Content Group discussio ng, Inquir L 7 Constitutional provisions related to the freedom to PPT :05: CO6 PPT uzz Groups roup discussion PPT L8 PPT CO5;CO6; lature of government regulation of business and m nal Nature of constitutional Interpret facts Application Live Experimental Buzz Groups Group discus Evaluate Define & PPT PPT L 9 ws Governing Contracts pplication aluate 01; overnment compare, uzz Groups esentation & 10 L 10 П The Indian Contract Act, 1872- Definition and essen aws ssential definition, Classify and lass Interaction resentation & PPT :01; PPT PPT PPT CO1; CO2 11 L 11 Performance of a contract lements o Interpret Demonstrate Class Interaction Stimulate L 12 ischarge of a contract, Breach of a contract PPT CO2; CO3 PPT of a discharge contract Define contrac earning rogram Evaluate Define & earning CO3; CO4; PPT Discharge of a contract, Breach of a contract of a Rreach of a criteria for Interpret Differentiate Define, Classi PPT 13 L 13 П PPT L 14 medies for breach under the Indian Contract Act, ontent acrosanct Focu PPT CO3; CO4; ontract, Participation Individual ng, Inquiry Brainstrom and Categorize Define, Classify 15 L 15 п The Sale of Goods Act, 1930-Definitions of Sale Participation ng, Inquiry PPT CO4; CO5 PPT PPT CO1; CO2 PPT 16 L 16 П Agreement to Sell, Goods, Conditions and Warranti Goods Act, and Categorize Agreement Define and lass Interaction resentation & PPT O2; CO3 PPT Agreement to Sell, Goods, Conditions and V Sell, onditions explain Define and lass Interaction Froup discussion Define & Transfer of property Rights if a seller and buyer, Rights of an Unpaid nd explain ransfer of Interpret roperty, Differentiate ights if a Interpret PPT PPT 18 L 18 Buzz Groups Group discussio CO3: CO4: PPT CO4; CO5 PPT L 19 19 Buzz Groups Group discussion Evaluate Define property, Rights if a seller. Rights if a seller and buyer, Rights of an Unpaid uzz Groups roup discussion L 20 PPT 05; CO6 PPT eller and lights of 21 L 21 Ш aws Governing Business Forms n Unpaid Init-III: Differentiate Define, Classi Buzz Groups Group discus Evaluate Define & PPT O5; CO6 PPT PPT 22 L 22 The Indian Partnership Act,1932: Formation of Partnershi and Categorize, Case Studies PPT CO1; CO2; Buzz Groups Group discus Evaluate Define & 23 L 23 elationship between partners oifferentiate nterpret Buzz Groups Group discussion PPT CO1; CO2; CO3 PPT Evaluate Define & issolution Differentiate Define, Classify and Categorize, Interpret Individual PPT CO3; CO4; PPT 24 L 24 Rights and liabilities of partners, Dissolution of part The Companies Act, 2013: Company and its feature Buzz Groups Presentation & L 25 PPT CO1; CO2; PPT 25 26 L 26 Differentiate Interpret PPT 03: PPT corporation of a Company, Memorandun Participati Individual PPT :03; PPT 27 L 27 oard of Directors and their appointment, powers, um of Articles of Differentiate Interpret Participation Individual Content ng, Inquiry Sacrosanct Focus Brainstrom ng, Inquiry PPT Lecture 03; PPT L 28 Winding up of a company, Overview of Ins ssociation, Differentiate pard of Define, Classif Participation Content Presentation & irectors and Categorize verview of Define, Classify 29 L 29 PPT 03: PPT lass Interaction resentation & PPT CO2; CO3; PPT 30 L 30 corporation of LLP, Effects of Registration of LLP Caselets nsolvency and Categorize The Limited Define, Classify Class Interaction Presentation & Stimulate and Categorize Class Interaction L 31 Designated partners and their liabilities ffects of PPT 32 L 32 Ш egistration and Categorize Define, Classif Class Interaction & PPT :02; CO3; CO% 33 L 33 aws Governing Relations with various Stakeholders of other and Categorize lass Interaction resentation & O1; CO2; L 34 The Securities and Exchange Board of India Act, 1992 and Categorize aws legulation Class Interaction PPT PPT :03:

IV

tegulations related to Public Offer of Shares and De

nsumer Protection Act, 20 19: Objectives and salien

Consumer Complainant, defect, deficiency, restrictive trade praceprotection and Categoriz Interpret

Differentiate
Define, Classif
and Categoriz

elated to

PPT

PPT

Class Interaction & Presentation & Class Interaction & Class Interaction

04;

O4; CO5

PPT

PPT

35

37

L 35

L 36

L 37

			resolution commissions-Powers and functions	Restrictive	Define and		Debate		PPT	CO1; CO2;	PPT	Quiz			
38	L 38	IV		trade	explain										
				Rights of	Interpret	Case Studies		Define &	PPT	CO2, CO3;	PPT	Quiz			
39	L 39	IV	Competition Act, 2002: Objectives and salient feature	ethe	Differentiate			Evaluation							
				3-Tier	Demonstrate		Debate	Define &	PPT	CO4; CO5	PPT	Quiz			
40	L 40	IV	Definition of anti-competitive agreement	structure of	the use of			Evaluation							
					Define, Classify			Define &	PPT	CO1; CO2;	PPT	Quiz			
41	L 41	IV	Abuse of dominant position		and Categorize			Evaluation							
			Combinations, role of Competition Commission of	Definition	Define and			Define &	PPT	CO3, CO4.CO5	PPT	Quiz			
42	L 42	IV	India in promoting competitive markets	of anti-	explain			Evaluation							
				Role of	Define and		Brainstorming		PPT	CO3, CO4.CO6	PPT	Quiz			
43	L 43	IV	Revision	Competitio											
				Revision	Revision of			Define &	PPT	CO1, CO2	PPT	Quiz			
44	L 44	IV	Revision		previous topics			Evaluation							
				Doubts	Learners	Case Studies			PPT	CO1, CO3	PPT	Quiz			
45	L 45	IV	Previous Years Question Paper Discussion	clearance	Understanding										
						Case Studies			PPT	CO1, CO4	PPT	Quiz			
				of Provious	Loarnor Lovol				1	1	-		_	+	₩—
						Case Studies	Presentation &		PPT		PPT	Quiz		1	

Suggested Readings: (All Latest Editions)

- Sugested Readings: (All Latest Editions)

 Albuquerque, Daniel. Legal Aspects of Business, Second Edition, OUP India

 Pathak, Akhilleshwar. Legal Aspects of Business, Mc Graw Hill Education

 Kumar, Ravinder. Legal Aspects of Business, Cengage Learning India

 www.indiacode.nci.n

 www.sela.gov.in

 www.ccl.gov.in

Name of Faculty:	1 Cre	edit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		

TECNIA INSTITUTE OF ADVANCED STUDIES

GRADE 'A' INSTITUTE

COURSE PLAN
AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)			Session:	2022-23	L	3	T/P	2	
Course Code:	MS-117	Course Name:	Information Technology Management Lab			Туре:	Core/Open Electiv	е		Credits	1	
Name of Faculty:				1 Credit (The	ory)= 15 hrs. in	a sem	1 Credit (Practical)	= 30 hrs. in a	a sem			

Objective: Managing business activities requires some level of acquaintance with the laws and legal system, Laws are enacted to regulate and govern the relationships between business and various stakeholders i.e. government, customers, suppliers, employees

			equaintance with the laws and legal system, Laws are equire a general understanding of the legal system in									ers, employees
Course Outcome & N	Mapping, Course A	rticulation										
				Demonstrate an understanding of management concepts, principles and theories, and a pply then in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functiona goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set (goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial professes against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, persona and social life.
		CO1	Apply Operating system tools for IT resources.									
		CO2	Create and analyze the database using SQL.									
		CO3	Make use of Spreadsheet software such as MS- Excel as a data analysis tool.									
		CO4	Create and develop web pages using HTML.									
			Course Articulation (Average)									
S. No.	Lecture No.	Unit No.	Торіс	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
	1	ı	Lab will be based on Paper MS-I 09 and will basically cover the following: Operating System									
	3	I I										
	4	1										
	5	I										
	6	I										
	7	I										
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	9	П										
	10	П										
	11	П										
	12	Ш										
	13	П										
	14	II										
	15	II										
	16	II										
	17	II										
	18	II										
	19	III										
	20	III										
	21	III										
	22	III										
	23	III										
	24	III										
	25	III										
	26	III										
	27	III										
	28	III										
	29	III										
	30	III										
	31	III										
	32	III										
	33	III										
	34	III										
						1	1					

35	III					
36	IV					
37	IV					
38	IV					
39	IV					
40	IV					
41	IV					
42	IV					
43	IV					
44	IV					
45	IV					

			МВА	PROGRAMME								
SI.No.	SEMESTER	CODE No.	PAPER	TYPE OF COURSE	L	T/P	CREDITS	Div-A (Ist)	Div-B (Ist)	Div-A (IInd)	Div-B (IInd)	NA
1	FIRST	MS 101	Management Process and Organizational Behavior	Core/Open Elective	3	-	3	Dr. Manali Takkar	, ,	, ,	, ,	
2	FIRST	MS 103	Quantitative Techniques	Core	3	-	3	Dr. Sandeep Kumar				
3	FIRST	MS 105	Managerial Economics	Core	3	-	3	Dr. Chaitali				
4	FIRST	MS 107	Accounting for Management	Core	3	-	3	Dr. Reema Sharma				
5	FIRST	MS 109	Information Technology Management	Skill Enhancement	3	-	3	Dr. Deepak Sonkar				
6	FIRST	MS 111	Marketing Management	Core/Open Elective	3	-	3	Mr. Rahul Tripathi				
7	FIRST	MS 113	Communication in Organizations	Ability Enhancement	2	1	3	Ms. Keenika Arora				
8	FIRST	MS 115	Legal Aspects of Business	Core/Open Elective	3	-	3	Dr. Ajay Kumar				
9	FIRST	MS 117	Information Technology Management Lab	Skill Enhancement	-	2	1	Dr. Deepak Sonkar				
			Total		23	3	25					
	SEMESTER	Code No.	Paper	Type of Course	L	T/P	Credits					
10	SECOND	MS 102	Technology and Innovation Management	Core/Open Elective	3	-	3					
11	SECOND	MS 104	Financial Management	Core	3	-	3					
12	SECOND	MS 106	Business Research	Core	3	-	3					
13	SECOND	MS 108	Sustainable Operations Management	Core/Open Elective	3	-	3					
14	SECOND	MS 110	Management of Information Systems	Core	3	-	3					
15	SECOND	MS 112	Human Resources Management	Core/Open Elective	3	-	3					
16	SECOND	MS 114	Minor Project	Ability Enhancement	-	-	4					
17	SECOND	MS 116	Professional Skill Development (NUES)	Skill Enhancement	2	1	3					
18	SECOND	MS 118	MOOC/Open Elective*	Ability Enhancement	3	-	3					
			Total	,	23	1	28					
	SEMESTER	Code No.	Paper	Type of Course	L	T/P	Credits					
19	THIRD	MS 201	Summer Training Report	Ability Enhancement	-	-	4					
20	THIRD	MS 203	Management of International Business	Core	3	-	3	Ms. Megha Sharma				
21	THIRD	MS 205	Managing E-Business	Core	3	-	3	Ms. Sania				
22	THIRD	MS 207	Entrepreneurship Development & Startup	Core/Open Elective	3	-	3	Dr. Rubeena Bano				
23	THIRD	MS 209	Strategic Management	Core	3	-	3					
24	THIRD	MS 211	Business Analytics	Skill Enhancement	2	-	2					
	THIRD		Specialization I									
	THIRD		Elective-I	Discipline Specific Electives	3	-	3					
	THIRD		Elective-II	Discipline Specific Electives	3	-	3					
	THIRD		Specialization II									
	THIRD		Elective-I	Discipline Specific Electives	3	-	3					
	THIRD		Elective-II	Discipline Specific Electives	3	-	3		†			
25	THIRD	MS263	MOOC/Open Elective*	Ability Enhancement	3	-	3		1			
26	THIRD	MS265	Business Analytics Lab	Skill Enhancement	-	2	1		1			
	THIRD		Total		29	2	34		†			
			ELECTIVES-I AND II			t -			†			
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits		†			
27	Marketing	MS-213	Consumer Behavior	Discipline Specific Electives	3	-	3		†			
21		MS-215	Sales and Distribution Management	Discipline Specific Electives	3	-	3		†			
27 28	liviarketing				_	1			1		1	
	Marketing Marketing			Discipline Specific Electives	3	-	3					NA
28	Marketing Marketing	MS-217 MS-219	Services Marketing Customer Relationship Management	Discipline Specific Electives Discipline Specific Electives	3	-	3					NA NA

31	Finance	MS-221	International Financial Management	Discipline Specific Electives	3	-	3			NA
32	Finance	MS-223	Financial Markets and Institutions	Discipline Specific Electives	3	-	3			
33	Finance	MS-225	Investment Analysis & Portfolio Management	Discipline Specific Electives	3	-	3			
34	Finance	MS-227	Financial Econometric	Discipline Specific Electives	3	-	3			NA
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits			
35	HR		Management of Training, Learning and Development	Discipline Specific Electives	3	-	3			
36	HR	MS-231	Managing Industrial Relations	Discipline Specific Electives	3	-	3			NA
37	HR	MS-233	Talent Management	Discipline Specific Electives	3	-	3			NA
38	HR	MS-235	Compensation and Performance Management	Discipline Specific Electives	3	-	3			NA
	Electives	Code No.		Type of Course	L	T/P	Credits			1
39	IT		Digitalization and E-Governance	Discipline Specific Electives	3	-	3			+
40	IT	MS-239	Artificial Intelligence & Machine Learning	Discipline Specific Electives	3	-	3			NA
41	IT		Database Management Systems	Discipline Specific Electives	3	-	3			1
42	IT		Database Management Systems Lab	Discipline Specific Electives	3	-	3			+
43	IT	MS-245	Enterprise Systems	Discipline Specific Electives	3	-	3			NA
	Electives	Code No.		Type of Course	L	T/P	Credits		-	1
44	International Business	MS-247	International Business Environment and Strategy	Discipline Specific Electives	3	-,-	3			NA
45	International Business	MS-249	Export, Import Policies, Procedures, and Documentation	Discipline Specific Electives	3	-	3			NA
46	International Business	MS-251	International Financial Management	Discipline Specific Electives	3	-	3			NA
47	International Business	MS-253	International Business Negotiation	Discipline Specific Electives	3	-	3			NA
	Electives	Code No.	ū	Type of Course	L	T/P				11/3
48	Operations & Analytics	MS-255	Enterprise Systems	Discipline Specific Electives	3	-/-	3			NA
49	Operations & Analytics	MS-257	Operations Strategy	Discipline Specific Electives	3		3			NA NA
50	Operations & Analytics	MS-259	Logistics and Supply Chain Management	Discipline Specific Electives	3	<u> </u>	3			NA NA
51	Operations & Analytics	MS-261		Discipline Specific Electives	3	-	3			NA NA
31	SEMESTER	Code No.	Predictive Analytics & Big Data	Type of Course	L	T/P	Credits			INA
52	FOURTH		Project Dissertation	Ability Enhancement	-	- 1/P	6			
53	FOURTH	MS 204	•	Ability Enhancement	3	-	3			+
55		1013 204	Corporate Social Responsibility, Human Values & Ethics	Ability Enhancement	3		3			
	FOURTH		Specialization-I	Distriction Constitution						
	FOURTH		Elective-III	Discipline Specific Electives	3	-	3			
	FOURTH		Elective-IV	Discipline Specific Electives	3	-	3			
	FOURTH		Specialization-II	5: 1: 6 :6: 5! .:			-			
-	FOURTH		Elective-III	Discipline Specific Electives	3	-	3			
-	FOURTH		Elective-IV	Discipline Specific Electives	3	-	3			
	FOURTH		Total		15	-	21			
			ELECTIVES-III AND IV			L				
<u></u>	Electives	Code No.		Type of Course	L	T/P				
54	Marketing	MS-206	Advertising and Brand Management	Discipline Specific Electives	3	-	3			
55	Marketing	MS-208	Digital & social Media Marketing	Discipline Specific Electives	3	-	3			NA
56	Marketing		Marketing Analytics	Discipline Specific Electives	3	-	3			↓
57	Marketing	MS-212	Retail Management	Discipline Specific Electives	3	-	3			NA
	Electives	Code No.	Paper	Type of Course	L	T/P				<u> </u>
-								1		
	Finance	MS-214	Mergers, Acquisitions and Corporate Restructuring	Discipline Specific Electives	3	-	3			
59		MS-214 MS-216	Financial Derivatives	Discipline Specific Electives	3	-	3			
	Finance Finance Finance	MS-214 MS-216 MS-218	Financial Derivatives Behavioral Finance	Discipline Specific Electives Discipline Specific Electives	3	-	3			NA
59	Finance Finance	MS-214 MS-216	Financial Derivatives	Discipline Specific Electives	3	-	3			NA NA

62	HR	MS-222	Managing Organizational Development	Discipline Specific Electives	3	-	3		NA
63	HR	MS-224	Leadership and Teamwork in Blended Organizations	Discipline Specific Electives	3	-	3		
64	HR	MS-226	People Analytics	Discipline Specific Electives	3	-	3		
65	HR	MS-228	Managing Diversity and Inclusion	Discipline Specific Electives	3	-	3		NA
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits		
66	IT	MS-230	Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives	3	-	3		NA
67	IT	MS-232	Information Security	Discipline Specific Electives	3	-	3		NA
68	IT	MS-234	Data Modeling with Python	Discipline Specific Electives	3	-	3		NA
69	IT	MS-236	Business Intelligence and Applications	Discipline Specific Electives	3	-	3		NA
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits		
70	International Business	MS-238	Global Competitiveness	Discipline Specific Electives	3	-	3		NA
71	International Business	MS-240	WTO and Intellectual Property Rights	Discipline Specific Electives	3	-	3		NA
72	International Business	MS-242	International Human Resource & Cross Cultural Mgmt.	Discipline Specific Electives	3	-	3		NA
73	International Business	MS-244	International Marketing	Discipline Specific Electives	3	-	3		NA
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits		
74	Operations & Analytics	MS-246	Business Process Management	Discipline Specific Electives	3	-	3		NA
75	Operations & Analytics	MS-248	Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives	3	-	3		NA
76	Operations & Analytics	MS-250	Project Management	Discipline Specific Electives	3	-	3		NA
77	Operations & Analytics	MS-252	Supply Chain Analytics	Discipline Specific Electives	3	-	3		NA
									NA
	Note:		Total Credits:108	Minimum Credit Required:102					1

TECNIA INSTITUTE OF ADVANCED STUDIES

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.													
	E & SYLLA	BUS 2021-2022	ONWARDS GURU GOBI MASTER OF BUSINESS AI	ND SINGH IND	RAPRASTHA UI					T/P	0	I	
Course Code:	101	Course Name:	Management Process & C	rganizational E		Туре:	Core/Open El 1 Credit (Practical)=	ective	•	Credits	3		
	se is aimed		posure and making the s							terprises.			
Course Outcom	e & Ma	pping, Cour	se Articulation	Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneural and business opportunities and risks.	Prepare business strategies, develop conconstrate functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making process a transious elevels of the organization with respect to resources mobilization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a cre ative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	previous life control products manifested to their agreement manifested to their attracts to learn, underson and relevan and in their pursuit of see effects in professional, personal and social file.	
	CO1 Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management. CO2 Identify and discuss the functions of management i. e. planning, orgamzmg,		PO1	PO2	PO3 3	2	1	1	P07	1	PO9 3		
		CO3	the functions of management i.e.	3	3	3	2	2	2	2	2	3	
		CO4	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.	3	3	3	3	3	3	3	3	3	
Sr. No.	Lecture No.	Unit No.	e Articulation (Average) Topic	3 Sessional Outcome	3 Experiential Learning	3 Participative Learning	3 Problem Solving Methodologies	2 ICT Tools & E-Resources Utilization	2 Mapping with CO	2 Class Material (PPT Faculty+ Students)	Addition al Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	
1	L1	1	Unit-1: Marketing: Analytics, meaming	Attain basic knowledge of Marketing: A	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic		CO1	PPT	ile is s		
2	L2	1	Marketing analytics Scope	nalytics Understand fundamental Marketing analytics Scope		Presentation & Class Interaction	Method Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT			
3	L3	1	Data for Marketing Analytics	Understand Data for Marketing Analytics		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT			
4	L4	1	Exploratry Analysis	Understand Exploratry Analysis	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2	PPT			
5	L5	1	Descriptive Analalysis	Understand Descriptive	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2				
6	L6	1	Predictive Analytics	Analalysis Ability to analyze through Predictive Analytics	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO2; CO3				
7	L7	1	Prescriptive Analysis	Ability to analyze through Prescriptive Analysis	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3				
8	L8 L9	1	Use of EXCEL in Data Analysic Excel for Summarizing	Ability to use Use of EXCEL in Data Analysic Demonstrating	Live Experimental Application	Group discussion, Buzz Groups Presentation & Class	Define & Evaluate		CO3 CO3;CO4				
9			Data	Excel for Summarizing Data		Interaction	Lactura Stimulata						
10	L10	1	Excel Commands	Demonstrating Excel Commands		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO3;CO4				

11	L11	1	Unit II: Segmentation Analysis	Understand Segmentation Analytics	Case Studies	Program Learning	Define & Evaluate	CO2; CO3		
12	L12	1	Positioning Analysis	Understand Postioning		Program Learning	Define & Evaluate	CO2; CO3		
13	L13	1	Marketing Mix Analysis	Analysis Ability to anlyze Marketing Mix	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning	CO1; CO2; CO3; CO4		
14	L14		Customer Analytics	Define Customer	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning	CO1; CO2; CO3; CO4		
14	L15	2	Benefits from Customer	Analytics Apply	raiticipation	Presentation & Class	based Learning	CO3		
15				Consumer Behaviour to measure appropriate Services Quality Parameter for innovative solution		Interaction				
16	L16	2	Segmentation analytics	Apply Consumer Behaviour Decision Making Roles and Classification of Buyers in services		Presentation & Class Interaction		CO3		
	L17	2	Cluster Analytics	Apply	Case Studies Live	Group discussion,	Define & Evaluate	CO3		
17		-		Consumer Decision Making, Factors Influencing Buyer Behaviour, Search, Experience and Credence Quality in services	Experimental Application	Buzz Groups				
	L18	2	Perceptual Mapping	Apply Gronroos	Live Experimental	Group discussion, Buzz Groups	Define & Evaluate	CO3		
18				Service Quality Model applications on problem solution/situat ions	Application					
19	L19	2	Umbrella Brands	Apply Gronroos Service Quality Model to predict new situations	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO3		
20	L20	2	Multi Dimensional Scaling	Apply and understand SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO3		
21	L21	2	Marketing Mix Analysis	Demonstrating correct usage of SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO4		
22	L22	2	Marketing Mix Modelling	Understand and Apply	Live Experimental	Group discussion, Buzz Groups	Define & Evaluate	CO1; CO2		
	L23	2	Marketing Mix Variables	GAP's Model Demonstrating correct usage	Application Live Experimental	Group discussion, Buzz Groups	Define & Evaluate	CO3; CO4		
23				of GAP's Model to solve complex problem	Application	Buzz Groups				
24	L24	2	Marketing Mix techniques	Understand the Importance of Customer Retention, Analyze Customer Switching, Assess and Verify Complaining and Service Recovery,	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method	CO1; CO2		
25	L25	3		Evaluate Service Recovery Strategies, Create Service Guarantee		Sacrosanct Focus Cont	Brainstroming, Inquiry Based Learning	CO4		
26	L26	2	Goals of Pricing	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue			Brainstroming, Inquiry Based Learning	CO2; CO3		
27	L27	2	Bundling	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue		Sacrosanct Focus Cont	Brainstroming, Inquiry Based Learning	CO2; CO3		
28	L28	2	Skimming	Revision of previous topics a quick		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic	CO1; CO2; CO3; CO4		
				recap			Method			

	L29	3	Revenue Management	Understand and Apply concept of Service Package,		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method	CO1; CO2		
29				Service Price strategies, Internal Marketing of						
30	L30	3	Promotions	Services. ns	Caselets	Presentation & Class		CO3		
	L31	3	Customer Jjourney Mapping	Demonstrating correct usage of the 7 P's		Interaction Presentation & Class Interaction		CO3; CO4		
31				framework for Service Marketing						
	L32	3	Customer Loyalty	Understand, Apply and		Presentation & Class Interaction		CO1; CO2; CO3		
32				Analyze The Service Product, Design formulate and build New Service Offerings, Service Branding and						
				Positioning						
33	133	3	Customer Lifetime Value Meaning	Analyze and Apply the actual procedures, mechanisms and flow of activities by which the service is delivered - the service delivery and operating system		Presentation & Class Interaction		CO1; CO2; CO3		
34	L34	3	Customer Lifetime Value Calculation	Understand, Apply and Analyze Benefits and		Presentation & Class Interaction		CO1; CO2; CO3		
				Key Elements						
35	L35		Unit IV Digital Analytics	Demonstrating Correct Usage of Procedure for Selected Services, Price Terminology Objectives		Presentation & Class Interaction		CO3; CO4		
36	L36	4	Digital Analytics Metrics & Measurement	Demonstrating Correct Usage of Selected Services Pricing Challenges Procedure		Presentation & Class Interaction		CO3; CO4		
37	L37	4	Digital Anlytics Measurment	Demonstrating Correct Usage method of Pricing of Services		Debate		CO3; CO4		
	L38	4	Web Metrics &	Compare,				CO3; CO4		
38			Importance of Web Metrics	Analyze and Discriminate between Service Personnel	Case Studies		Define & Evaluation			
	L39	4	SEO & SEM	Ability to	and statutes		& Evaluation	CO3; CO4		
39				Analyze and Evaluate Consumer Role in Place or Distribution Methods of Distribution in Services		Cabata	Define & Evaluation			
40	L40	4	Social Media Analytics	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue		Debate		CO2; CO3		
	L41	4	Networks	Ability to			Define & Evaluation	CO2; CO3		
41				Relate knowledge of several areas to predict and draw conclusions on the issue			Define & Evaluation			
42	L42	4	Viral Marketing & Text Mining	Revision of previous topics a quick				CO1; CO2; CO3; CO4		
	L43	4	Revision	recap Identify, Apply		Brainstorming		CO3; CO4		
43				and Analyze Distribution, Communicatio n &						
				Servicescape			Define & Evaluation			
44	L44	4	Discussion of Previous Question Papers	Identify and Apply Influence on distribution of Services	Case Studies			CO3; CO4		
	_	·	·			·	·	 _	·	·

П		L45	4	Doubts clearance session A	bility to			C	O3; CO4		
				ic	dentify the						
					isage of						
	45			m	nethods for						
				d	listribution of						
				Si	ervices in						
				ir	ndustries. (Case Studies					

Suggested Readings (Latest Edition)

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI MASTER OF BUSINESS ADMINISTRATION (MBA) Programme Code: 039 Programme: Credits MS-201 Objective: This course aims to provide hands-on experience of the corporate sector to the students. By undergoing the sumi mer training, the students shall learn the industry best practices, and how to apply the managerial co ncepts studied during their program Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively eachieve the functional goals and the business objectives. Demonstrate an understanding of decision making processes at warious levels of the organization with respect to resources mobilization and there efficient deployment and use to achieve the set goals. Demonstrate the ability to analyze management problems, to identify and collect relearned and to apply a creative problem-solving approach. Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate sodal responsibility and the imperatives of long-term societal welfare. Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks. Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life. Demonstrate an understanding of management oncepts, principles and theories, and apply them in the context of organizational work practices Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams. PO1 PO2 PO4 PO5 tegrate academic theory with practice 3 3 3 3 3 2 3 3 CO2 2 2 3 2 3 2 3 To apply knowledge and skills learned in company/industry/organization to real-world problems 3 3 3 3 3 3 3 3 3 Develop and demonstrate workplace competencies such oral and written communication, critical thinking, organization, problem solving, decision making, leadership, managing interpersonal relationships, etc. necessary for professional success. 3 3 2 3 3 3 Carry out research projects, analyze data, and write up and present results in meetings (including experience in using specialized tools at each stage of this process). CO5 Course Articulation (Average) ICT Tools & E-Resources Utilization Unit No. ode of Mapping with CO Material (Links/ Journals/ Articles/ NEWS) 30 33

37	IV					
38	IV					
39	IV					
40	IV					
41	IV					
42	IV					
43	IV					
44	IV					
45	IV					

Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		

				TE OF AD DE 'A' INS	TITUTE	STUDIES										
AS PER MBA SCHEME & SYLL/ Programme Code:	ABUS 2021-2022 ONV	WARDS GURU GOBIND Programme:	SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI. MASTER OF BUSINESS ADMINISTRATION (MBA)		Session:	2022-23		la .	T/P	0	Credits	la .	1			
Course Code:	MS-203	Course Name:	Management of International Business		Session.	Type:	Core	3	1/-		Credits	3	-			
		to various facets of int	remational business. Students should understand the theories of international business.	usiness and enviro	nmental factors aff		ities and apply the learn	ning to manage funct	ional operatio	ns in a global context.						
Course Outcome & Mapping,	Course Articulation															
				Demonstrate an under standing of management concepts, principles and there its, and apply them in the context of organisational work practices	O Apply analytical and or fleat thinking skills to analyze the dynamic business environment and defentify entrepreneurial and business opportunities and rides.	Prepare business stategies, develop concombina frontional and operations strategies and implement them as an integrate manner be efficiently and effectively active whe for incidual goals and the business objectives.	Demonstrate an understanding of decision making processes avivious levels of the cognization with regards to recource mobilisation and their efficient deplyment and use to achieve the set efficient deplyment and use to a	Demonstrate the ability to analyze management problems, to dentify and collect relevant the and to apply a creative problem-solving approach.	identify and recommend the information to achieve technology based interventions to achieve or ganizational goals	Objection or organization and manager six practices against the principles of good governance, ethical conduct, corporate accide responsibility and the imperatives of long-term societal welf are.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifetiong learning approach manifested in their attitude to sam, unitern and relean and in their pursuit of excellence in professional, personal and social life.	_			
		CO1	Develop an understanding of the global business environment in terms of economic.										-			
			socio-cultural, political, technological and legal aspects.	2	3	0	1	0	0	2	0	1				
		CO2	Absorb insights of the international aspects of strategic management, global talent management, finance, marketing, e-commerce, organization and design of multinational corporations	3	0	3	0	3	2	2	2	1				
		CO3	Learn the knowledge and skills necessary to function successfully in the diverse international business environment, with the ability to contribute to the innovation processes.	0	0	2	2	2	0	2	0	3				
		CO4	Apply the knowledge of cross cultural issues for effectively managing international business negotiations	0	3	0	0	0	0	0	3	2				
		COS	Appreciate the underlying global public issues of ethical, sustainable and socially responsible conduct of business in the business operations of MNCs for effective decision making	0	1	2	3	0	0	3	0	0				
S. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/	Mode of Assessment				
	1	I	Introduction to International Business	Topic	Outcome	Methodologies	Participative Learning	Learning	Delivery	ICT Tools	NEWS)	Mapping with	Class	Additiona P	Mode of	
	2		Driving Forces of Globalization	International	the global	lecture	Discussion	understand the international trade	Lectures	PPT		This cours				
	3		Reasons for Going International	Driving Forces of Globalization Reasons for	the global understanding of	Assignment	short question answer session	case study	Lectures	PPT		This cours This cours		р	class participati class	edit del
	5		E.P.R.G. Framework The Environment of International Business	Going The Environment	the global understanding of	Assignment	Discussion	case study	Lectures	PPT		This cours		р	participati	edit del
	6	ı	Cross-Cultural Management: Hofstede Study	of International Cross-Cultural	the global understanding of the global	Assignment	Discussion Discussion	case study understand the international trade	Lectures Lectures	PPT		Students s			Assignme	edit del
	7	1	Edward T Hall Study	Management: Study	the global	Assignment	Discussion	case study	Lectures	PPT		Students s			riass	
	8		Analyzing International Entry Modes	Analyzing International Entry Barriers	understanding of the global understanding of	lecture	Discussion	case study	Lectures	PPT		Students s This cours			quiz	
	10		Entry Barriers, International Trade Theories Entry Barriers, International Trade Theories	International	the global understanding of	Assignment Charts Diagram and	Discussion	case study	Lectures Concept	PPT		Students s			participati Assignme	
	11	ı	Regional Economic Integration	Trade Theories Regional	the global understanding of the global	Discussion updated news and	Discussion	case study	Classes Lectures	PPT		This cours		A	Assignme	
	12	II	Formulating & Implementing Global Strategy	Economic Revision A Class	understanding of the global	Asking the short question	Discussion	case study	Lectures	PPT	This cours	Develop an			class participati	
	13		Organization Design & Structures	Formulating & Implementing	understanding of the global understanding of	lecture Charts Diagram and	Discussion	decision making skills	Lectures	PPT	Students s	Develop an		n	Assignme nt Assignme	
	15		Organization Design & Structures	Organization Design & International	Organization understanding of	Discussion Charts Diagram and	Flipped Classroom short question	Current examples	Lectures	PPT	Students s	Absorb ins Learn the		п	nt Notes	
	16		International Competitive Advantage International Strategic Alliances	Competitive International	theory of student will able	Discussion Charts Diagram and	answer session	Current examples	Lectures	PPT	Students s Students s	Apply the		d	class	
	17	II	Global Mergers and Acquisition	Strategic Alliances Global Mergers	to understand Students will able to understand	Discussion	Discussion	case study decision making skills	Lectures Lectures	PPT	apply the	Learn the			participati Notes	
	18	II	Global Mergers and Acquisition	Global Mergers and Acquisition	Students will able understand	Asking the short question	Flipped Classroom	Current examples	Lectures	PPT	apply the	Learn the		9	quiz	
	19		Managing innovations and Intellectual Property Rights	Managing innovations Managing	understanding of the global understanding of	lecture Charts Diagram and	Discussion	decision making skills	Lectures	PPT	apply the	Learn the		ļ ,	quiz Assignme	
	21		Managing innovations and Intellectual Property Rights	innovations RevisionA Class	the global Student will be	Discussion Asking the short	Discussion	case study	Role Play	PPT	apply the	Apply the Apply the		n	nt class	-
	22	III	Managing innovations and Intellectual Property Rights Managing Globally	Managing Globally	able to Understanding of Managing	question Asking the short	Discussion	Current examples Current examples	Lectures	PPT	This cours	Apply the		d	participati class	
	23	III	Global Marketing Management	Global Marketing Management	Managing understanding of the global	question Assignment	Flipped Classroom Flipped Classroom		Lectures	PPT	apply the	Learn the		A	participati Assignme nt	
	24		Global Marketing Management	Outsourcing and Logistics	understanding of the outsourcing	Charts Diagram and Discussion Charts Diagram and	Discussion	case study	Lectures	PPT	apply the	Apply the			Notes	
	26		Outsourcing and Logistics	, Global Operations Supply Chain	understanding of the global Students will able	Discussion	Discussion	Student PPT	Lectures	PPT	apply the	Apply the Learn the	<u> </u>	р	class participati Notes	
	27	III	Global Operations Management & Supply Chain Management Global Operations Management & Supply Chain Management	Management Global Talent	to understand Students will able	Discussion Asking the short	Discussion	case study	Lectures	PPT	Students s	Apply the		d	class	
	28	III	Global Talent Management	Management Aspects of Global Financial	to understand Students are able to understand	question Charts Diagram and Discussion	Flipped Classroom Discussion	Current examples case study	Lectures Lectures	PPT	apply the apply the	Appreciate	<u> </u>	P A	participati Assignme nt	
	29	III	Global Talent Management	Tutorial	Students will be assessed on the	Asking the short question	short question answer session	Current examples	Group Discussion	PPT	apply the	Appreciate		р	class participati	
	30		Aspects of Global Financial Management	Revision Å Class Broad Issues in	Students will be		short question answer session	Current examples	Lectures	videos	apply the	Appreciate	$ldsymbol{oxed}$	ci p	class participati class	
	32	IV	Aspects of Global Financial Management	Globalization E-Commerce	the global Understanding of	Asking the short question updated news and	Discussion Discussion	Current examples understand the	Lectures Lectures	PPT PPT	apply the apply the	Appreciate Apply the	-	р	ciass participati Assignme	
	33	IV	Broad Issues in Globalization E-Commerce	Ethics	E-Commerce Understanding of	cases	Discussion	international trade Current examples	Lectures	PPT	apply the	Appreciate	-	п	nt Assignme	
	34	IV	Ethics, Corporate Social Responsibility and Sustainability dimensions of International Business	Corporate Social Responsibility	Ethical values in understanding of corporate social	updated news and cases	Discussion	Current examples	Lectures	PPT	apply the	Apply the		l.	nt Notes	
	35	IV	Ethics, Corporate Social Responsibility and Sustainability dimensions of International Business	Sustainability dimensions of	Student will be able to	Charts Diagram and Discussion	Flipped Classroom	Current examples	Lectures	PPT	apply the	Appreciate		п	Assignme nt	
	36	IV	Ethics, Corporate Social Responsibility and Sustainability dimensions of International Business	The Social Responsibility of International	the social	Asking the short question Charts Diagram and	live example Discussion	case study case study	Lectures Lectures	PPT	apply the apply the	Appreciate Appreciate	<u> </u>	п	Assignme nt Assignme	
	38	IV	The Social Responsibility of the Global Firm	Negotiations Cross-Cultural	the International understanding of	Discussion Charts Diagram and	Discussion	case study	Lectures	PPT	apply the	Appreciate Appreciate	-	n	nt class	
	39	IV	International Negotiations and Cross-Cultural Communication International Negotiations and Cross-Cultural Communication	Communication Future of	the Cross-Cultura understanding of	Discussion Asking the short	Flipped Classroom	Current examples	Lectures	PPT	apply the	Appreciate	-	p	participati Notes	
	40	IV	Future of International Business and other emerging concepts	International emerging	the Future of	question updated news and	Discussion	case study	Lectures	PPT	apply the	Appreciate	<u> </u>		class participati	
	41	IV	Future of International Business and other emerging concepts	concepts in other emerging concepts -2	understanding of the other		live example	Student PPT	Lectures	PPT	apply the	Appreciate			Assignme nt	
	42	IV	Rivision	RevisionÂ	Students will be assessed on the	Asking the short question	Discussion	decision making skills	Lectures	videos	apply the	Appreciate		ш		
	44	IV	Rivision	Revision A Remedial Class	Students will be assessed on the Students will be	Asking the short question Doubt Clearing session	Discussion Discussion	decision making skills Student PPT	Lectures Lectures	videos	apply the	Appreciate	-	—	class	-
	45	IV	Rivision Previous Years Question Paper Discussion	Remedial Class	assessed on the Students will be	Asking the short	Discussion	Current examples	Lectures	PPT			-	p	participati class	
	1	1		Students	assessed on the Students should	question Charts Diagram and	Discussion	Student PPT	Lectures	PPT				P	participati Presentati on and	
				Presentation	present their-self	Discussion	1	1			1	l		. 10	11 and	

Suggested Readings: (Latest Editions)

L. Daniels John, Radebaugh Lee, Sullivan Daniel, Salwan P. Click R.W., International Business Environments and Operations, Pearson Education.

D. Charles, W.L.Hill International Business: Competing in the Global Markerplace, McGraw-Hill/Invin.

Luthars Fred & Doh Jonathan, International Management: Culture, Strategy, and Behavior, Mc McGraw-Hill Education.
Mile W. Peng, Deepak K. Svinstans, Global Business, Cenpage India
Michael R. Cinitota, Ilika A. Shinaten, Suraksha Gupta, International Business, Cambridge University Press
Covagli, S. T., Nighli, G., Riesenberger, J. K., International Business. The New Realities-Passion Education

Name of Faculty: 1 Credit (Theory)= 15 hrs. in a sem 1 Credit (Practical)= 30 hrs. in a sem

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE **COURSE PLAN** AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY. NEW DE ogramme Code: 039 MASTER OF BUSINESS ADMINISTRATION (MBA) 2022-23 Credits Course Code Course Name Type Managing E-Business Objective: Objecti ve: The course im ourse Outcome & Mapping, Course Articulation Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives. Berchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term scocietal welfare. ses at various levels of the with respect to resources efficient deployment and to achieve the set goals. Identify and recommend the information technology based interventions to achieve organizational goals Develop a lifebong learning approach manifested their attitude to learn, unlearn and in their pursuit of excellence in professional, personal and social life. strate an understanding of management principles and theories, and apply them context of organizational work practices oly analytical and critical thinking skills to e the dynamic business environment and identify entrepreneurial and business opportunities and risks. emonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving nse Apply ar analyze the Demons ancepts, in the c PO1 PΩ9 Understanding the concepts of electronic business and electronic commerce and related tools and techniques. 1 1 2 CO2 2 3 2 2 1 1 1 1 1 Understanding about latest innovation in field o соз 2 2 2 2 1 1 1 1 2 Electronic payment systems. Understanding of latest trends in electron mmerce and learning its ethical, societal, legal 3 3 2 3 2 2 1 Course Articulation (Average) S. No. Lecture No. Unit No Experiential Learning Problem Solving Methodologies ICT Tools & Mode of Mapping with CO (PPT Faculty+ (Links/ Articles/ CT Tool Introduction to e-business rresponding CO Outcome Student would and e -https://doc arning Material https://www Electronic Business, Electronic Commerce be able to learn abou DISCUSSION nt-1 Types of Electronic Commerce lectronic functions of w.vedantu. CO1,CO2 https://busi outube.com/v https://www. imitations and Barriers of E-commerce ness.adobe. CO3 ommerce use of outube.com/w Revision Electronic inderstand nttps://wv https://www. Electronic Commerce in India Brainstroming issues in understand th w.research https://ww outube.com/v https://www. Impact of Electronic Commerce on different Industries PPT w.techtarg CO1 https://res outube.com/v https://www. Electronic Commerce technologies pplication of DISCUSSION penefits of tudocu.com/r https://www. Isage and Application of Ele concept of understand .pearsoned https://wv outube.com/v https://www. technologies in Business Usage and Application of Electronic Con technologies in Business n e-business: about the learn tools for w.ijert.org/ CO1 https://dat PPT outube.com/v https://www. Security Issues in e-business DISCUSSION securing syster earn how to outube.com/v https://www. ecurity Overview outube.com/ https://www oncept of Revision Digital w.gartner.c https://link GROUP Encryption, Cryptography Signatures,Digi Doubt Session Securing DISCUSSION Public Key and Private Key Cryptography Electronic Tutorials .springer.co CO1 https://hbr. https://www. difference Learn about eorg/1993/0 https://nsc LIP CLASSROOM irewalls, OS, VPNs Securing Electronic commerce Netw Protocols Public Key commerce roup Duscussion polteksby.a https://ww HTTP, SSL Revision theLEARNING Learn the Filp Classroom w.techtarg CO2 https://ww outube.com/v nttps://www. concept of w.epcgroup CO2 Payment Concept of y Teachers outube.com/v https://www. irewalls, IDS, VPNs ncept of CO1,CO2 Public Key Infrastructure (PKI) for Security ubt Session derstand the DISCUSSION GROUP Electronic Payment System https://w https://www DISCUSSION w.intacinsa CO1,CO2 https://en. allets, oncept of earn the proes outube.com/v https://www. Extempore wikipedia.o CO1,CO2 https://site of payment Use and apply Concept of Electronic Payment System s.google.co CO1,CO2 arious of Inderstand the Types of Electronic Payment Systems Applications application of e filp classroom https://www Types of Electronic Payment Systems DISCUSSION w.ntaskma CO1,CO2 https://one & oncept of earn about outube.com/v https://www. .comodo.co CO1,CO2 https://in.c DISCUSSION usiness val arn about https://www. Credit & Debit Cards, Smart cards, RuPay cards roject risk DISCUSSION PPT BY oursera.org CO1,CO2 Electronic wallets, Payment Gateways STUDENTS GROUP DISCUSSION PPT BY oubt Session Infrastructure Issues in Electronic Payment Systems springer.co CO1,CO2 https://pag lobal system Electronic Fund Transfer ndels STUDENTS inas.fe.up.p outube.com/w https://www. outube.com/w https://www. E-Business Applications & Strategies Business & Revenue Models over Interne Business egal and mpact of Doubt Session inas.fe.up.p https://link utube.com/v .springer.co https://pag inas.fe.up.p https://link Ethical Issues DISCUSSION CO1.CO3 https://www. Emerging Trends in E-Business DISCUSSION GROUP oncept of inderstand the CO1.CO3 Digital Commerce concept of understand the .springer.c https://lin Mobile Commerce: Concepts, Benefits Revision oncept of nderstand th springer.co DISCUSSION oncept of inderstand th .springer.co https://link Emerging Trends in Mobile Apps Internet based Business Models oncept of inderstand th DISCUSSION .springer.co https://link

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42	IV	Legal and Ethical Issues of E-Commerce	Revision	understand the		https://link	CO1,CO3		
		Legar and Edited 133de3 of E commerce		concept of	DISCUSSION	.springer.co)		
43	IV	Rivision	Revision	understand the		https://link			
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44	IV	Rivision	Revision	understand the	GROUP	https://link	CO1,CO3		
		INVISION		concept of	DISCUSSION	.springer.co			
45	IV	Previous Years Question Paper Discussion	Revision	understand the		https://link			
		Previous rears Question Paper Discussion		concept of		.springer.co	,		
			Revision	understand the	GROUP	https://link	CO1,CO3		
				concept of	DISCUSSION	springer of	,		

Suggested Readings: (Latest editions)

- Dave Chaffey, E-Business and E-Commerce Management- Strategy, Implementation and Practice, Pearson Education.
- 2. Bharat Bhaskar, Electronic Commerce- Framework, Technologies and Applications, Tata McGraw Hill.
- 3. Efraim Turban, David King, Dennis Viehland, Jae Lee, Electronic Commerce A Managerial Perspective, Pearson Education.
- 4. Elias M. Awad, Electronic Commerce- From Vision to Fulfillment, PHI Learning.
- 5. Joseph, P.T. and S.J., E-Commerce -An Indian Perspective, PHI Learning.
- 6. Schneider Gary P. and Perry, James T, Electronic Commerce Strategy, Cengage Learning.

Name of Faculty:		1 Credit (Theory)= 15 Hrs. III a Selfi	1 Credit (Practical)= 50 IIIS. III a Seiii		
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TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE **COURSE PLAN** AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DEL MASTER OF BUSINESS ADMINISTRATION (MBA) 2022-23 Credits Core/Open Ele Course Outcome & Mapping, Course Articulation Prepare business strategies, develop concomitant functional and operations is strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives. Berchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate sodal responsibility and the imperitives of long-term societal welfare. Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources obilization and their efficient deployment and use to achieve the set goals. Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks. Develop a lifelong learning approach manifested in their attitude to learn, unlearn and releam and in their pursuit of excellence in professional, personal and social life. Demonstrate an understanding of management oncepts, principles and theories, and apply them in the context of organizational work practices Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving Demonstrate effective communication interpersonal skills as well as the ability to w with and lead tes organization mobilization and their PO4 PO5 01 Demonstrate an understanding of and appreciation for the characteristics of successful entrepreneurs and their role in economic development of a nation Analyze the industry and competitors of any firm and creatively write an effective business plan 3 3 2 2 2 3 Understand essential knowledge of how to start one's own business by assessing business 3 2 3 2 3 viability on various parameters including support from the government Identify key drivers of growth in a venture and termine how to strategize and run a start-up in 3 3 3 3 3 2 3 3 the long run\ Course Articulation (Average) Class Material (PPT Experiential Learning **Problem Solving** Mapping with CO Faculty+ Students Material (Links/ NEWS) Experiential Learning ICT Tools & E- Mapping with CO dditional ntroduction to Entrepreneurship Outcome Student would Learning volution t**o** Meaning,natur Types of Entrepreneurs & concept of meaning, nature unctions of discuss in detail: experience CO1 startup activities ntrepreneurs various functions vpes of students will Entrepreneurs able to state https://ww CO1 Economic, Non-Economic Factors intrepreneurs the Pros and importance of ebate outube.com CO1 https://www. Entrepreneurship and Economic Development hip in Indian entrepreneurship ill help them live cases urarticlelibra competencies navigate this actors to achieve its minor projects esearchgate CO1,CO2 Entrepreneurship and Economic Development https://www esearchgate.r Women Entrepreneurship economic growth remember social Factors Affecting ppt CO1,CO2 notes Rural Entrepreneurship actors ntrepren :01,CO2 hip Fronomic products and practical Developing successful Business Ideas Development results in higher student will help CO2,CO3 Recognizing Opportunities and Generating Ideas rogramme Peveloping CO2,CO3 in the rapid simulation students would design based on & ecognizing Opportunities and Generating Ideas thinking CO2,CO3 be able to understand the successful Recognizing Feasibility Analysis CO2,CO3 Developing an Effective Business Model ousiness Ideas, tip when thinking Feasibility state the reflective learning CO2,CO3 Developing an Effective Business Model udy meaning meaning nature eveloping an discuss the CO2,CO3 ndustry and Competitor Analysis thinking CO2,CO3 meaning,nature state the format ndustry and Competitor Analysis of good business discuss essential CO2,CO3 practice based httns://www ndustry and Competitor Analysis ousiness model ingredients for industry understand the ase study CO2,CO3 searcheate.n Writing a Business Plan result of industry industrial visit the analysis and outube.com CO2,CO3 Analysis ppt Writing a Business Plan evaluation of the increased :02,C03 Analysis Writing a Writing a Business Plan resentatio CO2.CO3 https://www. Moving from an Idea to an Entrepreneurial Firm CO3,CO4 an Idea to an problem is being Deals with simulation study sessing a New Venture's Financial Strength a Managing used by startups finance by to optimize their Resource activities startup activities 03,004 Viability Assessing a New Venture's Financial Strength a 03,CO4 Viability Assessing a New Venture's Financial Strength and undertaken by a Exposes existing Viability cordinator CO3,CO4 Building a New-Venture Team Venture Team team dynamics, Setting student provides CO3,CO4 case study dealing with financial crisis Getting Financing or Funding resources from remember short CO3,CO4 Financing or Short term Getting Financing or Funding capital Long term capital Role of Suppo term capital gain CO3,CO4 Role of Support Institutions in India effect of capital essential for CO3,CO4 https://www. Role of Support Institutions in India nstitutions in Indian economy Public and discuss the role CO3,CO4 discuss the role of pubic and explain the details central explain the ebate Managing and Growing an Entrepreneurial Firm CO3.CO4 Government State Inique Marketing Issues CO3,CO4 Government details state explain the reparing for and evaluating the Challenges of CO3,CO4 Growth Preparing for and evaluating the Challenges of N government details non discussion Frowing an should be entrepreneur https://www outube.com/ CO4 Strategies for Firm Growth presentatic debate CO4 Strategies for Firm Growth different

Marketing

	41	IV	Export Marketing	preparing	student will be	challenges faced by			ppt	CO4		role play	
			Export ivial keting	challenges of	able prepare to	startups							
	42	IV		Evaluating the	important for a			group	ppt	C04	ppt	observati	
				Challenges of	business owner			discussion				on,	
	43	IV	Rivision	Strategies for	improve your		case study		ppt	CO4		Assignme	
			NIVISION	Firm Growth	business							nt	
44	44	IV	Rivision	Revision	revision			individual	ppt	CO3,CO4	ppt	group	
				session				presentation				discussion	
45	45	IV	Previous Years Question Paper Discussion	Revision	revision			group	ppt	CO2,CO3		case	
				session				discussion				study	
				Revision of	revision of last			classroom	ppt	CO1,CO2,CO3&CO4		observati	
				previous	nrevious year			discussion				on.	

Suggested Readings: (Latest Editions)

1. Bruce R. Barringer & R. Duane Ireland. Entrepreneurship: Successfully launching new ventures. Pearson

2. Kuratko, D.F. & Hodgetts, R.M. Entrepreneurship: Theory, Process and Practice. Thomson Press

3. Charantimath, P. Entrepreneurship Development: Small Business Enterprises. Pearson

4. Ali J. Ahmed, Punita Bhatt & Iain Acton. Entrepreneurship in Developing and Emerging Economies. Sage

5. Robert D Hisrich & Michael P. Peters. Entrepreneurship. McGraw Hill

6. Rajeev Roy. Entrepreneurship. Oxford

Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		

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AS PER MBA SCHEME & SYI	LLABUS 2021-2022 O	NWARDS GURU GOBINE	SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.	COURSE	PLAN											
Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)		Session:	2022-23	L	3	T/P	0	Credits	3	1			
Course Code:	MS-209	Course Name:	Strategic Management			Туре:	Core						1			
		sure and making the stu	dents aware about the role of strategic management in	business enterpris	es and government	enterprises.				ı	1	ı				
Course Outcome & Mappin	ng, Course Articulation)		m a se	5 5 5 5 5 5 5 5 5	\$ 50 G H	8. ft ft %	r d .d	ns le	e. e.	D 는 v	ere.	-			
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organization al work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and dentify entrepreneurial and business opportunities and pusiness opportunities and pusiness opportunities.	Prepare business strategies, develop concomtant functional and operation alstrategies and implement them in an integrated manner to efficiently and effectively achieves the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at vivois levels of the organization with spect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demoistrate the ability to an alyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Penchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.				
				PO1	POZ	PO3	PO4	PO5	PO6	PO7	PO8	PO9				
		CO1	Understand the integrative model of strategic management process along with role of corporate governance in strategic management.	3	2	2	2	2	1	1	2	1				
		CO2	Demonstrate the knowledge in formulating strategies along with identifying the resource endowments specific to the firm & industry.	3	2	2	2	1	1	2	1	2				
		CO3	Implement a strategic plan that takes into account the functional areas of business along with procedures in order to achieve organizational goals.	2	3	2	2	1	2	3	2	1				
		CO4	Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business. industry, and cultural differences.	1	2	2	1	2	1	2	2	1				
S. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional	Experiential	Participative Learning		ICT Tools & E-	Mapping	Class Material	Additional	Mode of	ł			
				Outcome	Learning		Methodologies	Resources Utilization	with CO	(PPT Faculty+ Students)	Material (Links/ Journals/ Articles/ NEWS)	Assessment				
	1		Introduction to Strategic Management	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving	ICT Tools & E-	Mapping with CO	Class Material (PPT	Additional Material	Mode of Assessme	Reference	1	↓
	2	1	Definition of Strategic Management, Nature of Strategic Management	UNIT-I: Introduction to	Ability to define Strategic					CO1	https://www .youtube.co	https://youtu. be/da_fQKYlov		 Strate gic 		<u> </u>
	3		Dimensions of Strategic Management	Nature of Strategic	Understanding the nature of SM					CO1	https://www .youtube.co	https://youtu. be/QEILU7nRL		2. Strategi c		<u> </u>
	4	l	Need for Strategic Management	Dimensions of Strategic	Infer the dimensions of SM					CO2		https://youtu. be/s5CREIS2xfI		3. Strategic		
	5	1	Strategic Management - Process	Need for Strategic	Usage of Information,					CO1	https://www .youtube.co	https://youtu. be/PvrADsUAg		 Busine ss Policy 		
	6	l	Vision, Mission and Business Definition	Strategic Management –	List out SM process,					CO1; CO2	https://www .youtube.co	https://youtu. be/dM-q-		Strate gic		
	7	l	Models of Strategic Management: Mintzberg, Ansoff	Strategic Management –	Knowledge of Business subject					CO1; CO2				Busi ness		
	8	1	Porter, Prahalad and Gary Hammel	Models of Strategic	Application of models of SM in					CO2; CO3				7. Strategic		
	9	l	McKinsey's 7'S Framework: A Tool to Evaluate and Control an Organisation	Strategic	Application of models of SM in					CO3; CO4				8. Making Strategy:		
	10	l	McKinsey's 7'S Framework: A Tool to Evaluate and Control an Organisation	Strategic	Application of models of SM in					CO3; CO4				9. Strategic		
	11	II	Strategic Management in Global Environment	McKinsey's 7'S Framework: A	Application of model to					CO3; CO4		https://www.y outube.com/w				
	12	II	Need for Globalization, Different Types of International Companies	Management in	describe,					CO1; CO2		https://youtu. be/ypS55vN5y				
	13	II	Development of a Global Corporation, Complexity of Global Environment	Development of a Global	Formulate design and built global					CO2; CO3		https://youtu. be/JfINH5TPE7				
	14	II	International Culture, Implementing Global Strategies	International Culture,	Understanding International					CO2; CO3						
	15	II	Competitive Analysis: Competitor Analysis Framework	Competitive Analysis:	Classify, Analyze and infer complex					CO2; CO3						
	16	II	Rivalry Analysis, Competitive Dynamics, Competitive Rivalry	Industry Analysis:	Categorize and illustrate					CO3; CO4						
	17	II	Industry Analysis: Formulation of Strategy, Five Competitive Forces that Shape Strategy, PESTLE	PESTLE Analysis	Classify, identify, outline,					CO3; CO4		https://youtu. be/ystRwDUJL				
	18	II	Competition and Value, Technology Lifecycle, Industry Analysis in Practice	Competition and Value, Industry	Compare and Discriminate					CO3; CO4						
	19	II	Strategic Management Process: Purposes of Strategic Management Process, Steps involved in the Strategic	Strategic Management	Recognize subjectivity to					CO3; CO4						
	20	II	Strategy Formulation, Constraints and Strategic Choice, Strategy Implementation, Strategic Control	Steps involved in the Strategic	Evaluate, formulation phase					CO3; CO4						
	21	III	Formulating Corporate-Level Strategy	Strategy Implementation,	Evaluate, implementation					CO3; CO4						
	22	III	Balanced Score Card: A Balanced Approach	UNIT-III: Formulating	Describe, Demonstrate,					CO2; CO3						
	23	III	Growth/Expansion Strategy, Diversification Strategy,	Grand Strategies Strategic	Define. Describe, illustrate,					CO1; CO2; CO3			<u></u>	<u></u>	Щ	↓
	24	III	Turnaround Strategies, Combination Strategies	Diversification Strategy,	Define. Describe, illustrate, Define. Describe.					CO1; CO2; CO3			<u></u>	<u></u>	<u> </u>	<u> </u>
	25		Formulating Business Level Strategy: Porter's Competitive Strategies	Strategy,	illustrate, Design			1		CO1; CO2; CO3			<u> </u>	<u> </u>	—	↓
	26		Competitive Advantage, Competitive Advantage Factors	Turnaround Strategies, Formulating	Define. Describe, illustrate,			1		CO2; CO3; CO4			L	L	↓	↓
	27		How to Build or Acquire Competitive Advantage?	Business Level	Compose and Design Business Develop and					CO2; CO3; CO4		https://youtu. be/e3rat4aybC	<u> </u>	<u> </u>	↓	<u> </u>
	28		Acquiring Core Competence, Low Cost Strategies	Competitive Advantage,	Integrate					CO2; CO3; CO4		https://youtu. be/lx2ScPAh68	<u> </u>	<u> </u>	Ь—	<u> </u>
	29		Differentiation Strategies	How to Build or Acquire Acquiring Core	Compose , Generate Interaction					CO3; CO4		https://youtu. be/qcw2yR2v	<u> </u>	<u> </u>	↓	<u> </u>
	30		Focus Strategies Analysing Recourses and Canabilities, Easter, affection	Competence,	between different compare and					CO2; CO3		https://youtu. be/guKzHIzxRe	<u> </u>	<u> </u>	Ь—	<u> </u>
	31	III.	Analyzing Resources and Capabilities: Factors affecting the Internal Environment Resources and Capabilities as Sources of Profit	Strategies, Focus	discriminate					CO3; CO4		https://	<u> </u>	<u> </u>	↓	<u> </u>
	-	IV	Resources and Capabilities as Sources of Profit, Resources of the Firm Occapitational Capabilities Appraising Resources and	Analyzing	Classify and Identify the			1		CO3; CO4		https://youtu. be/VbipfOzFaX	L	L	↓	↓
	33	IV	Organizational Capabilities, Appraising Resources and Capabilities, Putting Resource and Capability Analysis	Capabilities as	Outline, Categorize and			1		CO2; CO3			<u> </u>	<u> </u>	↓	↓
	34 35 36	IV IV	Formulating functional level strategy: Putting Strategy into Action, Structural Design, Information and Control System, Human Resources Corporate Goals and Strategic Gap. Strategies	Firm, Putting Resource and Capability Formulating	Analyze and Develop and Modify Resource Built and Develop					CO2; CO3 CO2; CO3 CO3; CO4						
	37	IV	Managing Internal Organization for Strategy	Functional Level			1			CO3; CO4			-	-	+	+-
	38	IV	Implementation: Issues in Strategy Implementation, Strategy-Structure Relationship, Divisionalisation:	Design, Corporate Goals	for design of Identify the		-			CO3; CO4			-	-	 	+-
I	39	IV	Product and Geographic Forms	and Strategic Porter's Generic	relationship and Outline Diagram		-	-		CO3; CO4			\vdash	\vdash	+	+-
	1		Organisation	Strategies Managing	of Porter's Generate and			1		CO2; CO3					1	+-
	40	IV	Marketin Commitment on the Commitment of the Com		L	1	l	1	1	1	1	1	1	1	Ĥ	1
		IV	Matrix Organisation Structure, New Design Options	Internal	derive strategy Identify and Infer					CO3; CO4				<u> </u>	+	
	41		Factors Influencing Organisation Structure	Internal Issues in Strategy	Identify and Infer relationship Classify and					CO3; CO4 CO1; CO2						
		IV	Factors Influencing Organisation Structure Structure and Strategy Implementation	Internal Issues in	Identify and Infer relationship					CO1; CO2		https://youtu				
	41 42	IV IV	Factors Influencing Organisation Structure Structure and Strategy implementation Rivision	Internal Issues in Strategy Divisionalisation: Product and Project Organisation,	Identify and Infer relationship Classify and Identify the					CO1; CO2 CO2; CO3; CO4		https://youtu. be/iN6-				
	41 42 43	IV IV	Factors Influencing Organisation Structure Structure and Strategy Implementation	Internal Issues in Strategy Divisionalisation: Product and Project	Identify and Infer relationship Classify and Identify the Classify and Identify the Revision of previous topics a					CO1; CO2						

- ssted Readings (Latest Edition)

 Strategic Management Concepts: A Competitive Advantage Approach, Fred R. David, Pearson Education

 Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Thomas L Wheelen, J. David Hunger and Krish Rangarajan, Pearson Education,

 Strategic Management: An Integrated approach, Mill V.L. Charles & Jones R. Gareth

 Strategic Management: An Integrated approach, Mill V.L. Charles & Jones R. Gareth

 Strategic Management: The Indian Content, Schiokanas, Predicts Mall of India

 Business Strategy: Managing Uncertainty, Opportunity, and Entreprise, J.C.Splender, Oxford University Press

Name of Faculty: 1 Credit (Theory)= 15 hrs. in a sem 1 Credit (Practical)= 30 hrs. in a sem						
	Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		

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AC DED AND A COUPAGE O	CVI I ADUE 2021 2022	NAME OF STREET CORNER		E 'A' INS OURSE PI		Ē								
Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)		Session:	2022-23	L	2	T/P	0	Credits	2	_	
Course Code:	MS-211	Course Name:	Business Analytics			Type:	Skill Enhancement							
			pabilities and applications of business analytics for problem so	olving.										
Course Outcome & Mapp	ping, Course Articulati	on		8, 2, 8	2 2 3	5 5 5 S	s. es at	2 4 5	P 8	5 2 3	2 %	# p .	-	
				Demonstrate an undestanding of management concepts, principles and theories, and apply them in the context of principles and theories, and apply them in the context of principles and theories, and apply them in the context of principles.	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	O Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to demonstrate the ability to analyze management problems, to demonstrate and to apply a creative problem solving approach.	Identify and recommend the information technology based of interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, which conduct, corporate social responsibility and the imperatives of long-term socials welfan.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifetong learning approach manifested in their attitude to learn, unlearn and retearn and in their pursuit of excellence in professional, personal and sodal life.		
		CO1	Develop an understanding of business analytics and its			-					-		-	
		CO2	models for problem solving Learn data visualization and validation techniques for	3	2	1	2	3	3	2	3	3		
			effective data presentation and management	3	3	1	2	3	3	2	3	3		
		соз	Understand how to treat data for errors so as to analyse management problems correctly and create effective solutions	3	3	1	1	3	3	2	3	3		
		CO4	Be able to apply predictive analysis tools to solve organizational problems using a systematic and analytical decision-making approach	3	3	1	2	3	3	2	3	3		
S. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Material (Links/ Journals/ Articles/	Mode of Assessment		
	1	ı	Introduction to Business Analytics	Topic	Sessional Outcome		Problem Solving Methodologies	Participative Learning	ICT Tools &	Mapping with CO	NEWS) Class	Additional Material (Links/	Mode of Assessmen	Reference
	2	ı	Concept and Scope, Importance of data in Business	Introduction to Business	Student will	Sharing of past knowledge and	Wethodologies	actively involve the students in	electronic	CO 1	PPT PPT		/ Classroom Observati	
	3	ı	, Decision Models-Concept and Types	Concept and Scope,	Student will	Student is actively engaged		actively involve the students in	Adobe	CO 1	PPT	Class Notes / CCM	Quiz	
	4	ı	Analyst's role in the Business Analytics Model.	Decision Models-	Student will be able to	exchange of ideas and		actively involve the students in	electronic	CO 1	PPT	Class Notes / CCM	GD	
	5	II	Exploring Data and Data Visualization	Analyst's role in the	Student will	Sharing	Brainstorm Ideas	Didactic	web pages	CO 1	PPT	Class Notes / CCM	Assignmen t	https://for ms.gle/3v
	6	Ш	Exploring data using Pivot Tables	Exploring Data and	Student will	Taking initiative to involve		Approach students	PPT	CO 2	PPT	Class Notes / CCM	Test	
	7	II	Pivot Charts	Exploring Data and	Student will be able to	Taking initiative to involve		actively involve the students in	Electronic textbooks	CO 2	PPT	Class Notes / CCM	self- reflection	
	8	II .	Look-up functions	Exploring data using	Student will be able to	Engaging students	Apply MBO	Assignments (theoretical	software	CO 2	PPT	Class Notes / CCM	Quiz	
	9		Data Validation and what if analysis functions in spreadsheets for data visualization	Validation	Student will be able to	Case Study Applied research		actively involve the students in	Data: raw facts and	CO 2	PPT	Class Notes / CCM Class Notes /	Project	
	10	<u>"</u>	Introduction to Google Dashboards	Data Validation Introduction	be able to	project		Case studies Field visits and	PPT	CO 2	PPT PPT	ссм	GD GD	
	12	"	Power BI	to Google Introduction		Practical / Hands on Canstone	Brainstorm Ideas	excursions Presentation by	Acrobat	CO 2	PPT	Class Notes / CCM Class Notes /	Quiz	
	13	···	Data Preparation Treatment of Missing Values	to Google Data		projects	brainstorm rueas	a resource Didactic	books (e-	CO 2		CCM Class Notes /	Classroom	-
	14	···	Identification and management of Outliers	Preparation Treatment of	be able to	education		methods actively involve	PPT	CO 3	PPT	CCM Class Notes /	Observati	
	15	III	& erroneous data.	Missing Identification		relatable to Increases the		the students in	PPT	CO 3	PPT	CCM Class Notes /	self-	
	16	III	Data Warehousing: Need for a data warehouse	and Data	Student will	effectiveness of		Case studies Didactic	PPT	CO 3	PPT	CCM Class Notes /	reflection Quiz	
	17	III	ETL processes, Data Quality: Cause and Effect of Poor Data		Student will		Apply MBO	methods Problem-	electronic	CO 3		CCM Class Notes /	Assignmen	1
	18	II	Quality Alternative Ways of Storing Data, Master data management.	data Data Quality:	Student will	Field experience Interactive	 	solving actively involve		CO 3	PPT	CCM Class Notes /	t Project	-
	19	IV	Predictive Modelling and Analysis	Cause and Master data	be able to Student will	simulations Link theory to	Design :	the students in actively involve	1. Ex		PPT	CCM Class Notes /	Classroom	
	20	IV	Logic driven modelling	management Predictive Modelling	Student will	practice Case studies	Brainstorm Ideas	the students in actively involve	Adobe	CO 4	PPT	CCM Class Notes /	Observati Quiz	†
	21	IV	Strategies for building predictive models	Logic driven modelling	Student will be able to	Field experience		the students in Case studies		CO 4	PPT	CCM Class Notes / CCM	Quiz	
	22	IV	Data-driven modelling, Supervised learning	Strategies for building	Student will be able to	Industry/commu nity research		actively involve the students in	1	CO 4	PPT	Class Notes / CCM	self- reflection	
	23	IV	Regression-simple, multiple	Data-driven modelling	Student will be able to	Labs		actively involve the students in	Electronic	CO 4		Class Notes / CCM	Assignmen	
	24	IV	Logistic regression.	Supervised learning	Student will be able to	Involve students' engagement		Case studies	software	CO 4	PPT	Class Notes / CCM	Project	
	25	IV	Data Reduction Techniques	Regression- simple,	Student will be able to		Apply MBO	Participatory discussion	Data: raw facts and	CO 4	PPT	Class Notes / CCM	Classroom Observati	
	26	IV	Principal Component Analysis	Principal	Pata Reduction Student will	Case studies		Didactic methods		CO 4	PPT	Class Notes / CCM	Quiz	<u> </u>
	27	IV	Clustering Analysis: k-Nearest Neighbors	Principal Component		Internships	Apply MBO	Participation game discuss	electronic books (e- Adobe	CO 4	PPT	Class Notes / CCM	Test self-	ļ
	28	V	Clustering Analysis: k-Nearest Neighbors	Clustering Analysis K-Nearest	be able to Student will	Labs		communication actively involve	Acrobat	CO 4	PPT	Class Notes / CCM Class Notes /	reflection	<u> </u>
	30	v		Neighbors		Case studies	Brainstorm Ideas	the students in	PPT	CO 4	PPT	Class Notes / CCM	Assignmen t	<u> </u>
	31	v		Revision	<u> </u>	Kolb's model of	we are naturally	-			 		₩	<u> </u>
	32	v		Revision			capable to learn	-				-	1	-
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- Suggested Readings: (Latest Editions)

 1. Evans, J.R. Business Analytics. Pearson

 2. RN Prasad and Seema Acharya. Fundamentals of Business Analytics, Wiley, India.

 3. Purba Halady Rao. Business Analytics: An Application Focus, PHI.
- David Rol Hardoon and Gallt Shmuell. Getting Started with Business Analytics: Insightful Decision-Making, CRC Press, Taylor & Francis Group.
 Gert H.N. Laursen and Jesper Thorlund. Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Wiley.

Name of Faculty: 1 Credit (Theory)= 15 hrs. in a sem 1 Credit (Practical) = 30 hrs. in a sem	1	

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AS PER MBA SCHEME & SYLLAE	BUS 2021-2022 Of	NWARDS GURU GOBINE	D SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.	COURSE PL	AN							
Programme Code:	039 MS-263	Programme: Course Name:	MASTER OF BUSINESS ADMINISTRATION (MBA) MOOC/Open Elective*		-	Session: Type:	2022-23 Ability Enhancem	L	3	T/P Credits	0	—
Name of Faculty:				1 Credit (Theory)=	15 hrs. in a sem	Түрс.	1 Credit (Practica		em	Ucuns		1
Course Outcome & Mapping, C	ourse Articulation	n		+	0 TO W	4 D O E V	8 £ £ %	405	c e z	T 4' D 4i	D × 0	
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organization at work practices	Apply an alytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and fisks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilitation and their efficient deployment and use to achieve the set goals.	Demon problems to ap	Identify and recommend the information Identify and recommend the informat	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corpor ate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and Interpersonal skills as well as the ability to work with and lead teams	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.
		CO1	Enumerate, explain, compare and analyze the	PGI	P02	PU3	PO-4	POS	P00	PG,	PUo	PGS
		CO2	concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management. Identify and discuss the functions of management									
			i.e. planning, orgamzmg, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.									
		соз	Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.									
		CO4	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.									
S. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources	Mapping with CO		Additional Material	Mode of Assessment
				Outcome	Learning	Learning	Metrioug	Utilization	William	Students)	(Links/ Journals/ Articles/ NEWS)	A.C.
	2	I.	Introduction to Management: Meaning and Nature of Management,									
	4	1	Evolution of Management, Tasks and Responsibilities of a Professional		F	F			F	F	F	
	5		Manager, Management by Objectives,		 	 	+	H	-	H		
	7	I I	Case Study. Introduction to Management: Meaning and Nature of Management, Evolution of Management, Tasks and Responsibilities of a Professional Manager, Management by Objectives, Case Study.									
	8		Introduction to Management: Meaning and Nature of Management, Evolution of Management, Tasks and Responsibilities of a Professional Manager, Management by Objectives, Case Study.									
	9 10	II	Process of Management: Planning- Concept,			<u> </u>	 	<u> </u>		<u> </u>		1
F	11 12	II	Process and Techniques, Directing- Definition, Principles and Process,		F	F	Ŧ	F	F	F	F	F
	13	II	Controlling- Definition, Process and Techniques,									
	14 15	II II	Decision Making- Concept-I Decision Making- Concept-II				 					-
	16 17	II .	Importance and Models-I Importance and Models-II				 			ļ		1
	18 19	II	Case Study Fundamentals of Organizational Behaviour:									
	20	III	Organizational Behaviour -Nature and Scope,									
	22	III III	OB Models – merits and demerits, Personality- Concept and types,									
		III	Perception and Attitude, Learning – Concept and theories,		F	F		F	F	F	F	F
			Motivation – definition, importance Motivation – theories-I				=					
		III	Motivation – theories-II Managing stress at Work – concept and				#					
		"	techniques,									
	29 30	==	Organizational Structure – concept and types, Case Studies									
	31 32	III	Organizational Process and Structure: Organizational Design and Structure,			<u> </u>	 	<u> </u>	<u> </u>	l	<u> </u>	1
	33	III	Organizational Culture and Climate, Cross Cultural Organizational Behavior-I						—			-
	35	III IV	Cross Cultural Organizational Behavior-II Group and their Dynamics,		-		#			1	-	1
	37	IV	Work Teams: Group and their Dynamics-									
		IV IV	Concept and Types, Work Teams –									
	40 41	IV IV	Definition and importance, Stages of team Building and its behavioral				+					
		IV	dynamics, Leadership – Concept,				\pm					
	43	IV IV	dynamics, Leadership – Concept, Importance and Styles, Organizational Justice – Concept,									

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AC DED AND A COURAGE & COULAND	UC 2024 2022 ONIV	MADDE CURLI CORING	INGH INDRAPRASTHA UNIVERSITY, NEW DELHI.	COURSE F	PLAN							
Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)			Session:	2022-23	L	0	T/P	2	
Course Code: Name of Faculty:	MS-265	Course Name:	Business Analytics Lab	1 Credit (Theory)= 1	5 hrs in a sam	Type:	Skill Enhancement 1 Credit (Practical)=	30 hrs in a sem		Credits	1	
Objective: The course is aimed a	t enabling the stud	dents with hands-on exp	osure to the analytical tools and software to support	the management in	decision making.		2 Creat (Fractical)-	30 1113: 111 0 30111				
Course Outcome & Mapping, Co	urse Articulation			₩ C %	4 > n .:	*****	80 £ € .1	e 0 2	c a v	v = e :	D 4 .4	c c = .
				nonstrate an understanding of managemen s, principles and theories, and apply them is the context of organizational work practice	Appy analytical and critical thinking skills to an alyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant unctional and operational strategies and miperment them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark or ganizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.
				Demonstrate an und extanding of manageme concepts, principles and theories, and apply them the context of organization alwork practic	to an id id	ievel op con comitar igles and implemer her to efficiently an tional goals and th business objective.	ation reff set	nage t dat appr	form to ac onal	rk organizational and managerial practice the principles of good governance, ethic act, corporate social responsibility and the imperatives of long-term societal welfar.	munication an lity to work wil and lead team	ch manifested nd releam and ssional, person and social life.
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		<u> </u>		PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9
		CO1	Apply data visualization and validation techniques									
			for effective data presentation and management	3	3	2	2	3	3	1	0	2
		CO2	Apply data analysis tools to solve management			 		 	-			
			problems with data perspectives	2	3	3	3	3	3	1	1	2
		CO3	Apply predictive analysis tools to solve									
		1	organizational problems using a systematic and analytical decision-making approach	2	3	2	3	3	3	1	0	3
			Course Articulation (Average)									
S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources	Mapping with CO	Class Material (PPT Faculty+	Additional Material	Mode of Assessment
									CO			Assessment
					_	-		Utilization		Students)	(Links/	
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			IIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELH	COURSE F	PLAN												
Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA) Consumer Behavior		Session:	2022-23 Type:	L Discipline Specifi		T/P	0	Credits	3	1				
Objective: This course aims	at enabling studer	nts to understand the va	arious aspects of consumer behaviour, the external ar	nd internal factor	s that influence of	onsumer behaviour	and to apply this	understanding t	o the develo	pment of market	ing strategy.						
Course Outcome & Mapping	g, Course Articula	tion		nding of management heories, and apply them ional work practices	If thinkings kills to sess environ ment and nd business	s, develop concomitant is strategies and sgated manner to achieve the functional lectives.	nding of decision making of the organization with lization and their use to achieve the set	analyze management collect relevant data and m-solving approach.	the information tions to achieve	and managerial practices ood governance, ethical responsibility and the ocietal welfare.	effective communication and skills as well as the ability to work teams.	s approach manifested in learn and relearn and in in professional, personal					
				Demonstrate an understanding of management concepts, painciples and theories, and apply the in the context of organizational work practices	Appy analytical and critical thrikings kills to analyze the dynamic business environment and analyze the dynamic business environment and opportunities and sisks.	Prepare business strateges, develop concomitant functional and operational strateges and implement them in an integrated manner to efficiently and effectively, achieve the survivorsity goals and the business coloectives.	Permonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their felicient deployment and use to achieve the set go as.	Demonstrate the ability to analyze management problems, to dentify and collect referent data are to apply a creative problem-solving approach.	Midentify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corgonate social responsibility and the impossives of long-term societal welfare.	Demonstrate effective cor interpersonal skills as well with and lead teams.	Deve by a life long learning approach manifested in their attitude to learn, unleann and retearn and in their pursur of excellence in professional, personal and so challife.					
		CO1	Demonstrate an understanding of the importance of studying consumer behaviour and its relevance to decisions in marketing, public policy and social and economic spheres.	3	3	3	1	2	1	1	2	3					
		CO2	Demonstrate an understanding of the consumer decision-making process and the internal and external determinants that influence this process. Apply the various research tools and techniques to	3	3	2	2	3	1	2	2	3					
			gain insights into consumer behaviour.	3	3	2	1	3	2	1	1	3					
		CO4	Demonstrate the ability to develop creative marketing strategies and solutions based on an understanding of the consumer behaviour of the relevant target groups.	3	3	3	2	3	3	3	2	3					
S. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources	Mapping with CO	Class Material (PPT Faculty+	Additional Material	Mode of Assessment					
1	L1	1	Introduction to Consumer Behavior Scope and Relevance of Consumer Behaviour	S. No	Lecture No.	UNIT	Lecture Topic	Sessional Outcome	Experientia Learning	Problem Solving	Participative Learning	Mode of Delivery	ICT tools and	Mapping with	Class Material(Additiona I	Mode of Assessme
2	L2		Scope and Relevance of Consumer Behaviour Studies; Approaches to studying Consumer Consumer Journey Map: Problem Recognition.	1	L1.	1	Consumer Behavior: Approaches to	Understand the meaning. to analyse			Group Discussion-	Lecture	https://w ww.youtu	CO1,CO2, CO4	PPT	https://w ww.youtu https://w	Group Discussio Q & A
3	L3	1	Information Search Alternative Evaluation-Decision Rules- and	3	LZ.	1	consumer Approaches to	Annroaches to to analyse				Lecture	(Tecnia tv	CO1,CO3	PPT	ww.daily https://w	Session Q & A
4	L4	1	Purchase, Outlet Selection	4	L4.	1	consumer Consumer	Approaches to To learn about			Group	Lecture]https://w https://w	CO1,CO3	PPT	ww.youtu https://w	Session Group
5	L5 L6		Post Purchase Behavior and Customer Satisfaction Types of Buying Behaviour	5	L5.	1	Consumer	Consumer To learn about			discussion on Class Activity	Lecture	ww.youtu https://w ww.youtu	CO1,CO2	PPT	https://w ww.youtu	discussion Class Activity
7	L7		Role of Involvement	6	L6.	1	Journey Map: Consumer Journey Map:	Consumer To understandCo		Case Study- Adidas- Ahead	Visit	Lecture	https://w ww.youtu	CO1,CO2	PPT	https://w	Students solutions Q & A
8	L8	1	Models of Consumer Behavior	7	L7.	1	Post purchase Behavior and	To understand Post purchase				Lecture		CO1,CO2	PPT	ww.youtu	Session
9	L9	- 1	Understanding Online Consumer Behaviour	8	L8.	1	Types of Buying Rehavior	To analyse Busine				Lecture	Tecnia tv (https://w https://w	CO1,CO2. CO4 CO1,CO2.	PPT	https://w ww.youtu https://w	Q & A Session Q & A
10	L 10	- 1	Understanding Online Consumer Behaviour	10	L10.	1	Types of Buying Behavior Role of	To analyse types of To understand	orniect on			Lecture	ww.youtu	CO1,CO2.	PPT	ww.youtu	Session Q & A
- 11	L 11	-	Individual Determinants of Consumer Behaviour	11	L11.	1	Involvement Models of	the Role of To understand			Group	Lecture		CO4 CO1,CO2.	PPT	https://w	Session Group
12	L 12		Motivation Attention				Consumer Models of Consumer	Models of To understand Models of			Presentation	Lecture		CO4 CO1,CO2. CO4	PPT	ww.youtu	Presentati Q & A Session
13	L13		Recreption and Consumer Imagens	12	112	1	Understanding	To analyse			Group discussion on	Lecture	https://w	CO1,CO2, CO3.CO4	PPI		Group discussion
15	L 15		Learning and Memory	14	L14.	1	online consumer Understanding online consumer	Understanding To analyse Understanding			USC MICHOLIC	Lecture	https://w ww.youtu	CO1,CO2, CO3,CO4	PPT		Q & A Session
16	L 16		Learning and Memory	15	L15.	1	Revision Class	Cementing all the concepts				Tutorial					Q & A Session
17	L 17		Personality and Self Concept	16	L16.	2	Individual Determinants of	To understand Determinants To make			Group Presentation	Discussion		CO1,CO3	PPT	https://w ww.youtu http://ww	Group Presentati Q & A
18	L 18		Personality and Self Concept	17	L17.	2	Motivation	students know To make				Discussion	https://w	CO1,CO4	PPT	w.digimat	Session Q & A
19	L 19	-	Consumer Attitudes - Formation and Change	18	L18.	2	Attention Perception and	students To discuss				Discussion	ww.youtu https://w	CO1,CO4	PPT	-	Session Q & A
20	L 20 L 21		Consumer Attitudes - Formation and Change Consumer Values and Lifestyles	19	L19.	2	consumer Learning and	about To discuss			Group	Discussion	https://w	CO1,CO4	PPT		Session Group Presentati
22	L 22		Consumer Values and Lifestyles	21	L21.	2	Memory Personality and Self Concept Personality and	To assess role of personality			Presentation	Discussion	ww.youtu	CO1,CO4	PPT		Q&A
23	L 23	Ш	External Determinants of Consumer Behaviour	22	L22.	2	Personality and Self Concept	of personality To assess role of personality				Discussion		CO1,CO4	PPT		Session Q & A Session
24	L 24	Ш	Influence of Culture and Subculture	23	L23.	2	Consumer Attitudes: Consumer	To understand the factors for To understand		Case Study-	Group discussion on	Discussion		CO1,CO2	PPT		Group discussion
25	L 25	Ш	Social Class Reference Groups, Word of Mouth & Opinion	24	L24.	2	Attitudes: Consumer	the factors for	Mini	Campbell's		Discussion		CO1,CO2	PPT	<u> </u>	Students solutions class
26	L 26	III.	Leadership Reference Groups, Word of Mouth & Opinion	25	L25.	2	Values and	Consumer Cementing all	project on			Tutorial		CO1,CO2	PPT	 	discussion Q & A
27	L 27		Leadership Family Influences	26	L26.	2	Revision Class External Determinants of	the concepts To understand External			Group Presentation	Lecture	<u> </u>	CO1.CO3	рот	 	Session Group Presentati
29	L 28		Online Social Influences	28	L28.	3	External	To understand External To anlayse		Case Study- Hyundai's	nontarion .	Lecture		CO1,CO3	PPT	https://w ww.acade	Students solutions
30	L30		Online Social Influences	29	L29.	3	Determinants of Influence of Culture and	role of	Mini project on			Lecture	Tecnia tv(https://	CO1,CO3	PPT	https://w ww.youtu	class discussion
31	L 31	III	Social Media & eWom	30	L30.	3	Social Class Reference	To know about the To define the				Lecture		CO1,CO3	PPT	<u> </u>	Q&A Session Q&A
32	L 32	III.	Social Media & eWom	32	L31.	3	Reference Groups Word of Mouth	To define the role of To define the			Group	Lecture		CO1,CO3	PPT	<u> </u>	Session Group
33	L 33	IV	Consumer Behaviour -Related and Emerging Issues	33	L33.	3	and Oninion Family	Word of To analyse			Discussion	Lecture		CO1,CO3	PPT	 	Discussio Q & A
34	L 34	IV IV	Diffusion of Innovation Researching Consumer Behaviour	34	L34.	3	Online Social	Family To know			Debate-	Lecture		CO2,CO4	PPT	t	Session Debate
36	L 35	IV	Measuring Customer Satisfaction	35	L35.	3	Revision Class	Online Social Cementing all the concepts			umpact of	Tutorial			1.0		Q & A Session
37	L 37	IV	Consumer Behaviour and Public Policy	36	L36.	4	Emerging issues in consumer	To discuss Emerging			Group Presentation	Lecture		CO2,CO4	PPT		Presentati on
38	L 38	IV	Consumer Behaviour and Public Policy	37	L37.	4	Diffusion of	To know the				Lecture		CO2,CO4	PPT	http://i	Q & A Session
39	L 39	IV	Dark Side of Consumer Behaviour	35 39	L38.	4	Diffusion of Innovation Researching	To know the concept To understand		Netflix case		Lecture		CO2,CO4	PPT	https://w ww.digim	Q & A Session Students
40	L 40	IV	Dark Side of Consumer Behaviour	40	L40.	4	consumer Measuring	how to To discuss	Mini	study		Lecture	https://w	CO2,CO4	PPT	-	class
41	L 41	IV	Shaping Consumer Behaviour	41	L41.	4	customer Consumer	about how to To learn about	project on			Lecture	ww.youtu	CO2,CO4	PPT	-	discussion Q & A
42	L 42	IV IV	Shaping Consumer Behaviour Rivision	42	L42.	4	Behavior & Consumer	consumer To learn about				Lecture	https://w ww.youtu	CO1,CO4	PPT	t	Session Q & A Session
44	L 43	IV	Rivision	43	L43.	4	Behavior & Dark side of consumer	To understand Dark side of			Group Presentation	Lecture	w.youtu	CO1,CO4	PPT		Presentati on
45	L 45	IV	Previous Years Question Paper Discussion	44	L44.		Previous Year Ouestion Paper	Dark side of To prepare students for			veniranion			74,000			
				45	L45.		Previous Year Question Paper	To prepare students for									

Suggested Readin
[Latest diffices]

1. Schiffman, L.G., Witenbild, J. & Ramech Kumar S., Consumer Behaviour.

2. Howkins, D. Morber & Baugh, D. L. & Mocketyne A., Consumer Behaviour. Building Marketing Strategy, Mc Graw Hill Education

3. Solomon, Michael R., Consumer Behaviour. Baying, Israel Behaviour. Building Marketing Strategy, Mc Graw Hill Education

3. Solomon, Michael R., Consumer Behaviour. Baying, Sharing and Being Pearson Glosurdin, India.

4. Sharman, O., Behavi. J. R. & Mittal B., Consumer Behaviour. Behaviour. A south Asian Perspective, Cengage Learning India Pvs. Ltd., New Delhi.

5. Boltin, B. J., Harris, E.G. & Mchan, A., Consumer Behaviour. A south Asian Perspective, Cengage Learning India Pvs. Ltd., New Delhi.

6. Schlans, Johns, Illythe, Jim., Consumer Behaviour. Sage Publishing.

Name of Faculty:

1. Credit (Theory): 15 hrs. in a sem

1. Credit (Practical): 30 hrs. in a sem

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	039	ONWARDS GURU GOB Programme:	IND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI. MASTER OF BUSINESS ADMINISTRATION (MBA)		Session:	2022-23	L	3	T/P	0	Credits	3	İ	
Course Code: Objective: The course aims	MS-215 to impart the know	Course Name: wledge and skills needed	Sales and Distribution Management d to manage the sales force and distribution functions in a bu	usiness organizatio		Type:	Discipline Specific Elec						ĺ	
Course Outcome & Mappin	g, Course Articulat	ion		Obenovstate an understanding of management Concepts, principles and theories, and apply frem in the context of organizational work practices	Apply analytical and critical thinking skills to a rake the dynamic business environment and clentify entrepreneurial and business opportunities and risks.	ED Propare business strategies, develop concomitant functions and operations integrated manner to implement them in an integrated manner to efficiently and effectively, achieve the functional goals and the business of	Demonstrate an understanding of de dison making process, when the organization with respect to resource mobilisation and their deflicient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management or problems, to identify and collect relevant data and to apply a creative problem-solving approach.	G ldentify and recommend the information of technology based interventions to achieve organizational goals	Of Benchmark organizational and managerial practice state of good practice state of good good practice state of good good state of good good good state of good good good good good good good g	Demonstrate effective communication and Interpersonal skills as well as the ability to work with and lead teams.	Develop a lifetong leaming approach manifested in their attitude to learn, unlearn and refearn and in their pursuit of excellence in professional, personal and socialitie.		
		CO1	Understand personal selling process, types of sales organizations, and analyse the role of sales strategies, territory allocation, and sales forecasting in sales management.	3	2	2	3	3	3	2	2	3		
		CO2	Understand the process of sales staffing and sales force management in a sales organization.	3	3	2	2	3	2	2	2	2		
		CO3	Analyse the role of retailers and wholesalers in the distribution process, and understand the steps in channel creation and management.	3	3	3	3	3	3	1	2	2		
		CO4	Differentiate between logistics, distribution, supply chain management and understand process of efficient physical distribution.	3	3	3	3	3	3	2	1	3		
S. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning Sessional	Participative Learning Experiential Learning	Problem Solving Methodologies Problem Solving	ICT Tools & E- Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS) Class	Mode of Assessment	Mode of	Reference
1	L1 L2		Introduction to Sales Management	Topic Scope,	Outcome The student will		Methodologies	Learning	Resources PPT	CO 1,CO2,CO3,CO4	Material	Material (Links/ DISTRIBUTION	Assessme Assignme	Sales
3	L3	1	Scope, Importance and Evolution Marketing & Selling	Importance and Marketing & Selling	he able to Know The student will be able to	Case Study			PPT	CO 1,CO2,CO3,CO4		MANAGEMENT https://www.re searchgate.net/	nt	Managem Ingram, LaForge,
4	L4	1	Emerging trends in Sales Management	Emerging trends in Sales	The Student will be able to		CASE STUDY	Debate	PPT	CO 1, CO2		https://www.re searchgate.net/	MCQ	Thomson South =
5	L.S	1	Personal Selling Process and Approaches	Personal Selling Process and Sales	The student will be able to Student will be	Student PPT on Topic	Student PPT on Topic	Student PPT on	PPT Student PPT	CO 1,CO2,CO3	Student PPT	Student PPT on	https://w ww.youtu	
6	L 6	1	Personal Selling Process and Approaches	Organization Sales Strategies,	able to know Student will be	Student PP1 on Topic	Student PP1 on Topic	Tonic	on Tonic PPT	CO 1, CO3 CO 1,CO2,CO4	on Tonic	Tonic	PPT on	
7	L7	1	Sales Organization Structure	Sales Forecasting Sales Territory	able to Sales Student will be				PPT	CO 1,CO2,CO3				
9	L8	-	Sales Strategies, Sales Forecasting Sales Territory Design	Design Sales Force	able to Sales Student will be				PPT	CO 1,CO2				
10	L 10	i	SPLN Selling	Salesforce Job	able to know Student will be		QUIZ		Presentation	CO 1,CO2	Notes	SDM Notes		
11	L 11	п	Sales Force Management	Salesforce Recruitment	Student will be able to know	Presentation	CASE STUDY	Debate	PPT	CO1,CO2,CO3,CO4	file:///C:/Us ers/EDOFFIC	https://www.tu torialspoint.co	•http://p ariso.dres	
12	L 12	п	Salesforce Job Description	Selection & Socialisation Training Sales	Student will be able to Selection Student will be			Discussion	PPT	CO1,CO2			ļ	-
13	L 13	II	Salesforce Recruitment	Personnel Salestorce	able to Training Students will be			through	PPT	CO1,CO2,CO3			Class Test	-
14	L 14 L 15	1	Selection & Socialisation Training Sales Personnel	Motivation Salesforce Motivation &	able to know Student will be able to to know		QUIZ	Assignment	PPT	CO1,CO2,CO3 CO1,CO2,CO3			MCQ	-
16	L 16	"	Salesforce Motivation & Compensation	Sales Quotas and Contests	Student will be able to know		QUIZ	Assignment	PPT	CO1,CO2,CO3			MCQ	
17	L 17	II.	Salesforce Motivation & Compensation	Evaluating Sales Performance	Student will be able to know				PPT	CO1,CO2,CO3				
18	L 18	п	Sales Quotas and Contests	Salesforce Automation Distribution	able to know Student will be	Student PPT on Topic	Student PPT on Topic	Topic Topic	on Topic	CO1,CO2,CO3	on Topic	Student PPT on Topic	Student PPT on	 Bert, R. (2004).
19	L 19	п	Evaluating Sales Performance	Planning and Functions of	abl to Able to Student will be			Discussion	Presentation	CO1,CO2,CO3				Venugopa 3.
20	L 20 L 21	III	Salesforce Automation	Intermediaries Types and Role	able to know Student will be		CASE STUDY	through	PPT	CO1,CO2,CO3,CO4 CO3,CO4			•https://	Jobber, 4.
22	L 22		Distribution Planning and Control Functions of Intermediaries	of Channel Channel Design	able to Know Student will be able to Know	Presentation	CASE STUDY	Debate	PPT	C02,C03,C04			www.yout Class Test	5. Panda,
23	L 23	Ш	Functions of Intermediaries Types and Role of Channel Intermediaries in India for Consumer and Industrial Products	Channel Member Selection	Student will be able to the Student will be				PPT	CO2,CO3,CO4				
24	L 24	Ш	Channel Design	Evaluation of Managing	able to Student will be			Discussion	PPT	CO1,CO2,CO3,CO4			Assignme	
25	L 25	III	Channel Member Selection	Channel Relationships	able to Students will be	-	QUIZ	through	PPT	CO2,CO3,CO4	-		nt	-
26 27	L 26 L 27	III.	Motivation and Evaluation of Intermediaries Managing Channel Dynamics	and Channel Wholesale Structure	able to Know the Students will be able to know	 	 		PPT	CO1,CO2,CO3, CO3,CO4				
27	L 27		Managing Channel Dynamics Relationships and Channel Conflict	Structure Ethical and Legal Issues in Sales Ethical and Legal	Student will be able to know Student will be				PPT	CO1,CO2,CO3,CO4				
29	L 29		Relationships and Channel Conflict	Ethical and Legal Issues in Ethical Issues in	Student will be able to Know Student will be			Assignment	PPT	CO1,CO2,CO3,CO4			•https:// www.yout	
30	L 30	Ш	Wholesale and Retail Structure Ethical and Legal Issues in Sales and Distribution	Sales and	able to know Student will be	Presentation	CASE STUDY		PPT	CO1,CO2,CO3,CO4	file:///C:/Us		MCQ https://w	
31	L 31	III.	Management in Indian context Ethical and Legal Issues in Sales and Distribution	Retail Structure Distribution	able to know Student will be	 	-		Presentation PPT	CO1,CO2,CO3,CO4 CO3,CO4	ers/EDOFFI		ww.youtu	
32	L 32	III IV	Management in Indian context Distribution System and Logistics	System and Physical Distribution	able to Know Student will be				PPT	CO3,CO4,CO2				
34	L 34	IV	Distribution System and Logistics Physical Distribution System -Objectives and Decision Areas	Distribution Distribution System -	able to physical Student will be able to know				PPT	CO2,CO3,CO4				
35	L 35	IV	Customer Service Goals	Distribution System- Decision	Students will be able to know				PPT	CO2,CO3,CO4 CO3.CO2.CO1.CO4			Class Test	
36	L 36	IV	Logistics Planning	Customer Service Gnals Logistics Planning	Student will be able to know Student will be	-	1		PPT	CO3,CO2,CO1,CO4 CO1,CO2,CO3			-	-
37	L 37	IV	An overview of Transportation, Warehousing	An overview of	able to know Students will be				PPT	CO2,CO3,CO4				
38	L 38	IV IV	An overview of Transportation, Warehousing Packing, Fleet Routing & Loading, and Inventory Decisions	Transportation Warehousing	able to know Students will be able to	Student PPT on Topic	Student PPT on Topic	Student PPT on	Student PPT	CO1,CO2,CO3	Student PPT	Student PPT on	Student PPT on	Student PPT on
40	L 40	IV	Efficient Supply Chain Management (SCM)	Packing	Students will be			TVDIL.	PPT	CO1,CO2,CO3	OII TODIC	. Just		
41	L 41	IV	Bull-Whip effect, Sustainable Distribution Integration of Sales and Distribution Strategy; Case	Fleet Routing	Student will be able to	Presentation			PPT	CO4 CO4			$oxed{\Box}$	
42	L 42	IV	Studies	Fleet Routing & Loading Efficient Supply	Student will be able to Student will be	-	QUIZ		PPT	CO2,CO3,CO4			-	-
43	L 43	IV	Rivision	Chain Integration of	able to know Students will be	-		Assignment	PPT	CO1,CO2,CO3,CO4			•https://n	-
44	L 44 L 45	IV IV	Rivision Previous Years Question Paper Discussion	Sales Integration of	able to Know Students will be	 	 		PPT	CO1,CO2,CO3,CO4			ptel.ac.in/	"Sales Managem
			Terre agreement agreet Mitheldelini	Sales and Case Study	shie to Know Students will be able to get Students will be				Presentation	CO1,CO2,CO3,CO4				Managem Still, K.K., Cundiff, Pearson
				Case Study Problem Solving	able to Students will able		CASE STUDY	Debate	PPT	CO1,CO2,CO3,CO4			MCQ	Education
				Class Problem Solving Class	to clear their Students will able to clear their								MCQ	

Suggested Readings : (Latest Editions)

- Still, R. R., Cundiff. E. W., Govoni, N., Sales Management Decision Strategies & Cases. Pearson Education.
 Bart R. Marketing Changels & Management View Common Learning New Delbi
- Venugopal, P., Sales and Distribution Management: An Integrative Approach. SAGE Publications In
 Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K., Selling and Sales Management. Pearson UK.
- Joober, D., Lancaster, G., & Le Meunier-Hizhugh, K., Selling and Sales Management. Pearson U.S.
 Tanner, J., Honeycutt, E. D., & Erffmeyer, R. C., Sales Management. Pearson Higher Ed., Pearson U.S.
 Pandis T.Y. and Schader. S. Sales and Distribution Management. Oxford University Pears. Nav. Delhi
 Pandis T.Y. and Schader. S. Sales and Distribution Management. Oxford University Pears. Nav. Delhi

Name of Faculty: 1 Credit (Theory)= 15 hrs. in a sem 1 Credit (Practical)= 30 hrs. in a sem

			TECNIA INSTITU		ADVANC	ED STUDI	ES]
			GKA	COURSE									_
gramme Code:	039 MS-223	ONWARDS GURU GOBI Programme: Course Name:	ND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI. MASTER OF BUSINESS ADMINISTRATION (MBA) Financial Markets and Institutions		Session:	2022-23	L Discipline Specific	3	T/P	0	Credits	3	1
	dent a basic know	ledge of financial mark	ets and institutions and to familiarize them with major	financial services	in India.	Type:	Discipline Specific	Electives					1
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analytical and critical thinking skills to analyte the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to differently and effectively and integrated the more strategies and pass and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their referent deployment and use to achieve the set grabs.	Demonstrate the ability to an alyze management problems, to identify and collect relevant data and to apply a creative problems. Solving approach.	of identify and recommend the information technology based interventions to achieve organizational goals	Q Benchmark organizational and managerial practices against the principles of good governance, eitheal conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skill so well as the ability to work with and lead teams.	Obselop a lifelorg learning approach manifested in their attitude to learn, unlearn and re-learn and in their pursuit of excellence in professional, prersonal and social life.	pur april and a second state of
		CO1	The students will understand interrelationship of economic, commerce, financial markets and strategies for corporate decision making.	3	3	0	0	0	3	2	1	3	
		CO2	This course will help students develop understanding of foundations of financial markets and institutions.	3	3	0	0	0	3	3	3	3	
		соз	They will learn tools and techniques for analysing market behaviour, impact of regulatory policies on changing decision making of companies and will be able to make strategies for investment.	1	1	0	0	0	0	0	0	3	
		CO4	The course is especially useful for those learners who want to get employed in financial sector or start entrepreneurial ventures as financial service provider as investment consultants, advisors and the properties of the service o	2	2	0	2	3	0	0	3	2	
io.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	
1	L1	ı	Financial Markets	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving	ICT	Mapping with CO	Additional Material	Mode of Delivery	Mod
2	L 2	1	Financial system and its components	Financial system and its	Students will be able to		Discussion		ppt	co1		lecture	class
3	L3	ı	Functions; money market	functions; money market,	Student would be able to	graph				co1		lecture	quiz
4	L4	ı	Instruments, types, regulations, Role of central bank in money market Instruments, types, regulations, Role of central bank	regulations, Role of central Financial	understand the background and understsnd the		Discussion	current news	ppt	co1 co2	https://www.i mf.org/en/Ab	DISCUSSION PRESENTATIO	DISC
5	L5	1	in money market	system Types capital	desired Financial Developing the		Discussion		PDF from E	co1	https://study.	N lecture	oral
6	L6	ı	Capital markets, types	markets, types, capital	clarity in the Make the	chart			resource	co2	com/academy	GROUP	disc
7	L7		Products, reforms; primary market	markets, and primary market	student Clear the concept		Group discussion			co2		DISCUSSION Group	Q/A Gro
9	L8		Book building process Corporate debt market, financial markets and economic development	book building	of primary Make the		Discussion		ppt	co4		discussion Q/A	disc
10	L 10		SEBJ and recent reforms	process; financial	student Clear the	Research paper				co3	https://www.i	lecture	obs
11	L 11		SED and recent retorns	markets and SEBI and recent reforms.	concepts of make undertand the students		presentation by Groups		ppt	co3	mf.org/en/Ne https://www.s ebi.gov.in/sebi	presentation by students	obse
12	L 12		Banking sector in India, Role of RBI	revision	learn what is external Analysis		Groups		e resourse	co1	eorgov.m/seo	lecture	Q/A
13	L 13	П	Commercial banks, committees, functions of a bank	Banking sector in India, role of	Learn how Banking sector in		graph		PPT	co2		lecture	obsi
14	L 14	П	Products, assets and liabilities of banks	commercial banks,	the students rememberance		presentation		ppt	co3		lecture	quiz
15	L 15	п	Non-performing assets, growth and performance of Indian banking sector	assets and	Make the student understand Non-		GROUP DISCUSSION			co3		lecture	obsi n
16	L 16	П	Shadow banking, Fintech, digital currency	Non- performing shadow	performing To evaluate the		Discussion	current news	pdf	co4	https://www.i	lecture lecture	Q/A obs
17	L 17	П	CBDC, E-banking Payment banks, financial inclusion, role and scope	banking, digital	concepts of Understand them		Method Discussion		ppt	co2	nvestopedia.c	lecture	n
18	L 18	II	of payment banks Risks in banking- operational risk, credit risk,	currency, role and scope	about what is E Make them		Method		case Study	co3		lecture	qui
19	L 19	П	liquidity risk Risks in banking- operational risk, credit risk,	of payment risks in banking	understand Make them		class debate			co1		lecture	Q/A
20	L 20	ll ll	liquidity risk	operational risks in banking-	Aware about Make them				ppt students	co1		Discussion	clas
21	L 21	П	Financial stability, monetary policy	operational monetary	Aware about expain them		Discussion		ppt	co1		Discussion	n
22	L 22 L 23	II	Recent trends in banking sector Financial Institutions	policy, recent Non-banking financial	about name of studen will be able to			presentation		co3		lecture	n
23	L 23	111	Non-banking financial companies (NBFCs)	Mutual Funds, instruments.	understand the background and	excel sheet graph			ppt	co3		lecture	OJ/A obs
25	L 25		Development Financial Institutions (DFIs)	Life and non- life insurance	understsnd the desired qualities	Stubii	Group discussion		ppt	co1		lecture	0/4
26	L 26	III	Mutual Funds, instruments, growth and performance of mutual funds	IRDA and recent reforms	Make the student				Ms word table	co3		lecture	obs n
27	L 27	III	Mutual Funds, instruments, growth and performance of mutual funds	Ministry of Corporate	Make the student		Oral Report		Lecture	co3	https://service s.india.gov.in/	lecture	Q/A
28	L 28	Ш	Life and non-life insurance companies in India	Pension Fund Regulatory	Clear the concept of Pension Fund Make the			Doubt Class	Lecture	co2	https://www. pfrda.org.in/	lecture	clas
29	L 29	III	IRDA and recent reforms	Development Authority;	student		class debate		Flip classes	co2		lecture lecture	Q/A
30	L 30	Ш	Ministry of Corporate Affairs Pension Fund Regulatory and Development	revision Financial	make undertand			Doubt Class Student	Lecture		https://financ	lecture	qui
31	L 31	III	Authority Housing finance.	Services: Merchant	the students learn what is		Presentation	interaction Revision class	Lecture Lecture	co3	ialservices.gov	lecture	Q/A
32	L 32	III		banking, Venture capital	merchant Learn how		Presentation		Flip Class	co4		Flip Classes	Q/A obs
33	L 33	IV IV	Financial Services Morchant banking	and private Factoring;	Venture capital Student would be	Case Discussion			Video	co4		lecture	n
35	L 34	IV	Merchant banking Venture capital and private equity	Credit rating agencies	able to Make the student		Discussion		Lecture Discussion	co3	https://www. bajajfinserv.in	lecture	qui:
36	L 36	IV	Factoring	Underwriting	understand about	graph			Discussion	co1	Jujuji ii i set v.in	lecture	clas
37	L 37	IV	Credit rating agencies	Portfolio management	understand the imp of Portfolio			Revision class	Lecture	co2		lecture	Q/I
38	L 38	IV	Underwriting	Project financing	Understand them about project		Discussion		Discussion	co4	https://www.i nvestopedia.c	Discussion	obs n
39	L 39	IV	Portfolio management	Stock brokerage	Make them understand	Case Study		Canada and	Case Study	co4	hanner //	lecture	Q/s
40	L 40	IV	Project financing	Project financing	Understand them about project Inform them		Presentation	Student interaction	Lecture Lecture	co3	https://www.i nvestopedia.c	lecture	ob:
41	L 41	IV	Stock brokerage services	leasing Hire-purchase	about name of Inform them	Case Discussion	resentation		Video	co1		Corporate	Q/i
	L 42	IV	Leasing and Hire-purchase; Recent developments	Recent	about name of update about		Discussion		Lecture Discussion	co4		Discussion Group	Q// obs
42													
42	L 43	IV	Rivision	developments revision	financial		Presentation		Discussion			Discussion Discussion	n
42	L 43 L 44 L 45	IV IV	Rivision Rivision Previous Years Question Paper Discussion	developments	financial		Presentation Presentation		Discussion Discussion			Discussion	Q// obs

- Suggested Readings: (Latest Editions)

 1. Mishkin, F. S., & Eakins, S. Financial Markets and Institutions. Pearson Education.

 2. Bharti Pathak. Indian Financial System. Pearson Education.
- Bhasin, N. Financial Institutions & Financial Markets in India: Functioning & Reforms. New Century Publications.
 Fabozzi, F. J. Bond Markets Analysis and Strategies. Pearson Education.
 Khan, M. Y. Indian Financial System. McGraw Hill Education.
 Krithnamurt, C. Wergers, Acquisition and Corporate Restructuring Sage Publications

Name of Faculty: 1 Credit (Theory) = 15 hrs in a sem 1 Credit (Practical) = 30 hrs in a sem			
	Name of Faculty:	1 Credit (Practical)= 30 hrs. in a sem	

TECNIA INSTITUTE OF ADVANCED STUDIES **GRADE 'A' INSTITUTE** COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI. Programme: MASTER OF BUSINESS ADMINISTRATION [MBA] COURSE Code: MS-225 Course Name: Investment Analysis & Portfolio Management to Objective: The aim of the course is to acquaint the students with the concepts of investments and portfolio management. It | Session: 2022-23 L 3 | Type: Discipline Specific Electives tical orientation toward the principles of investment, pricing and value T/P lation. The co ent-related decisions based on the trade-off between risk and return. Course Outcome & Mapping, Course Articulation Demonstrate the ability to analyze man agement problems, to identify and collect relevant data and to apply a creative problem-sloking approach. an understanding of decision making processes atvorganization with respect to resources mobilization teplopyment and use to achieve the set goals. Prepare business strategies, develop concomitant functional an operational strategies and implement them in an integrated ma efficiently and effectively achieve the functional goals and the objectives. Demonstrate ar levels of the or, their efficient d 0 2 1 0 0 1 Apply the acquired knowledge of the security market for valuation of both equity and fixed income securities under goal-based investmen Inderstand the concept and importance of ortfolio management and develop skills for instruction, evaluation and revision of portfolio 3 0 0 0 0 0 0 0 3 2 2 1 2 Course Articulation (Average) L1 Introduction to Investment Environment L 2 oncept Nature and Scope, Features of Investme Investment – Investment – be able to L 3 ap, Penny stocks ablet based rocess venues of be able to apply Student will be L 5 Investment Environment Investment Risks-Types-Systematic and able to Student will be nvestment nvestment and storming Case Stud Student will be able to Student will be able to d Student will be L 6 Unsystematic Risk ise udy L7 Concept of Beta, Risk-Return Tradeoff Techniques of Risk Measurement- Variance and types of risk able to Risk Return Trade Student will be off able to arrive at Expected Return Student will be Student will be L8 Standard Deviation Techniques of Risk Measurement- Variance and rough cture Word File L 9 ecture L 10 ovariance and Coefficient of Determination able to Student will be Problems Numerical tablet based Digital pen, pe student will be kpected return – able to calculatr isk and Return Student will be halysis of able to calculate bvariance and Student will be 11 L 11 aluation of Bonds and Valuation of Equity Problems L 12 aluation of Bonds and Valuation of Equity L 13 cture able to calculate roblems cept & significance of economic anal L 14 П ndustry analysis eaning able to Student will be ecture L 15 ntroduction, need for industry analysis Alternative classification of industry, industry life imary market able to ocess of IPO and Student will be xample olved CO1 L 16 Lecture ycle analysis rough PO /ideo on stock onomic factors & industry analysis impany analysis - nature and style of 17 L 17 п Lecture L 18 analysis - meaning able to -conomic analysis | Student will be report Online Annual meaning and able to L 19 Lecture Key role of financial analysis, ratio analysis Technical Analysis: line chart, bar chart, points Financial Statement L 20 ecasting and ecture L 21 aluating Industry able to mpany Analysis The student will Numerical ow Theory, Elliott wave theory L 22 Forecasting be able to chnical Analysis The student will 23 L 23 ш ortfolio Management ecture L 24 Meaning and Process, Modern Portfolio Theory Efficient Frontier, Efficient Frontier and Investor's invergence able to apply The student will ecture MCQ L 25 Lecture Utility Indifference Curve of an Investor, Equilibrium of ar L 26 ш ecture L 27 Ш Single Index Model, Capital Market Theory utorial 27 able to apply The student will tablet based Digital pen, pen L 28 Capital Asset Pricing Model Tutorial apply technical The student wil L 29 ultifactor Models of Risk and Return ecture Ш Arbitrage Pricing Theory, French and Fama Model L 30 eversal patterns, understand /ideo on Technical ecture aswer Treynor's portfolio performance evaluation, Portfolio performance evaluation- Sharpe's and L 31 ш Digital pen, per L 32 Treynor's portfolio performance evaluation, Ш 33 L 33 ortfolio Alpha L 34 ortfolio revision-Active and passive strategies understand The student will ecture Capital Market Efficiency L 35 36 L 36 IV Efficient Market Hypothesis Return analysis – able to apply The student wi L 37 orms of Market Efficiency Lecture Forms of Market Efficiency L 38 L 39 IV leasurement of Efficiency of the Financial Market asurement of Efficiency of the Financial Marke valuation – Trevnor's Index able to apply Student will be Problems omalies and Diversion from Efficiency L 41 able to apply rtfolio Revision The student wil 42 L 42 IV Behavioral Biases L 43 able to The student will understand Student will be able to apply aswer utorial L 44

Revision excercises able to recall

Tutorial tablet based CO4

L 45

Previous Years Question Paper Discussion

- Suggested Readings: (Latest Editions)

 1. Chandra: Prasanna, Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delbi.

 2. Fischer, D.E. & Jordon, R.J. Security Analysis and Investment Management, Pearson Education.

 3. Reilly, F. & Brown, K., Investment Analysis and Portfolio Management. Cengage Learning.

 4. Rustagl. R. P., Investment Analysis and Portfolio Management, Sultan Chand & Sons.

 5. Bahlal, V.C., Investment Management: Security Analysis and Portfolio Management, Schand& Sons.

 6. Ranganatham, Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education.

Name of Faculty (Thospile 15 hrs. in a com. 1 Credit (Proctically 20 hrs. in a com.						
	Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sen	1 Credit (Practical)= 30 hrs. in a sem		

1			TECNIA INSTI	TUTE O	F ADVA	NCED STUD	IES						1			
				RADE 'A	' INSTIT											
AS PER MBA SCHEME & SYLLA	BUS 2021-2022 ONWA	RDS GURU GOBIND SIN	GH INDRAPRASTHA UNIVERSITY, NEW DELHI.	COUR	SE PLAN								1			
Programme Code: Course Code:	MS-229		MASTER OF BUSINESS ADMINISTRATION (MBA) Management of Training, Learning and Development		Session:	2022-23 Type:	L Discipline Specific Elect	3 ives	T/P	0	Credits	3	1			
Objective: The course gives an Course Outcome & Mapping, C		eed and benefits of con	tinuous learning through training & development of employ	ees in an organ	ization		ı	ı	ı .		1	1	-			
					phs, principles and theorie	he dynamic business envir	cesses at various levels of	ems, to identify and collec	assed interventions to ach	asin st the principles of go	ral skills as well as the abi	er atttude to learn, unlea				
					racte an un decs aroung, qr management conc.	nalytical and critical thinkings skills to analytic to the control of the control	od Bujetu u opiopo ja o Bujoras seojun u e atez	do of management problems of Aligne and area	and recommend the information technology	ak oranizalorul and manaerial roadioe a	wate effective communication and interperson	a lifelong learning approach manifested in th				
					Sellon	Apply as	Demons	Demons	dentify	6	Demons	Develop a				
		CO1	Understand the key concepts of learning and training and	PO1	PO2 3	PO3 3	PO4 3	POS 2	PO6 2	PO7 1	PO8 2	PO9 3				
		CO2	Learn to conduct effective needs assessment and develop	3	3	3	3	3	3	1	3	3	1			
		CO3	Design the training programmes to address the needs ide	en 3	2	3	3	3	3	1	3	3	1			
		CO4	Evaluate the training program; verify its validity and achie	ev 3	2	3	3	3	2	1	1	3	1			
			Course Articulation (Average)										4			
S. No.	Lecture No.	Unit No.	Topic	Sessional Out	co Experiential I	ea Participative Learning	Problem Solving Metho	ICT Tools & E-Re	Mapping wit	Class Material (PPT Fac	Additional M	Mode of Assessme	nt Icher	Additional	Mode of	
1	L1 L2		The context for Training and Development	11		Topic 1 Introduction to	Sessional Outcome define and describe the	Experiential	Problem	Participative Learning	https://www.	Mapping with CO	PPT	Additional https://w		References
3	L2 L3		development Key components of learning	L2		1 Nature, Importance and		Case Study 1	Cou		https://www.	CO1	PPT	inchas)/in	Case Stooy	Linpoyee
4	L4	i	The forces influencing working, learning and training	L3		1 Training Challenges	Explain about the					CO1,CO2	PPT, PPT			
5	L5	Ĭ.	The forces influencing working, learning and training	L4		1 key components of	Develop the required new			Class activity 2	https://www.	CO1	PPT, PPT			
6	L 6	1	learning practices	L5		1 Forces influencing	Demonstrate the forces apply their knowledge or					CO1, CO2	PPT	https://w	Classroom	
7 8	L.7		Strategic training - introduction and concept	17		1 concept of learning and 1 concept of development	apply their knowledge or apply their knowledge or			Extempore Extempore	https://www.	CO1	PPT, PPT	Research	Classroom	
9	L8 L9		Strategic training and development process Strategic training and development process	L8		1 Learning and				Individual Presentation					Classroom	
10	L 10	i	Models of organizing the training department				understand about the					CO1,CO2	PPT, PPT			
11	L 11			L9		1 Role of training in the	apply the skills they need			Individual Presentation	https://www.	CO1,CO2	PPT, PPT		Classroom	
12		1	Models of organizing the training department	L10		1 Role of training in the 1 Systematic approach to	apply the skills they need explain and apply the			Individual Presentation Discussion in classroom	https://www. https://www.	CO1,CO2 CO1,CO2,CO3				
	L 12	I II	Models of organizing the training department Training and Learning	L11		1 Role of training in the 1 Systematic approach to 1 learning practices	apply the skills they need explain and apply the Understand the how to		Quiz	Individual Presentation		CO1,CO2 CO1,CO2,CO3 CO1,CO2,CO3	PPT, PPT PPT		Assignmen	
13	L 13	п	Models of organizing the training department Training and Learning Need assessment-concept, importance and methods	L11 L12		Role of training in the Systematic approach to learning practices Strategic training —	apply the skills they need explain and apply the		Quiz	Individual Presentation Discussion in classroom		CO1,CO2 CO1,CO2,CO3		https://w	Assignmen	
13 14	L 13 L 14	11	Models of organizing the training department Training and Learning Need assessment-concept, importance and methods Need assessment-concept, importance and methods	L11		1 Role of training in the 1 Systematic approach to 1 learning practices	apply the skills they need explain and apply the Understand the how to Understand the basic Understand the		Quiz	Individual Presentation Discussion in classroom		CO1,CO2 CO1,CO2,CO3 CO1,CO2,CO3	PPT, PPT PPT	https://w	Assignmen	
13 14 15 16	L 13 L 14 L 15 L 16		Models of organizing the training department Training and Learning Need assessment-concept, importance and methods	L11 L12 L13 L14		1 Role of training in the 1 Systematic approach to 1 learning practices 1 Strategic training = 1 strategic training and 1 models of organizing the 1 Training: Need	apply the skills they need explain and apply the Understand the how to Understand the basic Understand the Describe and interpret identify and Demostrate	Case Study 2,	Quiz Quiz on	Individual Presentation Discussion in classroom Discussion in classroom		CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3	PPT, PPT PPT PPT PPT	https://w	Assignmen	
13 14 15 16 17	L 13 L 14 L 15 L 16 L 17	H H H	Models of organizing the training department Training and earning Need assessment-concept, importance and methods. Need assessment-concept, importance and methods Competency models Learning theories	L11 L12 L13 L14 L15		1 Role of training in the 1 Systematic approach to 1 Rearning practices 1 Strategic training — 1 Strategic training and 1 models of organizing the 1 Training: Need 2 Types of Need Analyses	apply the skills they need explain and apply the Understand the how to Understand the basic Understand the Describe and interpret identify and Demostrate Discuss and analyse the	Case Study 2,		Individual Presentation Discussion in classroom Discussion in classroom Individual Presentation		CO1,CO2 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3 CO1,CO2,CO3	PPT, PPT PPT PPT PPT PPT PPT, PPT PPT, PPT PPT, PPT		Assignmen	Employee
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 Ran, P.L. Erisching Human Capital through Training & development. Excel Books.

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Name of Faculty:	Dr. Sheenu Arora		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical) = 30 hrs. in a sem		

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urse Outcome & Mapp	ping, Course Articular	ilon		Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and dientify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and functional and operational strategies and functional and integrated manner to efficiently and effectively, achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resource mobilisation and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	g te d	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporat social responsibility and the imperatives of long term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.	
		CO1	Gain a familiarity with the basic concepts. terminology and technology of digitalization and	PO1 3	PO2 2	PO3 1	PO4 1	PO5 1	PO6 0	P07 1	PO8 0	PO9 1	
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		cos	facing agencies to implementing e- government initiatives. Be able to apply basic business case and	2	2	1	1	1	1	2	1	1	
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1	L 1	ı	Introduction to Digitalization	Contents Introduction	Outcome understand	Methodologies	Learning	Learning Demonstratio	https://ww	CO CO1	Assessment	PPT by	Material s https://w
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7	L 7	1	Secure IT Services Understanding IT Infrastructure, Reliable and	Digitalization Application of	many types	Brainstorming			,		Group		ww.youtu
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13	L 13	11	and Service delivery Managing a networked Organization	I Issues in Organizationa I Issues in	about the Understand the basic	Brainstorming			youtube	CO1			ww.youtu https://w ww.youtu
15	L 15	II.	Managing a networked Organization	Digitalization and Cloud	Understand about Excel	Brainstorming			,				
16	L 16	П	Organizational Issues in Managing and Controlling IT function Organizational Issues in Managing and Controlling	Scope and Implementati Scope and	Understand DBMS Understand	Demonstration		Webinar	Youtube	CO1,CO2	Group Discussion		https://w ww.youtu
17	L 17	II	IT function Organizational Issues in Managing and Controlling	Implementati E-	about the Define				Youtube The	CO1,CO2			https://w
18	L 18	II	IT function	Governance:	Intergirty				Internet	CO1,CO3	Group		ww.youtu
19	L 19 L 20	"	Digitalization and Cloud Computing Digitalization and Cloud Computing	REVISION E- Governance:	use of SQL Commands			Debate	PPT	CO1,CO3	Discussion Debate	PPT	https://w ww.youtu
21	L 21	"	Scope and Implementation	Understandin g the		Tutoring			youtube	CO1,CO3	Debate	PPT	https://w ww.youtu
22	L 22	Ш	E-Governance: Meaning of E-governance	Understandin g the	demonstrate the concept	Tutoring			PPT	CO1		PPT by students	https://w ww.youtu
23	L 23	Ш	Understanding the Evolution of e-Governance in the Indian and Global Context Understanding the Evolution of e-Governance in	Benefits of e- governance;	demonstrate the types of	Tutoring					Viva-Vose	PPT by	https://w
24	L 24	III	the Indian and Global Context	REVISION Benefits of e-	Understand	Presentation by		Webinar	PPT	CO1,CO2	(CIA)	Students PPT	ww.youtu https://w
25	L 25	III	Benefits of e-governance	governance; Benefits of e-	the concept Understand	Teachers	Grpup		Youtube	CO1		PPT	ww.youtu https://w
26	L 26		Developing a strategic perspective on Egovernance Models of e-governance	governance; E-governance Infrastructure	th concept of Explain the Different		Discussion Grpup Discussion		youtube	CO1,CO2			ww.youtu
28	L 28	III	E-governance action plan	REVISION					youtube	CO1,CO3		PPT	https://w ww.youtu
29	L 29	III	National e-Governance Plan (NeGP) E-governance Infrastructure Data Centres, State	E-governance Infrastructure Data Centres.	concept of				Youtbe	CO1,CO2		PPT by Students	https://w ww.youtu
30	L 30	III	wide area networks (SWAN)	State wide Data Centres,	networking		Grpup		Youtbe	CO1,CO2		PPT by	https://w ww.youtu https://w
31	L 31	III	National Service Delivery Gateways (NSDG)	State wide REVISION	the Basic		Discussion		Youtbe	CO1,CO2		Students	ww.youtu
32	L 32	III IV	Common Service Centres Life Cycle of an e-Government Project	National Service	Understand the Concept		Grpup Discussion	Group Discussion	Youtbe	CO1,CO2	Group Discussion	PPT	https://w ww.youtu
34	L 34	IV	Critical Success Factors in implementing eGovernance	National Service	Use of Creating Web		Grpup Discussion	v-acusal0f1	https://ww w.research	CO1,CO2	- acusal011	PPT by Students	,
35	L 35	IV	Public Private Partnership for e-Governance Project	National Service	Describe the concempt of	Brainstorming			https://iee explore.iee	CO1,CO2		PPT	
36	L 36	IV	Managing a e- Governance project Change Management and Capacity Building for e-	REVISION Life Cycle of	Explain the		Group		https://ww	CO1,CO2		PPT	https://cit
37	L 37	IV	Governance	an e- Critical	concept of Define the		Discussion		w.voutube. The	CO1,CO2		PPT	eseerx.ist.
38	L 38	IV	Information Security Management	Success Critical	concept Describe the				Internet The	CO1,CO4		PPT	
39 40	L 39	IV IV	Technology architecture for e-Governance Enterprise Applications and Open Source for e- Governance	Success Public Private Partnership	concept Discuss the security				Internet				
41	L 41	IV	Regulatory framework fore-Governance (IT Act)	Change Management	Explain the concept of			Webinar	E-Books	CO1,CO4	Group Discussion	PPT	https://w ww.13str
41	_			Technology	Understand		Group		E-Books	CO1,CO4		PPT	
42	L 42	IV	Regulatory framework fore-Governance (IT Act)		the concept		Discussion						
	L 42	IV IV	Regulatory framework fore-Governance (IT Act) Rivision	architecture Enterprise Applications Enterprise	the concept Understand and use of Understand		Discussion		E-Books	CO1,CO4		PPT	

Suggested Readings: (Latest Editions)

Lynda M. Applegate, Robert D. Austin, Deborah L. Soule, Corporate Information Strategy and Management, Mc GrawHill Education.
 Vinod Kumar T.M., E-governance for Smart Cities, Springer.

S. Pankaj, Electronic Governance, APH Publishing.
 Obl.T, E-governance: A Global Perspective on a new Paradigm, 105 Press.
 Nanditha Das, E-governance and Social Inclusion: Concepts and Cases, IGI Global Press.
 Thomas Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, Rosetta books.

Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		ı l

Programme Code: 039 Course Code: MS-241	41 Contact to understand	gramme: gramme: a how databases can be how database	INCH MORPHASTHAL UNIVERSITY, NEW DELIK. MASTER OF GUSSINGS AGMINISTRATION (MIAL) Database Management Systems be used to store along parisation's information. To understand the different forms of Database, its purpose, advantages and disabvuntages and compare different database models. To understand the different forms of Database, its purpose, advantages and disabvuntages.	3	Session:		Discipline Specific	Electives eather	dentify and recomment the information technology based dentify and recomment the informational goals	Chrimario organiza fonnal and managed sia parátecis against principies of geode governance, ethical conduct, porate accia responsibility and the imperative of long-missions law fare.	nonstrate effective communication and interpersonal six as well as the ability to work with and lead teams.	Develop a likeling kanning approach manifested in their attriade to karn, unkarn and releam and in their pursuit of excellence in professional, personal and social life.			
Course Code: M6-241 Objective: This course will help students Course Outcome & Mapping, Course Art	41 Cord Cord Cord Cord Cord Cord Cord Cord	uran Name: d how databases can	Database Management Systems be used to store arroganization's information. To understand the different forms of Database, its purpose, adventages and disabenedages and disabenedages. To implement SQL for creation, modify and display.	Opmonstrate an understanding of management concept, principles and theories, and apply them in the context of organizations work practices	Apply analytical and critical thinking skills to analyze the of namic business environment and dentify entrepreneurial and business opportunities and risks.	Туре:	Discipline Specific	Electives	based	gains t long-	-	ining approach manifested in their sin and relearn and in their pursuit of nal, personal and social life.			
Course Outcome & Mapping, Course Art	co	91	Toundestand the different forms of Database, its purpose, adventages and disadventages and compare different database models. To implement SQL for creation, modelly and display	PO1		re business strategies, develop concombant functional are adional strategies and implement them in an sted manner to efficiently, and effectively achieve the insligan's and the business objectives.	n understanding of decision making numbers of the organization with respect oblikation and their efficient deployment and the set goals.	ability to analyze management problems, liect relev ant data and to apply a creative pproach.	mend the information technology based nieve organizational goals	onal and manager ial practices against governance, ethical conduct, raibility and the imperatives of long-	communication and interpersonal lity to work with and lead teams.	ining approach manifested in their km and releam and in their pursuit of nal, personal and social life.			
	co	02	To understand the different forms of Database, its purpose, advantages and disadvantages and compare different database models. To implement SQL for creation, modify and display	PO1		re business strategies, develop concombant functional acceptant strategies and implement them in an ted manner to efficiently and effectively achieve the insligate and the business objectives.	n understanding of decision making minous levels of the organization with respect bollisation and their efficient deployment and the set goals.	ability to analyze management problems, liectrelevant data and to apply a creative pproach.	mend the information technology based nieve organizational goals	onal and managerial practices against governance, ethical conduct, rsibility and the imperatives of long-	communication and interpersonal lity to work with and lead teams.	ning approach manifested in their snn and releam and in their pursuit of nal, personal and social life.			
5. No. Lecture	co	02	purpose, advantages and disadvantages andcompare different database models. To implement SQL for creation, modify and display		. —					bod Benchmark organization the principles of good good good good google social resporterm societal welfare.	80d Sells as well as the ability	Develop a lifelong learn attitude to learn, unlea excellence in profession			
5. No. Lecture	со		To implement SQL for creation, modify and display		1	2	2	3	3	1	2	2			
5. No. Lecture	со	93	data from DBMS	1	2	2	2	3	3	2	2	2			
5. No. Lecture			Understand the basic concept of ER Models, design issues and key constraints, also Reduction of E-R	1	2	2	2	3	3	2	2	2			
i.No. Lecture			Schema to Tables.	-	-	•	•	,	,	•	-	-	1		
Lecture	со	94	To impart knowledge about Oracle, its structure and PL/SQL commands, cursors, triggers procedure and functions.	1	1	2	2	3	3	2	2	2			
5. No. Lecture			To impart knowledge about the Structure of Relational Database, Normalization, Functional Dependencies, and their application, and learn database transaction, concurrency control and methods to manage data integrity. Course Articulation (Average)	1	1	2	2	3	3	2	2	2			
	ire No. Un	nit No.	Topic	Sessional Outcome	Experiential Learning	Learning	Methodologies	Resources Utilization	with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment			
	L1	1	Introduction to DBMS	Lecture Contents Introduction to	Lecture Outcome Students are	Problem Solving Methodologies	Participative Learning Group Discussion	Experiential Learning	ICT Tools E-article:	Mapping with / Corresponding CO1	Mode of Assessment Assignment 1	Class Material PPT	Additiona Material https://w	Reference s https://d	Class Taken on
2	L2	1	Purpose, Advantages and Disadvantages of DBMS, Sc	Introduction to DBMS: Purpose. Schemas and	Students are able to students are				https://ww	CO1	-congnment 1	PPT	https://w ww.csie.n https://w	ocs.pytho	
3	L3	1	DBMS Architecture , Data Independence, Data abstra	Schemas and Instances, DBMS Data	students are familier with understand	Ramovie a	Group Discussion		https://link			PPT	ww.csie.n		—
4	L4	1	Data models - Hierarchical, Network, Relational	Independence, REVISION	understand concept of Data	Removing redundancy			E-article: https://ww	CO1			https://w ww.csie.n		—
5	L5	1	Object-Oriented and Object Relational	Data models –	use of Data		C D'	Demonstration	E-article:	CO1		PPT	https://w		<u> </u>
6	L6		Data dictionary, metadata, RDBMS, Codd's rules. (06	Hierarchical.	Models		Group Discussion		https://ww				ww.csie.n		<u> </u>
7	L7	II.	ER-Model: Basic concepts, Types of attributes	Object-Oriented and Object	concept of	Use of K-Map		Demonstration	E-article https://ww	CO1		PPT	https://w ww.csie.n		<u> </u>
8	L8	п	Design Issues, Mapping Constraints, Keys	Data dictionary, metadata,	understand the use of codds	Use of K-Map	Group Discussion		E- article: https://ww	CO1		PPT	https://w ww.csie.n		ь—
9	L9	п	E-R Diagram : Design of an ER Database Schema, Redu	REVISION	understand the			Demonstration		CO1			https://w	https://py	ь—
10 i	L 10	п	Background, Basic Structure, Set Operations, Aggreg-	Data dictionary, metadata.	use of codds	Use of K-Map			https://ww			PPT	ww.csie.n	thon-	⊢—
11 I	L 11	II.	Derived Relations, Views, Joined Relations, Domain C	ER-Model: Basic concepts, Types	understand the concept of ER	Use of K-Map		Demonstration	E-article: https://ww	CO1		PPI	https://w i ww.csie.n	https://py thon-	<u> </u>
12 i	L 12	Ш		Design Issues, Mapping Reduction of E-	Understand the concept of understand the			Demonstration	E-article: https://ww E-article:	CO1		PPT	https://w ww.csie.n https://w		⊢—
13 L	L 13	п	Translate and Decode Function	R Schema to	concept of E-R		Group Discussion		https://ww	CO1		rr.	ww.csie.n		⊢—
14 L	L 14	Ш	Modification of Database, Data manipulation.	REVISION Reduction of E-	Understand the				E-article:			PPT	https://w		—
15 I	L 15	III	Oracle	R Schema to Set Operations,	concept Understand the		Group Discussion	Demonstration	https://ww E-article:	CO2	Assignment 2	PPT	ww.csie.n https://w		—
16 L	L 16	II.	Basic Architecture	Aggregate Derived	concept Understand the	Use of IC 74X151		Demonstration	https://sgin E-article:	CO2		PPT	ww.csie.n https://w		—
17 L	L 17	п	Introduction to PL/SQL	Relations,	concept	Use of IC 74X154	Group Discussion	Demonstration		CO2		rr.	ww.csie.n		⊢—
18 i	L 18	II.	Conditional, Logic, Loops	REVISION Domain	Understand the				E -article:			DDT	https://w		—
19 L	L 19	Ш	Exceptional Handling, Triggers	Constraints,	concept Understand the	Use of IC 74X138	Group Discussion	Demonstration Demonstratio	https://ww E-article:	CO2		PPT	https://w ww.csie.n https://w		
20 L	L 20	Ш	Exceptional Handling, Triggers	Function, Date Translate and	concept Understand the	Use of IC 74X148		n	https://ww E - article:	CO2		PPT	https://w ww.csie.n https://w		
21 L	L 21	Ш	Procedures, Functions, Cursor	Decode Decode	concept		Group Discussion		https://ww	CO2		111	https://w ww.csie.n		
22 1	L 22	Ш	Procedures, Functions, Cursor	REVISION Oracle: Basic	Understand the	Use of Excitaion			E-article:			PPT	https://w		ı —
	L 23	IV	Structure of Relational Databases	Architecture Oracle: Basic	concept Understand the	Tables Use of Excitaion		Demonstration	https://ww E-article:	CO2		Notes	ww.csie.n https://w		—
24 L	L 24	IV	Relational Algebra, Functional Dependencies	Architecture Introduction to	concept Understand the	Tables	Group Discussion			CO2			ww.csie.n		_
	L 25	IV	, , , , , , , , , , , , , , , , , , , ,	PL/SQL Introduction to	concept Understand the				E-article :			PPT	https://w	https://py	l
	L 26	IV	Join Dependencies and Fifth Normal Form	PL/SQL (Conditional,	concept Understand the	Brainstorming		Demonstration	https://ww E-article :	CO3	Assignment 3	PPT	ww.geekt https://w	thon-	·
	L 27	IV	Transaction: ACID Properties, Transaction State, Con-	Logic, Loops, (Conditional,	concept Understand the		Group Discussion		https://ww E-article:	CO3		PPT	ww.geekt https://w	-	
28 L	L 28	IV	Locks, Deadlock Condition, Two- Phase Locking Proto	(Conditional,	concept		Group Discussion	Demonstration	https://ww	CO3		1	ww.geekt	=	
20				Logic, Loops, Exceptional Handling,	Understand the concept according to										1
	L 29	III	Rivision	Procedures,	Understand the concept according to				E-article: https://ww w.tutorials point.com/ what-are- instruction- codes-and- operands- in- computer- architectur			PPT			
30 L	L 30	III	Previous Years Question Paper Discussion	Cursor).	topic	Brainstorming			e	CO3	-	PPT	\vdash		
31 L	L31	ш		Procedures, Functions, Cursor). Structure of Relational Databases:	Understand the concept according to topic Understand the concept according to topic		Group Discussion Group Discussion		https://ww w.javatpoin t.com/instr	CO3 CO3		PPT	https://w ww.geekt onight.co m/compu ter- organizati on-and- architectu re-notes/		
32 L	L 32	Ш		Structure - *	Inderston 4 st		Studer*		uction- cycle	CO3			$\vdash \vdash$		—
				Structure of Relational Databases:	Understand the concept according to topic		Student Presentation		E-article: https://ww w.geeksfor geeks.org/i ntroductio n-of-	CO3					
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35	L 35	Ш							instruction/				re-notes/	dules
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				and BCNF,	according to topic	1	l	1	w.tutorials point.com/		1	1		
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36	L 36	IV		Normal forms	Understand the	Intel-8255 IC	Craus Direct	-	modes E-article:	CO4	-	DOT		
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37	L 37	IV		<u> </u>								L	re-notes/	modules/
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38	L 38	IV							e			1	re-notes/	kage
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39	L 39	IV		1	1	1	l	1	n		1	1		
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	L 40	IV		and Fifth	concept according to	Intel-8237 IC		Demonstration	https://blo g.devgeniu s.io/indexin g-vs-slicing- in-python-	CO4		PPT	ww.geekt onight.co m/compu ter-	
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41				and Fifth Normal Form.	concept according to topic	Intel-8237 IC		Demonstration	https://blo g.devgeniu s.io/indexin g-vs-slicing- in-python- de01cd99c	CO4		PPT	ww.geekt onight.co m/compu ter- organizati on-and- architectu re-notes/	
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- Suggested Readings: (Latest Editions)

 1. Silberschatz, A, Korth H and Sudarshan S, Database System Concepts, McGraw-HillEducation.

 2. Elmsari R. and Navathe S , Fundamentals of Database Systems, 6/e, Pearson Education.

 2. Koch, G. & Loney, K, Oracle, The complete reference. McGraw-Hill Education.

 3. Bipin C. Deasi, Introduction to Database Management System, Galgotha Publication.

 4. Sngh, Shin Kumar, Database Systems: Concepts, Design and Applications, 7/e, Pearson Education.

 5. Rob. Peter, Data base system concepts, 1/e, Cengage Learning India Pvt. Ltd.

Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		

			TECNIA INSTITU	TE OF A	DVANC	ED STUDI	ES					
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AS PER MBA SCHEME & S	YLLABUS 2021-2022 OF	NWARDS GURU GOBIN	D SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.	COURSE F	LAN							
Programme Code: Course Code:	039 MS-243	Programme: Course Name:	MASTER OF BUSINESS ADMINISTRATION (MBA) Database Management Systems Lab			Session: Type:	2022-23 Discipline Specific	L Electives	3	T/P Credits	3	
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Course Outcome & Mapp	ing, Course Articulatio	n	I concepts of management, its processes and behavio	oral dynamics in	organizations.							
				Demonstrate an understanding of managemen concepts, principles and theories, and apply them in the context of organizational work practices.	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and fishs	Prepare business strategies, develop concomitan functional and operational strategies and implement them in an integrated manner tre efficiently and effectively achieve the functiona goals and the business objectives	Demonstrate an un derstanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and manageria practices against the principles of good governance ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.
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		CO2	Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management. Identify and discuss the functions of	PO1	PO2	PO3	PO4	POS	PO6	P07	PO8	PO9
			management i.e. planning, orgamzng, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.									
		CO3	Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.									
		CO4	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.									
S. No.	Lecture No.	Unit No.	Course Articulation (Average)	Sessional	Experiential	Participative	Problem Solving	ICT Tools & E-		Class Material	Additional	Mode of
5. NO.	Lecture No.	Unit No.	Topic	Outcome	Learning	Learning	Methodologies	Resources Utilization	Mapping with CO	(PPT Faculty+ Students)	Material (Links/ Journals/ Articles/ NEWS)	Assessment
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	3		Evolution of Management,									
	4		Tasks and Responsibilities of a Professional Manager,									
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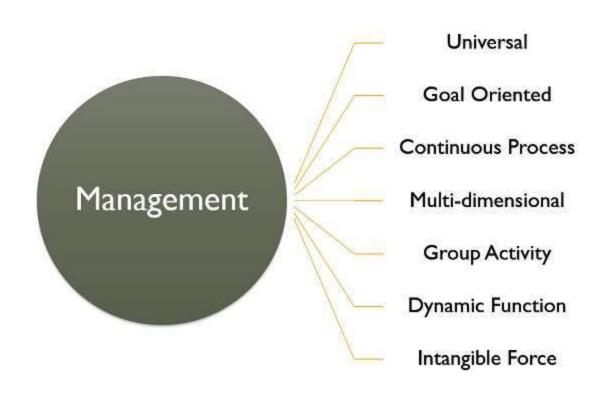
Contents UNIT-1

- Meaning
- Features
- Importance
- Process
- Levels of Management
- Evolution of Management Thoughts
- MBO

MEANING

- Management is an art of knowing what to do when to do and see that it is done in the best and cheapest way -FW Taylor
- Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals- Harold Koontz
- It is concerned with optimally using 5M's, i.e. men, machine, material, money and methods and, this is possible only when there proper direction, coordination and integration of the processes and activities, to achieve the desired results

Nature/Features



- Universal: All the organizations, whether it is profitmaking or not, they require management, for managing their activities. Hence it is universal in nature.
- Goal-Oriented: Every organization is set up with a predetermined objective and management helps in reaching those goals timely, and smoothly.
- Continuous Process: It is an ongoing process which tends to persist as long as the organization exists. It is required in every sphere of the organization whether it is production, human resource, finance or marketing.

- Multi-dimensional: Management is not confined to the administration of people only, but it also manages work, processes and operations, which makes it a multi-disciplinary activity.
- **Group activity**: An organization consists of various members who have different needs, expectations and beliefs. Every person joins the organization with a different motive, but after becoming a part of the organization they work for achieving the same goal. It requires supervision, teamwork and coordination, and in this way, management comes into the picture.

- Dynamic function: An organization exists in a business environment that has various factors like social, political, legal, technological and economic. A slight change in any of these factors will affect the organization's growth and performance. So, to overcome these changes management formulates strategies and implements them.
- Intangible force: Management can neither be seen nor touched but one can feel its existence, in the way the organization functions.



Importance

- Accomplishment of Group Goals
- Sound organization structure
- Meets the challenge of change
- Optimum utilization of Resources
- To face cut throat competition
- Provides a sense of focus and direction
- To reduce workload and get things done

Process

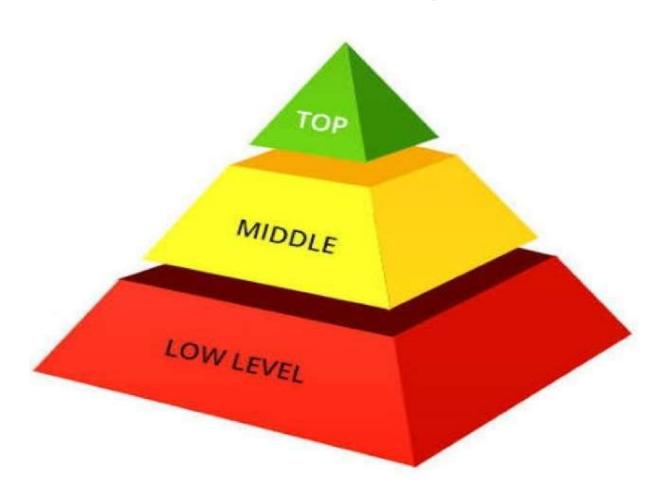
- Planning
- Organizing
- Leading
- Controlling



Levels of Management

- line of demarcation between various managerial positions in an organization
- determines a chain of command, the amount of authority & status enjoyed by any managerial position
- The number of levels in management increases when the size of the business and work force increases and vice versa

Levels of Management



Top Level of Management

- Top management lays down the objectives and broad policies of the enterprise
- It issues necessary instructions for preparation of department budgets, procedures, schedules etc
- It prepares strategic plans & policies for the enterprise
- It appoints the executive for middle level i.e. departmental managers
- It controls & coordinates the activities of all the departments
- It is also responsible for maintaining a contact with the outside world
- It provides guidance and direction

Middle Level of Management

- They execute the plans of the organization in accordance with the policies and directives of the top management.
- They participate in employment & training of lower level management.
- They interpret and explain policies from top level management to lower level.
- They are responsible for coordinating the activities within the division or department.
- It also sends important reports and other important data to top level management.
- They evaluate performance of junior managers.
- They are also responsible for inspiring lower level managers towards better performance.

Lower Level of Management

- Assigning of jobs and tasks to various workers.
- They guide and instruct workers for day to day activities.
- They are also entrusted with the responsibility of maintaining good relation in the organization.
- They communicate workers problems, suggestions, and recommendatory appeals etc to the higher level and higher level goals and objectives to the workers.
- They help to solve the grievances of the workers.

Lower Level of Management

- They supervise & guide the sub-ordinates.
- They arrange necessary materials, machines, tools etc for getting the things done.
- They prepare periodical reports about the performance of the workers.
- They ensure discipline in the enterprise.
- They motivate workers.

EVOLUTION OF MANAGEMENT THOUGHT

The father of evolution of Management Thoughts is JOHN MINER. **Evolution of Management Thoughts** is also known as Organisational Theories

Classical Approach (1890-1930)

•Scientific Management

•Administrative Management

BureaucracyManagement

Behavioral Approach (Neo-Classical) (1930- 1960)

Human Relations or Hawthorne Experiment

Behavioral Science

Modern Management
Approach
(1960- till)

Quantitative approach

System Approach

Contingency Approach

Evolution of Management Thoughts

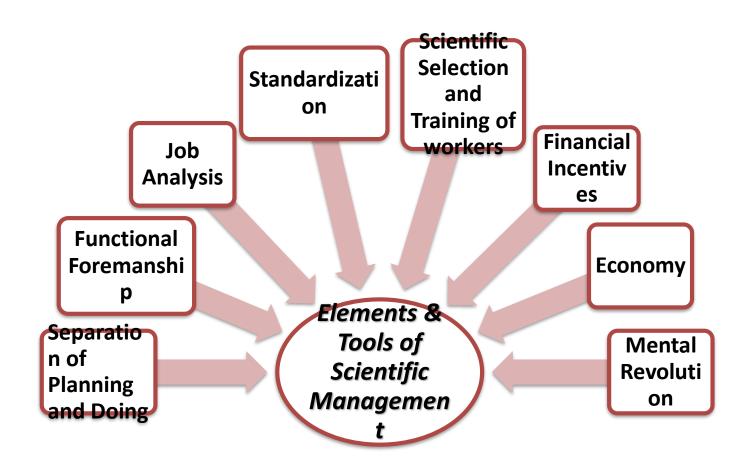
Approach	Year	Theories	Introduced by	Sub Theories (Year)
	1890 -	Scientific Management	Frederick Winslow Taylor	1909
Classical Approach	1930	Administrative Management	Henry Fayol	1930's
		Bureaucracy Management	Max Weber	1900
Behavioral Approach (Neo-Classical)	1930- 1960	Human Relations or Hawthorne Experiment	Elton Mayo	
		Quantitative approach	Churchman	
Modern Management	1960- till	System Approach	Bernand	
Approach		Contingency Approach	J.W. Lorsch and P.R. Lawrence	1970's

CLASSICAL THEORY

The classical approach (1890-1930) is the earliest thought of management .The classical approach was associated with the ways to manage work and organizations more efficiently. According to Urwich, the classical approach is also known as Engineering approach. The classical approach are categorized into three groups namely, scientific management, administrative management, and bureaucratic management.

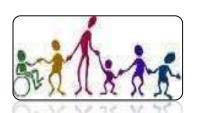
SCIENTIFIC MANAGEMENT THEORY

- ➤ This concept was introduced by Frederick Winslow Taylor in USA in the beginning of 20th century. It was concerned essentially with improving the operational efficiency at the shop floor level.
- ➤ "Scientific mgt is concerned with knowing exactly what you want men to do & then see they do it in the best and cheapest way"
- Taylor has put the emphasis on solving managerial problems in a scientific way so he is called as father of scientific mgt and his contribution as the principles of scientific mgt. He carried out experiments about how to increase the efficiency of the people.





Replacing rule of thumb with science



Differential piece rate system

Harmony in Group Action

Principles of Scientific Management

Pevelopment workers

Co-operation







CRITICAL ANALYSIS

- ❖ There were many of the followers of Taylor who took aggressive mechanical view of production & sideline human aspect at the work place. This created aggressive attitude among workers.
- ❖ The work used to be performed under close & strict supervision based on authoritarian approach. Workers are not allowed to raise their voice even for genuine grievances.
- ❖ There was lack of standardization of work & whatever standards used to be set by the management, the workers had to follow strictly. Such standard often used to be raised production norm without taking into consideration the factors affecting such a norm.
- ❖ The most crucial elements which was under contention was the differential piece rate system. The workers, even the efficient ones, & their unions, opposed this system on the plea that it was a new method of exploiting workers by the industrialist.

ADMINISTRATIVE MANAGEMENT

- Henry fayol is known as the father of modern Management.
- He was popular industrialist and victorious manager.
- ➤ He considered that good management practice falls into certain patterns that can be recognized and analysed. From this basic perspective, he devised a blueprint for a consistent policy of managers one that retains much of its force to this day.
- ➤ He provided a broad analytical framework of the process of management.

 He used the word Administration for Management.
- ➤ He categorized activities of business enterprise into six groups such as Technical, Financial, Accounting, Security, and Administrative or Managerial. He stressed constantly that these managerial functions are the same at every level of an organization and is common to all firms.
- ➤ He wrote General and Industrial Management. His five function of managers were plan, organize, command, co-ordinate, and control.

Fayol's Principles of Managemen t:

- Division of work
- Authority and Responsibility
- Discipline
- Unity of Command
- Unity of Direction
- Subordination of individual interest to general interest
- Remuneration:.
- Centralization
- Scalar Chain
- Order
- Equity
- Stability of Tenure
- Initiative
- Esprit de Corps

BUREAUCRACY MANAGEMENT

- Theory was developed by Max Weber
- It is used in the management of both public and private sector organizations
- It is "a formal system of organization that is based on clearly defined hierarchical levels and roles in order to maintain efficiency and effectiveness."

Types of legitimized authority

- Rational legal authority
- Traditional Authority/Royal class
- Charismatic Authority

Bureaucratic Approach

- Division of work
- Hierarchy of positions
- Rules & regulation
- Staffing
- Technical competence

LIMITATION OF CLASSICAL THEORY

- This theory originated when organizations had stable & simple structures. They had very little interaction with the environment. The modern organizations are complex & changing in form &,therefore, more practical in past than present.
- The principles of mgt are universally applicable in the organizations today. The principle of unity of command ,doesn't apply in today's organizations where jobs are highly specialized.
- Employees are viewed as tools rather than resources for contributing to mgt objectives. Their social & psychological needs are altogether ignored.
- The focus of theory is more on task than people, human behavior & desires are ignored.
- Monetary rewards are viewed as more important than non-monetary rewards.
- Initiative & creativity of employees are totally ignored.

Neo Classical Approach

- The neo-classical theory is based on the Hawthrone experiments.
- The most significant contribution to this approach is made by Elton Mayo who is regarded as the Father of Human Relation Approach.
- He conducted a series of experiments at the Hawthorne plant of Western Electric company between 1927 &1932 to study the impact of human factors on productivity
- While classical theories focused more on structure and physical aspects of the worker and Neo-classical theory gives importance to human and social aspects of the worker and his relations in the organization.

- Human relations refers to the ways in which managers interact with their subordinates .
- Managers should know the factors that motivate their employees so that good human relations can be developed in the organizations.
- These studies were conducted by Western Electric researchers to study the impact of single variable on worker productivity.



Illumination Experiment



Relay assembly test room



Interviewing Studies



Observation Studies

ILLUMINATION EXPERIMENT

- The effect of lighting on two groups were studied;
- one whose lighting conditions were changed & the other, whose lighting conditions remained constant.
- For the first group of workers when lighting conditions improved, productivity went up but even when the lighting conditions declined ,productivity went up.
- For the second group of workers also the output increased as the first group's lighting conditions were altered though there was no change in lighting conditions of this group
- This made Mayo conclude that there is something more than just the lighting conditions that contributed to industrial productivity.

Relay Assembly Test Room

- A small group of six girls were asked to work in a test room.
- Changes in working conditions were tried on them as, less working hours, improved working conditions, better wages, rest periods, free interaction amongst group members supervisor acted as their friend & provided friendly & informal supervision.
- All these factors improved productivity but when these conditions were withdrawn, the productivity didn't go down.
- It was concluded that something other than these factors was important & Mayo attributed this to satisfaction of social & psychological needs of the workers such as sense of acceptance, participation, recognition, freedom to work, interaction amongst group members etc.

Interviewing Studies:

About 20,000 of workers were interviewed to get information about their superiors, jobs & job conditions. Responses revealed if employees were allowed to represent their views & problems openly to managers, their morale & productivity went up.

Observation Studies:

- These studies comprised of the Bank wiring observation room experiment.
- A group of 14 workers was selected to attach wires to switches for some equipment that was used in telephone exchange.
- No changes were made in their working condition as were made in earlier experiments. Impact of social pressure was studied on working of this group.
- Management declared an hourly wage rate based on average output of each worker & bonus based on average output of the group.
- They thought workers would produce more to earn wages & would help each other as a group to earn bonus. This system doesn't work.
- It was observed that without declaring the day's work group members laid down their targets which was less than company's target.

The following reason was given for the restricted output:

- i. Fear of employment
- ii. Fear of raising standard
- iii. Protection of Slower worker



CRITICISM OF HAWTHORNE EXPERIMENT

- ✓ The Hawthorne researchers did not give sufficient attention to the attitudes that people bring with them to the work place. They didn't recognize such forces as class consciousness, the role of unions ,& other forces which has affect on the attitude of workers.
- ✓ The theory analyses the group dynamics & decision-making as more imp. Variables than unity of command to increase organizational productivity. This may not always hold true.
- ✓ The theory overemphasis the fact that objectives can be achieved if cordial relations are maintained in the organization. The fact that difference of opinion amongst people can also generate new ideas is totally ignored.

Human Relations Approach Vs Behavior Approach

Human Relations App.	Behavior Approach
Focus on interpersonal relations	Focus on group relationships
Study of individual, his needs & behavior	Study of groups & their behavior
Main concepts are motivation & job satisfaction	Main concepts are group dynamics & informal organisation
Originated from Howthrone Experiment	Improved & wider version of human relation

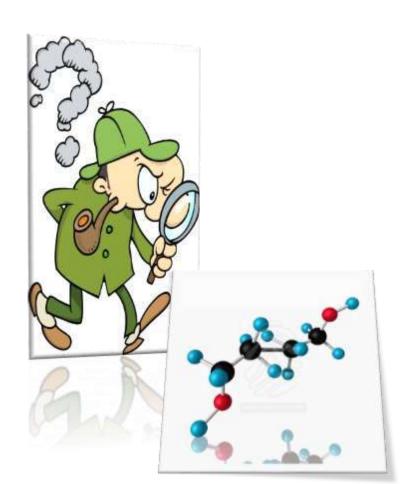
Modern Theory

- Quantitative Approach
- System Approach
- Contingency Approach

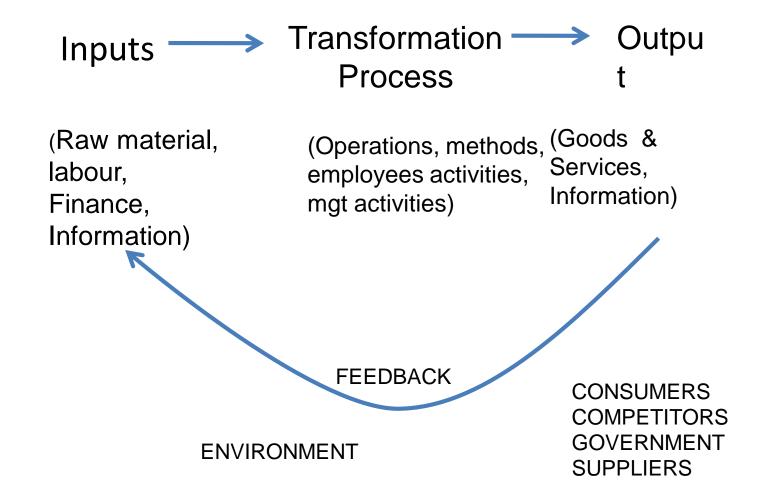
QUANTITATIVE APPROACH

- Management is the series of decision making. The job of the manager is to secure the best solution out of inter related variables
- The variables can be presented in a mathematical models & solutions can be retrieved.
- If the model is properly formulated & equations are correctly solved, one can secure the solutions

SYSTEM THEORY



- An organisation is the system comprising of various sub system
- The position & value of one system can only be understood with respect to its relation with the other system
- An organisation system has the boundary which separates it from various other systems
- The system approach takes a broader view of management where the organization is viewed as a unified & purposeful entity composed of different parts.
- Rather than analyzing each part of the organization independently ,system theory views the organization as a whole which operates in a larger external environment.
- It assumes that each part bears relationship with every other part of the organization &, therefore, the manager must view the company as a whole consisting of several inter-related parts.
- This theory provides a new thinking to the study of organizations & management.



CONTINGENCY APPROACH

- System approach offers models which may not suit every type of organisation.
- Contingency Approach suggests that one size doesn't fits all
- Structure or design must be tailor made as per the units. Organisation, and situation

CONTINGENCY APPROACH

- This approach suggests that needs, requirements, situation of a particular organisation should be considered while designing an organisational structure.
- The factors which influence an organisation may be described as:
 - Environment
 - Technology
 - Size of an organisation
 - People working in the organisation

MBO

- The concept of MBO was first developed by Peter Drucker in 1954.
- According to Peter F. Drucker, "the only principle that can give full scope to individual strength and responsibility, common direction of vision, effort and teamwork is management by objectives".

MBO is based on the assumption that people perform better when they know what is expected of them and can relate their personal goals to the organisational objectives.

It also assumes that people are interested in the goal-setting process and in evaluating their performances against the target.

BENEFITS OF MBO

1. Better Management:

MBO forces Management thinkers to plan for results and think how these can be achieved and what resources would be required. All these leads to better Management in the organisation.

2. Clarification In Organisational Action:

MBO leads to clarification in organisational rates and structure. Various positions are treated as center of authority and responsibility. The process removes differences in the organisation particularly in the area of delegation of authority.

3. Commitment:

MBO provides a psychological satisfaction to workers and stimulates them for hard work they enjoy considerable authority which is a source of inspiration for better performance. Moreover people are made clear about their area of operations their strength and their limits. These things make feeling of commitment.

4. Help In Appraisal:

MBO provides Management criteria to judge where one stands so that corrective measures can be taken well in time.

THANKYOU

Probability: Meaning, Concept and Importance

Meaning of Probability:

 In our day to day life the "probability" or "chance" is very commonly used term. Sometimes, we use to say "Probably it may rain tomorrow", "Probably Mr. X may come for taking his class today", "Probably you are right". All these terms, possibility and probability convey the same meaning. But in statistics probability has certain special connotation unlike in Layman's view.

 The theory of probability has been developed in 17th century. It has got its origin from games, tossing coins, throwing a dice, drawing a card from a pack. In 1954 Antoine Gornband had taken an initiation and an interest for this area. After him many authors in statistics had tried to remodel the idea given by the former. The "probability" has become one of the basic tools of statistics. Sometimes statistical analysis becomes paralyzed without the theorem of probability. "Probability of a given event is defined as the expected frequency of occurrence of the event among events of a like sort." (Garrett)

- The probability theory provides a means of getting an idea of the likelihood of occurrence of different events resulting from a random experiment in terms of quantitative measures ranging between zero and one.
- The probability is zero for an impossible event and one for an event which is certain to occur.

- The probability that the sky will fall is .00.
- An individual now living will some day die is 1.00.
- Let us clarify the meaning of probability with an example of drawing a playing card.
- There are 4 varieties of cards in a pack and if these cards will be shuffled randomly the probability of drawing a spade is 13/52=1/4.
- If an unbiased coin is tossed, the probability of occurrence of Head (H) is 1/2.

Probability as Ratio:

- The probability of an event stated or expressed mathematically called as a ratio.
- The probability of an unbiased coin, falling head is 1/2, and the probability of a dice showing a two-spot is 1/6.
- These ratios, called probability ratios, are defined by that fraction, the numerator of which equals the desired outcome or outcomes, and the denominator of which equals the total possible outcomes.

- More simply put, the probability of the appearance of any face on a 6-faced (e.g. 4 spots) is 1/6 or the Probability = desired outcome/total number of outcomes
- Thus, a probability is a number or a ratio which ranges from 0 to 1. Zero for an event which cannot occur and 1 for an event, certain to occur.

Different Schools of Thought on the Concept of Probability:

- There are different schools of thought on the concept of probability:
- 1. Classical Probability:
- The classical approach to probability is one of the oldest and simplest school of thought. It has been originated in 18th century which explains probability concerning games of chances such as throwing coin, dice, drawing cards etc.

- The definition of probability has been given by a French mathematician named "Laplace".
- According to him probability is the ratio of the number of favourable cases among the number of equally likely cases.
- For example, if a coin is tossed, and if it is asked what is the probability of the occurrence of the head, then the number of the favourable case = 1, the number of the equally likely cases = 2.

- For example, if a coin is tossed, and if it is asked what is the probability of the occurrence of the head, then the number of the favourable case = 1, the number of the equally likely cases = 2.
- p = 1 q, and q = 1 p and if a + b = 1 then so also a/n + b/n = 1
- In this approach the probability varies from 0 to 1. When probability is zero it denotes that it is impossible to occur.
- If probability is 1 then there is certainty for occurrence, i.e. the event is bound to occur.

- From a bag containing 20 black and 25 white balls, a ball is drawn randomly. What is the probability that it is black.
- Pr. of a black ball = 20/45 = 4/9 = p, 25 Pr. of a white ball = 25/45 = 5/9 = q
- p = 4/9 and q = 5/9 (p + q = 4/9 + 5/9 = 1)

Demerits:

- (1) Classical approach is only confined with the coins, dice, cards, etc.;
- (2) This may not explain the actual result in certain cases;
- (3) If the number of the equally likely cases is more, then it is difficult to find out the values of the probability ratio, and
- (4) If number of equally likely cases is 00, then this approach is inadequate.

2. Relative Frequency Theory of Probability:

 This approach to probability is a protest against the classical approach. It indicates the fact that if n is increased upto the ∞, we can find out the probability of p or q.

Example:

- If n is ∞ , then Pr. of A= a/n = .5, Pr. of B = b/n = 5
- If an event occurs a times out of n its relative frequency is a/n. When n becomes ∞, is called the limit of relative frequency.

- Pr. (A) = $\lim_{n \to \infty} a/n$
- where $n \rightarrow \infty$
- Pr. (B) = limit bl.t. here $\rightarrow \infty$.
- If there are two types of objects among the objects of similar or other natures then the probability of one object i.e. Pr. of A = .5, then Pr. of B = .5.

Demerits:

- 1. This approach is not at all an authentic and scientific approach.
- 2. This approach of probability is an undefined concept.
- 3. This type of probability approach though applied in business and economics area still then it is not a reliable one.

Important Terminology in Probability:

1. Mutually Exclusive Events:

 The events are said to be mutually exclusive when they are not occurred simultaneously.
 Among the events, if one event will remain present in a trial other events will not appear.
 In other words, occurrence of one precludes the occurrence of all the others.

For example:

 If a girl is beautiful, she cannot be ugly. If a ball is white, it cannot be red. If we take another events like dead and alive, it can be said that a person may be either alive or dead at a point of time. But lie cannot be both alive and dead simultaneously. If a coin is tossed cither the head will appear or tail will appear. But both cannot appear in the same time. It refers that in tossing a coin the occurrence of head and tail comes under mutually exclusive events. Symbolically if 'A' and 'B' events are mutually exclusive then the probability of events may be estimated either in P(A) or P(B). In mutually exclusive events P (AB) = 0.

2. Independent and Dependent Events:

 Two or more events are said to be independent when the occurrence of one trial does not affect the other. It indicates the fact that if trial made one by one, one trial is not affected by the other trial. And also one trial never describes anything about the other trials.

 The events in tossing a coin are independent events. If a coin is tossed one by one, then one trial is not affected by the other. In a trial the head or tail may conic which never describes anything what event will come in second trial. So the second trial is completely independent to that of the first trial. Dependent events are those in which the occurrence and non-occurrence of one event in a trial may affect the occurrence of the other trials. Here the events are mutually dependent on each other.

 If a card is drawn from a pack of playing cards and is not replaced, then in 2nd trial probability will be altered.

3. Equally Likely Events:

 Events are said to be equally likely, when there is equal chance of occurring. If one event is not occurred like other events then events are not considered as equally likely. Or in other words events are said to be equally likely when one event does not occur more often than the others.

 If an unbiased coin or dice is thrown, each face may be expected to occur is equal numbers in the long run. In other example, in a pack of playing cards we expect each card to appear equally. If a coin or dice is biased then each face is not expected to appear equally.

4. Simple and Compound Events:

- Simple events. In the simple events we think about the probability of the happening or nothappening of the simple events.
- Whenever we are tossing the coin we are considering the occurrence of the events of head and tail.
- In another example, if in a bag there are 10 white balls and 6 red balls and whenever we are trying to find out the probability of drawing a red ball, is included in simple events.

Compound events:

 But on the other hand when we consider the joint occurrence of two or more events, it becomes compound events. Unlike simple events here more than one event are taken into consideration.

For example:

• If there are 10 white and 6 red balls in a bag and if successive draws of 3 balls are made and when we are trying to find out the probability of 3 balls as the white balls. This example states the fact that the events are considered in more than two eventual cases.

Importance of Probability:

 The concept of probability is of great importance in everyday life. Statistical analysis is based on this valuable concept. In fact the role played by probability in modern science is that of a substitute for certainty.

- The following discussion explains it further:
- i. The probability theory is very much helpful for making prediction.
- Estimates and predictions form an important part of research investigation.
- With the help of statistical methods, we make estimates for the further analysis. Thus, statistical methods are largely dependent on the theory of probability.

- ii. It has also immense importance in decision making.
- iii. It is concerned with the planning and controlling and with the occurrence of accidents of all kinds.

- iv. It is one of the inseparable tools for all types of formal studies that involve uncertainty.
- v. The concept of probability is not only applied in business and commercial lines, rather than it is also applied to all scientific investigation and everyday life.
- vi. Before knowing statistical decision procedures one must have to know about the theory of probability.
- vii. The characteristics of the Normal Probability.
 Curve is based upon the theory of probability.

 Normal Distribution is by far the most used distribution for drawing inferences from statistical data because of the following reasons:

- 1. Number of evidences are accumulated to show that normal distribution provides a good fit or describe the frequencies of occurrence of many variables and facts in
- (i) biological statistics e.g. sex ratio in births in a country over a number of years,
- (ii) the anthropometrical data e.g. height, weight,

- (iii) wages and output of large numbers of workers in the same occupation under comparable conditions,
- (iv) psychological measurements e.g. intelligence, reaction time, adjustment, anxiety and
- (v) errors of observations in Physics, Chemistry and other Physical Sciences.

- 2. Normal distribution is of great value in evaluation and research in both psychology and education, when we make use of mental measurement. It may be noted that normal distribution is not an actual distribution of scores on any test of ability or academic achievement, but is instead, a mathematical model.
- The distribution of test scores approach the theoretical normal distribution as a limit, but the fit is rarely ideal and perfect.

Principles of Probability and Normal Probability Curve:

- When we toss an unbiased coin it may fall head or tail.
- Thus, probability of falling head is 50% or 1/2 and falling tail is also 50% or 1/2.
- If we toss two unbiased coins, they may fall in a number of ways as HH (two heads) HT (1st coin head and 2nd coin tail), TH (1st coin-tail and 2nd coin head) or TT (two tails).

 So there are four possible arrangements if we toss two coins, (a) and (b), at the same time:

$\frac{1}{ab}$		$\frac{2}{ab}$		$\frac{3}{ab}$	$\frac{4}{ab}$

- We have for two coins $(H + T)^2$; and squaring, the binomial $(H + T)^2 = H^2 + 2HT + T^2$.
- 1 H² 1 chance in 4 of 2 heads; probability ratio
 = 1/4
- 2 HT 2 chances in 4 of 1 head and 1 tail;
 probability ratio = 1/2
- 1 T² 1 chance in 4 of 2 tails; probability ratio =
 1/4
- Total = 4

• If we toss three coins (a), (b) and (c) simultaneously, there are 8 possible outcomes:

$$\frac{1}{abc}$$
 $\frac{2}{abc}$ $\frac{3}{abc}$ $\frac{4}{abc}$ $\frac{5}{abc}$ $\frac{6}{abc}$ $\frac{7}{abc}$ $\frac{8}{abc}$ HHH HHT HTH THH HTT THT TTH TTT

• Expressed as ratios, the probability of three heads is 1/8 (combination 1); of two heads and one tail 3/8 (combinations 2, 3 and 4); of one head and two tail 3/8 (combinations 5, 6 and 7); and of three tails 1/8 (combination 8). The sum of these probability ratios is 1/8 + 3/8 + 3/8 + 1/8, or 1.00.

- If we have three independent factors operating, the expression (p + q)ⁿ becomes for three coins (H + T)³. Expanding this binomial, we get H³ + 3H²T + 3HT² + T³, which may be written,
- 1 H³ 1 chance in 8 of 3 heads; probability ratio =
 1/8
- 3 H²T 3 chances in 8 of 2 heads and 1 tail;
 probability ratio = 3/8
- 3 HT² 3 chances in 8 of 1 head and 2 tails; probability ratio = 3/8

- 1 T³ 1 chance in 8 of 3 tails; probability ratio
 Total = 1/8
- In a similar manner if we toss ten coins, and substitute 10 for n, the binomial expansion will be
- $(H + T)^{10} = H^{10} + 10H^{9}T + 45H^{8}T^{2} + 120H^{7}T^{3} + 210H^{6}T^{4} + 252H^{5}T^{5} + 210H^{4}T^{6} + 120H^{3}T^{7} + 45H^{2}T^{8} + 10HT^{9} + T^{10}$.

 The expansion has eleven combinations and the chance of occurrence of each combination out of the total possible occurrence is expressed by the coefficient of each combination.

Combinations		Chance of occurence out of 1024		
1 H ¹⁰	P of falling	10 Heads	= 1/1024	1
10 H°T	P of falling	9 H's and 1 T	= 10/1024	10
45 H8T2	P of falling	8 H's and 2 T's	= 45/1024	45
120 H ⁷ T ³	P of falling	7 H's and 3 T's	= 120/1024	120
210 H ⁶ T ⁴	P of falling	6 H's and 4 T's	= 210/1024	210
252 H5T5	P of falling	5 H's and 5 T's	= 252/1024	252
210 H4T6	P of falling	4 H's and 6 T's	= 210/1024	210
120 H3T7	P of falling	3 H's and 7 T's	= 120/1024	120
45 H ² T ⁸	P of falling	2 H's and 8 T's	= 45/1024	45
10 HT9	P of falling	1 H and 9 T's	= 10/1024	10
1 T ¹⁰	P of falling	10 Tails	= 1/1024	1

Total = 1024

MANAGERIAL ECONOMICS

Topic: Demand Analysis

Dr. B.B.Tiwari

Tecnia Institute of Advanced Studies (TIAS),

Madhuban Chowk, Rohini, Delhi

9838001910

Drbhupendra.eco@gmail.com

INTRODUCTION & MEANING

- Demand in common parlance means the desire for an object. But in economics demand is something more than this.
- According to Stonier and Hague, "Demand in economics means demand backed up by enough money to pay for the goods demanded".
- This means that the demand becomes effective only it if is backed by the purchasing power in addition to this there must be willingness to buy a commodity.
- Thus demand in economics means the desire backed by the willingness to buy a commodity and the purchasing power to pay.
- In the words of "Benham" "The demand for anything at a given price is the amount of it which will be bought per unit of time at that Price".
- Thus demand has three essentials price, quantity demanded and time. Without these, demand has to significance in economics.

LAW OF DEMAND

- Law of demand shows the relation between price and quantity demanded of a commodity in the market. In the words of Marshall, "the amount demand increases with a fall in price and diminishes with a rise in price".
- A rise in the price of a commodity is followed by a reduction in demand and a fall in price is followed by an increase in demand, if a condition of demand remains constant.

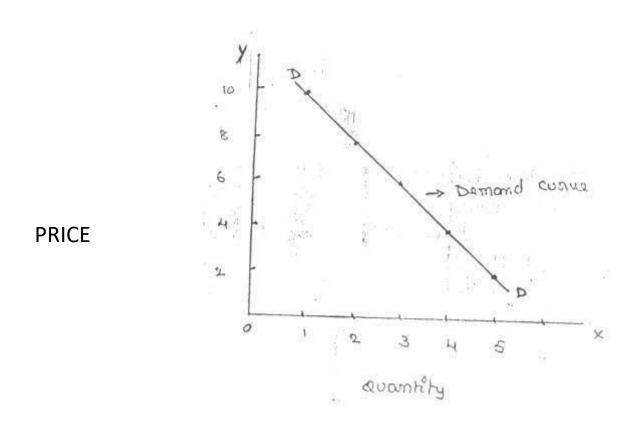
The law of demand may be explained with the help of the following demand schedule.

Demand Schedule-

Price of Appel (In. Rs.)	Quantity Demanded
10	1
8	2
6	3
4	4
2	5

When the price falls from Rs. 10 to 8 quantity demand increases from 1 to 2. In the same way as price falls, quantity demand increases on the basis of the demand schedule we can draw the demand curve.

GRAPH SHOWING DEMAND



The demand curve DD shows the inverse relation between price and quantity demand of apple. It is downward sloping.

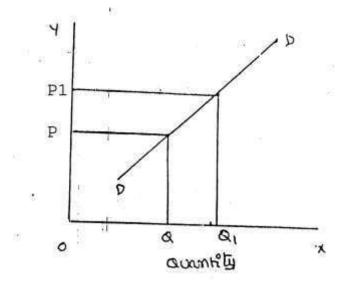
Assumptions

Law of demand is based on certain assumptions:

- This is no change in consumers taste and preferences.
- Income should remain constant.
- Prices of other goods should not change.
- There should be no substitute for the commodity
- The commodity should not confer at any distinction
- The demand for the commodity should be continuous
- People should not expect any change in the price of the commodity

Exceptional demand curve

PRICE



When price increases from OP to Op1 quantity demanded also increases from to OQ1 and vice versa.

THE REASONS FOR EXCEPTIONAL DEMAND CURVE

The reasons for exceptional demand curve are-

- 1. Giffen paradox
- 2. Veblen or Demonstration effect:
- 3.Ignorance
- 4. Speculative effect
- 5. Fear of shortage
- **6.Necessaries**

1. Giffen paradox

The Giffen good or inferior good is an exception to the law of demand. When the price of an inferior good falls, the poor will buy less and vice versa.

For example, when the price of maize falls, the poor are willing to spend more on superior goods than on maize if the price of maize increases, he has to increase the quantity of money spent on it. Otherwise he will have to face starvation. Thus a fall in price is followed by reduction in quantity demanded and vice versa. "Giffen" first explained this and therefore it is called as Giffen's paradox.

Veblen or Demonstration effect

'Veblen" has explained the exceptional demand curve through his doctrine of conspicuous consumption. Rich people buy certain good because it gives social distinction or prestige for example diamonds are bought by the richer class for the prestige it possess. It the price of diamonds falls poor also will buy is hence they will not give prestige. Therefore, rich people may stop buying this commodity.

Ignorance

Sometimes, the quality of the commodity is Judge by its price. Consumers think that the product is superior if the price is high. As such they buy more at a higher price.

Speculative effect

If the price of the commodity is increasing the consumers will buy more of it because of the fear that it increase still further, Thus, an increase in price may not be accomplished by a decrease in demand.

Fear of shortage

During the times of emergency of war People may expect shortage of a commodity. At that time, they may buy more at a higher price to keep stocks for the future.

Necessaries

In the case of necessaries like rice, vegetables etc. people buy more even at a higher price.

Factors Affecting Demand

Factors Affecting Demand

There are factors on which the demand for a commodity depends. These factors are economic, social as well as political factors. The effect of all the factors on the amount demanded for the commodity is called Demand Function.

Factors Affecting Demand

These factors are as follows:

- Price of the Commodity
- Income of the Consumer
- Prices of related goods
- Tastes of the Consumers
- Wealth
- Population
- Government Policy
- Expectations regarding the future
- Climate and weather
- State of business

Price of the Commodity

The most important factor-affecting amount demanded is the price of the commodity. The amount of a commodity demanded at a particular price is more properly called price demand.

The relation between price and demand is called the Law of Demand. It is not only the existing price but also the expected changes in price, which affect demand

Income of the Consumer

The second most important factor influencing demand is consumer income.

In fact, we can establish a relation between the consumer income and the demand at different levels of income, price and other things remaining the same.

The demand for a normal commodity goes up when income rises and falls down when income falls. But in case of Giffen goods the relationship is the opposite.

Prices of related goods

The demand for a commodity is also affected by the changes in prices of the related goods also. Related goods can be of two types.

- (i). Substitutes which can replace each other in use; for example, tea and coffee are substitutes.
- ii). Complementary foods are those which are jointly demanded, such as pen and ink. In such cases complementary goods have opposite relationship between price of one commodity and the amount demanded for the other

Tastes of the Consumers

- The amount demanded also depends on consumer's taste.
- Tastes include fashion, habit, customs, etc. A consumer's taste is also affected by advertisement.
- If the taste for a commodity goes up, its amount demanded is more even at the same price.
- This is called increase in demand. The opposite is called decrease in demand.

Wealth

- The amount demanded of commodity is also affected by the amount of wealth as well as its distribution.
- The wealthier are the people; higher is the demand for normal commodities. If wealth is more equally distributed, the demand for necessaries and comforts is more.
- On the other hand, if some people are rich, while the majorities are poor, the demand for luxuries is generally higher

Population

- Increase in population increases demand for necessaries of life.
- The composition of population also affects demand.
- Composition of population means the proportion of young and old and children as well as the ratio of men to women.
- A change in composition of population has an effect on the nature of demand for different commodities.

Government Policy

Government policy affects the demands for commodities through taxation. Taxing a commodity increases its price and the demand goes down. Similarly, financial help from the government increases the demand for a commodity while lowering its price.

Expectations regarding the future

If consumers expect changes in price of commodity in future, they will change the demand at present even when the present price remains the same.

Similarly, if consumers expect their incomes to rise in the near future they may increase the demand for a commodity just now.

Climate and weather

The climate of an area and the weather prevailing there has a decisive effect on consumer's demand. In cold areas woolen cloth is demanded. During hot summer days, ice is very much in demand. On a rainy day, ice cream is not so much demanded.

State of business

- The level of demand for different commodities also depends upon the business conditions in the country.
- If the country is passing through boom conditions, there will be a marked increase in demand.
- On the other hand, the level of demand goes down during depression.

Important Questions

- Q1. Explain Demand. Discuss the law of Demand. What are the assumptions underlying the law?
- Q2. Discuss factors affecting Demand.
- Q3. Explain in detail Exceptional demand curve.

Classification of computers

There are basically three main ways to classify computers. These are:

By Type
By Purpose



By Type
There are three main
types of computers
under this class.

They include:

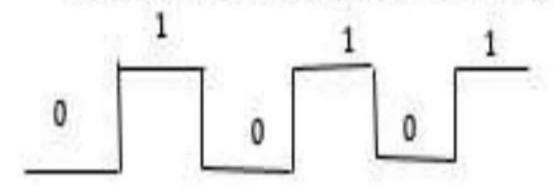
□Digital computers



Digital computers

These are computers that represent data /information in a binary form. That is they represent signals in just two states. Os and 1s are used during data communication.

DIGITAL COMPUTER SIGNAL REPRESENTATION



Examples of digital computers

- Desktop computers
- Laptop computers

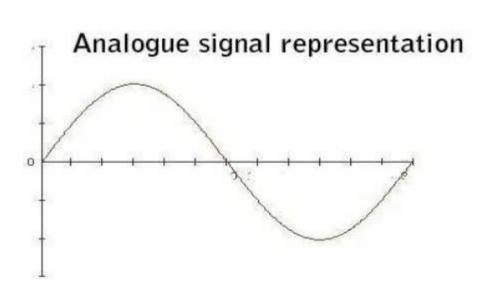
- Scientific calculators

- Mobile phones
- o iPads
- o iPhones



Analogue computers

These computers represent data/information in a continuous form. That is there are no breaks during signal transmission. They represent information by processing maggirable physical





Examples of analogue computers

- Speedometer
- Thermometer
- Conventional watch



Hybrid computers

These computers exhibit features of analogue computers and digital computers. The digital component normally serves as the controller and provides logical operations, while the analogue component normally serves as a solver of

Examples of hybrid computers

 Automated teller machine (ATM)





Marketing

Generally, Marketing is understood to mean the sale and purchase of goods and services but it is too view to understand it so. The term marketing is much wider in nature and scope. It is not limited only to sale and purchase of goods and services. It means entire process of satisfying the needs of consumers. It starts with discovery of needs and wants of the consumers. Its starts with discovery of needs and wants of consumers, and it continues till the wants are satisfied.

Need:- Necessity. Something that is required to survive or to sustain. For example:- Food, water, shelter etc.

Want:- Desire. Things without which we can survive, but we need them for higher satisfaction.

Demand: willing and able to buy. Things that you demand that thing.

Definition

According to William J. stanton, "Marketing is a total system of interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers".

According to Prof. Malcolm McNair, "Marketing is the creation and delivery of standard of living to society."

According to Theodore Levitt, "Marketing is getting & keeping the customer."

Marketing is not only about providing products or services but also about providing changing benefits to the changing needs and demands of the customers. Marketing is thus the sum total of all the activities and processes including creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large.

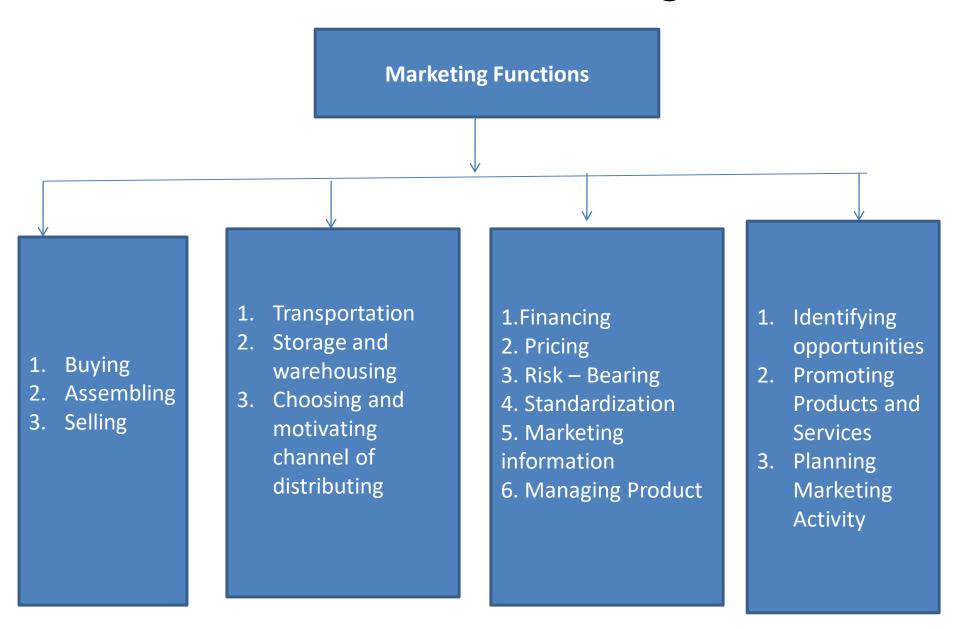
Nature of Marketing

- 1. Specialized Business Function
- 2. Socially Desirable Function
- 3. Integrative Function
- 4. Reflects The Business Mission
- 5. Adaptation to Environment Variables
- 6. Universal Function
- 7. Management Function
- 8. Consumer Orientation
- 9. Science as well as an art
- 10. System Approach
- 11. Social Approach
- 12. Dynamic Process

Scope of Marketing

- 1. Good
- 2. Services
- 3. Experiences
- 4. Events
- 5. Persons
- 6. Places
- 7. Properties
- 8. Organization
- 9. Information
- 10. Ideas

Functions of Marketing

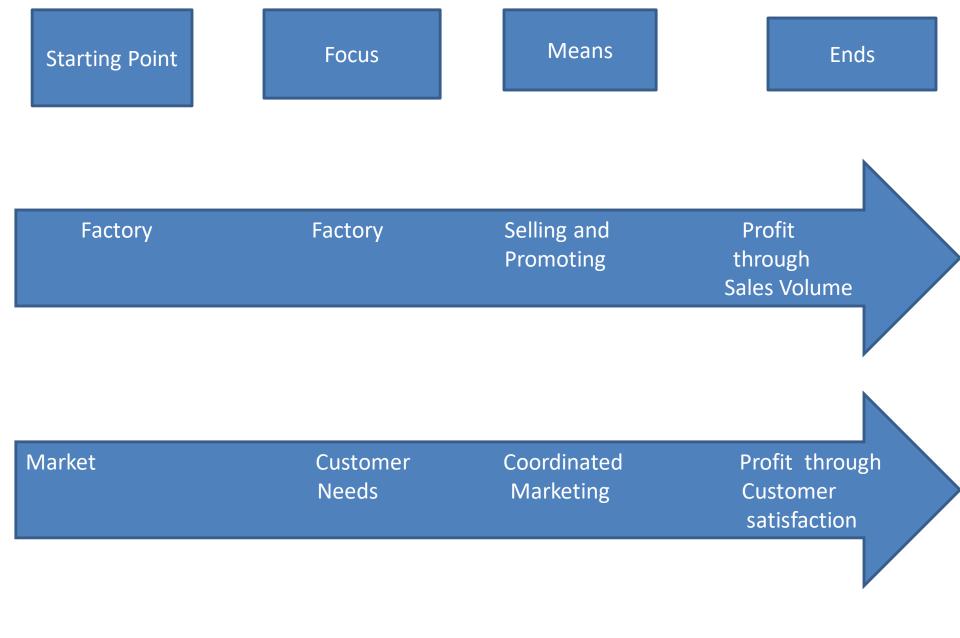


Importance of Marketing

- 1. Importance of Marketing to the Society
 - a. Delivery of Standard of Living to the Society
 - b. Decrease in Distribution Cost
 - c. Increase in Employment Opportunities
 - d. Protection against Business Recession
 - e. Increase in National Income
- 2. Importance of Marketing to the Firm
 - a. Helpful in Business Planning and Decision-Making
 - b. Helpful in Increasing Profit.
 - c. Helpful in Communication between Firm and Society.

Marketing Versus Selling

Marketing is Simply the act of "bringing the Product to market". Selling on the other hand is the final step which leads to close a sale, convert a prospective buyer into a customer, or making a conversion.



Difference between Selling and Marketing

Basis of Difference	Selling	Marketing
Emphasis	On Product	On Consumer Needs and Wants.
Approach	Company Manufactures the Product first and then decides to sell it.	Company first determines customers needs and wants and then decides on how to deliver a product to satisfy these wants
Orientation	Management is sales-volume oriented.	Management is Profit- oriented.
Planning	Planning is Short-term oriented, in terms of today's products and markets.	Planning is long-term oriented, in terms of new products, tomorrow's markets and future growth.
Need priority	Stresses needs of seller	Stresses needs and wants of buyers.
Motive	Sales	Customer Satisfaction
Basis of Orientation	Firm Oriented	Market oriented
Customers	Selling Views customers as the last link in business.	Marketing Views the customers as the very beginning of a business.

Marketing Management

Marketing Management is compound word "Marketing plus Management". Marketing is the total system.

Marketing is the total system of business activities while management is the art of getting things done in a coordinated and harmonious way.

According to Phillip Kotler, "Marketing management is the process of planning and executing the conception, pricing and promotion and distribution of goods, services and ideas to create exchanges with target groups that satisfy customer and organizational objectives."

Objectives of Marketing Management

- 1. Creating New Customers
- 2. Satisfying the needs of customers
- 3. Enhancing the profitability of business
- 4. Raising the standard of living of people
- 5. Determining the marketing mix

Process of marketing management

Setting Marketing Objectives

Analyzing Marketing Opportunities

Researching and selecting target markets

Designing marketing Strategies

Planning Marketing programmes

Organizing, implementing and Controlling Marketing efforts

Marketing Mix



Marketing Mix is a set of marketing tool or tactics, used to promote a product or services in the market and sell it. It is about positioning a product and deciding it to sell in the right place, at the right price and right time. The product will then be sold, according to marketing and promotional strategy. The components of the marketing mix consist of 4Ps Product, Price, Place, and Promotion. In the business sector, the marketing managers plan a marketing strategy taking into consideration all the 4Ps. However, nowadays, the marketing mix increasingly includes several other Ps for vital development.

- Product in Marketing Mix: A product is a commodity, produced or built to satisfy the need of an individual or a group. The product can be intangible or tangible as it can be in the form of services or goods. It is important to do extensive research before developing a product as it has a fluctuating life cycle, from the growth phase to the maturity phase to the sales decline phase.
- Price in Marketing Mix: Price is a very important component of the marketing mix definition. The price of the product is basically the amount that a customer pays for to enjoy it. Price is the most critical element of a marketing plan because it dictates a company's survival and profit. Adjusting the price of the product, even a little bit has a big impact on the entire marketing strategy as well as greatly affecting the sales and demand of the product in the market. Things to keep on mind while determining the cost of the product are, the competitor's price, list price, customer location, discount, terms of sale, etc.,

- Place in Marketing Mix: Placement or distribution is a very important part of the marketing mix strategy. We should position and distribute our product in a place that is easily accessible to potential buyers/customers.
- Promotion in Marketing Mix: It is a marketing communication process that helps the company to publicize the product and its features to the public. It is the most expensive and essential components of the marketing mix, that helps to grab the attention of the customers and influence them to buy the product. Most of the marketers use promotion tactics to promote their product and reach out to the public or the target audience. The promotion might include direct marketing, advertising, personal branding, sales promotion, etc.

What is 7 P of Marketing:

• The 7Ps model is a marketing model that modifies the 4Ps model. As Marketing mix 4P is becoming an old trend, and nowadays, marketing business needs deep understanding of the rise in new technology and concept. So, 3 more new P's were added in the old 4Ps model to give a deep understanding of the concept of the marketing mix.



- People in Marketing Mix: The company's employees are important in marketing because they are the ones who deliver the service to clients. It is important to hire and train the right people to deliver superior service to the clients, whether they run a support desk, customer service, copywriters, programmers...etc. It is very important to find people who genuinely believe in the products or services that the particular business creates, as there is a huge chance of giving their best performance. Adding to it, the organisation should accept the honest feedback from the employees about the business and should input their own thoughts and passions which can scale and grow the business.
- **Process in Marketing Mix:** We should always make sure that the business process is well structured and verified regularly to avoid mistakes and minimize costs. To maximise the profit, Its important to tighten up the enhancement process.
- Physical Evidence in Marketing Mix: In the service industries, there should be physical evidence that the service was delivered. A concept of this is branding. For example, when you think of "fast food", you think of KFC. When you think of sports, the names Nike and Adidas come to mind.

Marketing Environment

Environment

Environment literally means the surroundings, external objects, influences or circumstances under which someone or something exists. The environment of any organization is the aggregate of all the conditions events and influences that surrounds and affects it. Since the environment influences an organization in many ways, its understanding is of crucial importance.

Marketing activities of a business firm are affected by a large number of environmental factors that surrounds the company. These factors or forces influences the decision-making capability of enterprise. The factors or forces are collectively called marketing environment. It comprises those forces, which have an impact on market and marketing efforts of the enterprise.

According to Phillips Kotler, "Marketing environment refers to external factors and forces that affects the company's ability to develop and maintain successful relationship with its targets customers."

Characteristics of Marketing Environment

- 1. Marketing Environment is complex
- 2. Marketing Environment is Dynamic
- 3. Marketing Environment is Multi-Faceted
- 4. Marketing Environment has a far-Reaching Impact

Types of Marketing Environment

There are certainly various factors that have both positive as well negative impacts over marketing function of a company.

- 1. Internal Environment/Controllable elements
- 2. External Environment/ uncontrollable elements

Marketing Environment



Internal Environment

- a. Top Management
- b. Research and Development
- c. Purchasing
- d. Financing and Accounting
- e. Manufacturing
- f. Company Image and Brand

External Marketing Environment

a. Micro Environment

- i. Supplier
- ii. Customer
- iii. Competitors
- iv. Public

b. Macro Environment

- i. Demographic Environment
- ii. Economic Environment
- iii. Physical and legal Environment
- iv. Technical Environment
- v. Social Cultural Environment
- vi. Political Environment
- vi. International Environment

Process of Marketing Environment Analysis

- 1. Monitoring the Nature of the Environment
- 2. Audit Environmental Influences
- 3. Identify key Competitive Forces through structural Analysis
- 4. Identify Strategic Position
- 5. Identify Key Opportunities and Threats.

Significance of analyzing Marketing Environment

- 1. Knowledge of Marketing Environment is central to Marketing Management.
- 2. Strategic Response to environment is possible only with proper Environment Analysis.
- 3. Spotting the opportunities and threats.
- 4. Task involved in marketing Environment Analysis.

Steps in Consumer Decision Making

- Consumer decision making process involves the consumers to identify their needs, gather information, evaluate alternatives and then make their buying decision. The consumer behavior may be determined by economic and psychological factors and are influenced by environmental factors like social and cultural values.
- The consumer decision making behavior is a complex procedure and involves everything starting from problem recognition to postpurchase activities. Every consumer has different needs in their daily lives and these are those needs which make than to make different decisions. Decisions can be complex, comparing, evaluating, selecting as well as purchasing from a variety of products depending upon the opinion of a consumer over a particular product. This renders understanding and realizing the basic problem of the consumer decision making process for marketers to make their products and services different from others in the marketplace.

5 Stages of Consumer Decision Making Process

 The buying behavior model is one method used by marketers for identifying and tracing the decision making process of a customer from the start to the end. The process is categorized into 5 different stages which are explained as follows:

Need Recognition

• Need recognition occurs when a consumer exactly determines their needs. Consumers may feel like they are missing out something and needs to address this issue so as to fill in the gap. When businesses are able to determine when their target market starts developing these needs or wants, they can avail the ideal opportunity to advertise their brands. An example who buys water or cold drink identifies their need as thirst. Here; however, searching for information and evaluating alternatives is missing. These consumer decision making steps are considered to be important when an expensive brand is under buying consideration such as cars, laptops, mobile phones, etc.

Information Search

• The information search stage in the buyer decision process tends to change continually as consumers require obtaining more and more information about products which can satisfy their needs. Information can also be obtained through recommendations from people having previous experiences with products. At this level, consumers tend to consider risk management and prepare a list of the features of a particular brand. This is done so because most people do not want to regret their buying decision. Information for products and services can be obtained through several sources like:

- **Commercial sources: a**dvertisements, promotional campaigns, sales people or packaging of a particular product.
- **Personal sources:** The needs are discussed with family and friends who provided product recommendations.
- Public sources: Radio, newspaper and magazines.
- **Experiential sources:** The own experience of a customer of using a particular brand.

Evaluation of Alternatives

• This step involves evaluating different alternatives that are available in the market along with the product lifecycle. Once it has been determined by the customer what can satisfy their need, they will start seeking out the best option available. This evaluation can be based upon different factors like quality, price or any other factor which are important for customers. They may compare prices or read reviews and then select a product which satisfies their parameters the most.

Purchase Decision

 When all the above stages have been passed, the customer has now finally decided to make a purchasing decision. At this stage, the consumer has evaluated all facts and has arrived at a logical conclusion which is either based upon the influence from marketing campaigns or upon emotional connections or personal experiences or a combination of both.

Post Purchase Behavior

- The purchase of the product is followed by postpurchase evaluation which refers to analyzing as to whether the product was useful for the consumer or not.
- If the product has matched the expectations of the customer, they will serve as a brand ambassador who can influence other potential consumers which will increase the customer base of that particular brand. The same is true for negative experiences; however, it can halt the journey of potential customers towards the product.

What Is the Industrial Market?

The industrial market consists of business-to-business sales. One business serves as a consumer, purchasing goods or services from another business. For example, Bussiness is a company that provides cleaning, laundering, and other facility service needs to various businesses. The company services many different types of companies and needs to work on its structure to improve efficiency and increase profit.

Characteristics of Industrial market

- Industrial buying is related to the products that are meant for further production, these purchase are generally like purchase of equipment, raw material and semi finished goods.
- There are relatively small number of buyers and sellers present in the market, hence long term relationship between supplier and buyer is very crucial.
- Involvement of agents and professionals.
- Buyers maintains exact specification of products.
- Involves several entities.
- Competitive bidding or Tenders involved for mass scale products.

Importance of Industrial Marketing

- Deciding the target markets
- > Finding out the needs and wants of the target markets
- Developing products and services to meet the requirements of those markets
- ➤ Evolving marketing programmes or strategies to reach and satisfy target customers

Segmentation, Targeting, and Positioning

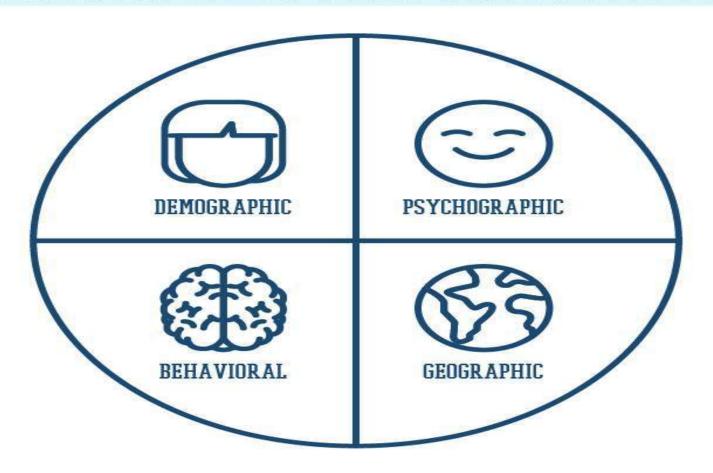


Definition

- Market Segmentation:
 - Dividing a market into distinct groups with distinct needs, characteristics, or behavior who might require separate products or marketing mixes.

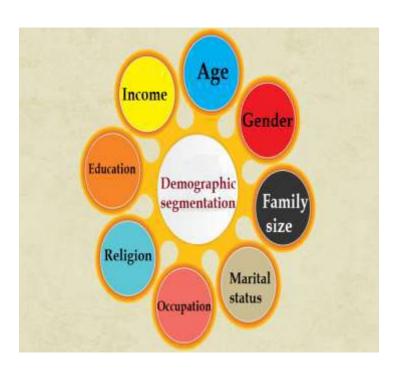


4 Types of MARKET SEGMENTATION



1. Demographic segmentation

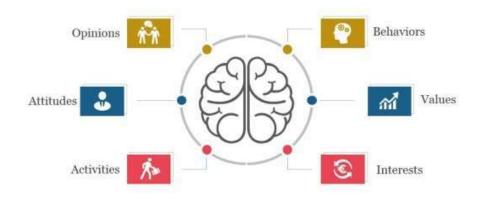
- Age
- Gender
- Ethnicity
- Income
- Level of education
- Religion
- Profession/role in a company



2. Psychographic segmentation: The why

Psychographic segmentation is focused on your customers' personalities and interests.

- Personality traits Psychographic Segmentation
- Hobbies
- Life goals
- Values
- Beliefs
- Lifestyles



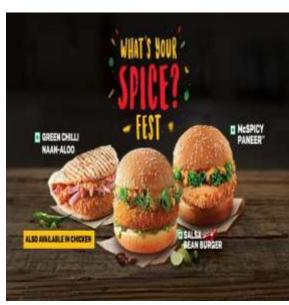


Geographic segmentation: The where

By comparison, Geographic Location is often one of the easiest to identify, grouping customers with regards to their physical location.

- Country
- Region
- City
- Postal code





4. Behavioral segmentation: The how

Behavioral Segmentation, is possibly the most useful of all for e-

commerce businesses.

SPENDING HABITS

- PURCHASING HABITS
- BROWSING HABITS
- INTERACTIONS WITH THE BR
- LOYALTY TO BRAND
- PREVIOUS PRODUCT RATING.



Advantage and Disadvantage of Segmentation

10 benefits of market segmentation

- Increase sales
- Increase the growth rate
- High profit
- Increase the market share
- Provide adequate marketing direction
- Facilitate proper marketing selection
- Helps the targeting and positioning
- Attract new customers.
- Provide a competitive advantage

Disadvantage of segmentation

- Cost Increase when the company attempts several segments of the market
- Expenditure on marketing when the company used different programs is used.

STP Approach in Marketing

STP Marketing Model



Steps in Market Segmentation, Targeting, and Positioning



Thank You

BUSINESS COMMUNICATION

UNIT-1

TOPICS COVERED:

- Meaning of Communication
- Features of Communication
- Importance of Communication
- Process of Communication

MEANING OF COMMUNICATION:

 Exchange and flow of information and ideas from one person to another

 Communication is an exchange of facts, ideas, opinions or emotions by two or more persons (Newman & Summer)

FEATURES OF COMMUNICATION:

- Two or More Persons
- Exchange of Ideas
- Mutual Understanding
- Continuous Process
- Direct and Indirect Communication
- Pervasive

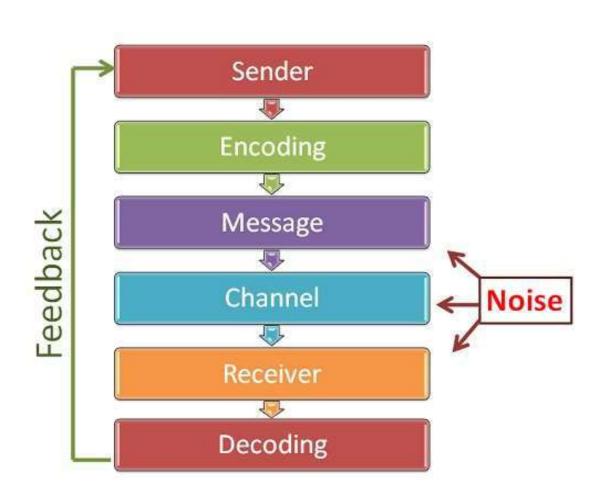
To Be Continued-

- Feedback
- Communication may be Written, Oral or Gestural
- Communication flows vertically and horizontally

IMPORTANCE OF COMMUNICATION:

- Movement of Information
- Facilitates Planning
- Helps in Decision Making
- Facilitates Effective Control
- Creation of Mutual Trust and Confidence
- Industrial Peace

PROCESS OF COMMUNICATION:



THANKYOU

LAW OF SALE OF GOODS





Learning outcome

```
To understand the grounds of CoS
```

Essentials of a Valid Sale

- * Two Parties
- * Price: consideration
- * Transfer of general property
- * Goods
- * Essential elements of a valid contract

Agreement to Sell

* Where the transfer of property, for example, ownership in the goods is to take place at a future date

or

subject to some condition to be fulfilled, the contract is called an agreement to sell.

When does agreement to Sell becomes a sale?

Sale & Agreement to Sell: Distinguished

- Transfer of property
- Type of goods
 - existing/specific goods
 - future/ contingent goods
- Risk of loss
- Consequences of Breach (breach by buyer)
- Right to Re-sell
- General and Particular property
- Insolvency of buyer
- Insolvency of seller

SUBJECT-MATTER of Cos

- * What are Goods?
 - every kind of movable goods

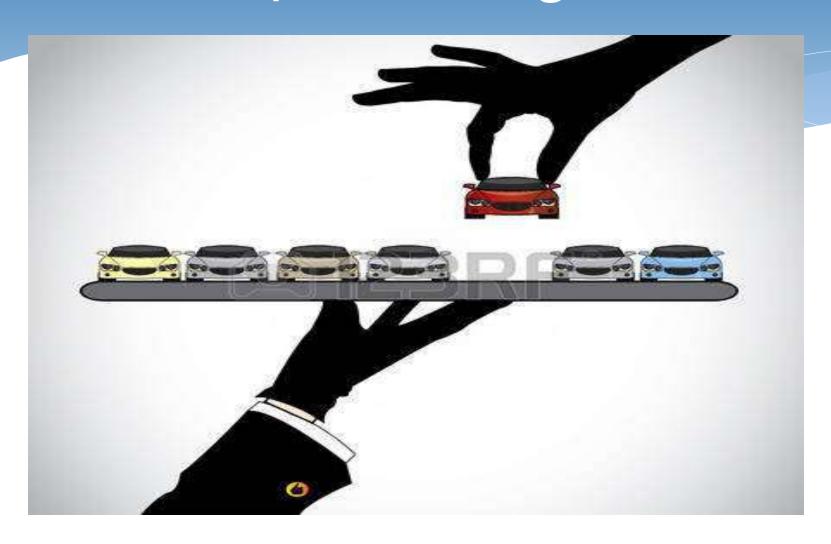
- * What is not treated as goods?
 - immovable property
 - money (current money not old rare coins)
 - actionable claims (loan/debt)

CLASSIFICATION of Goods

- 1. Existing Goods
 - Specific
 - Ascertained Goods
 - Unascertained/generic Goods
- 2. Future Goods

3. Contingent Goods

Example: Existing Goods



Continued...

- * <u>Future Goods</u> :- (Agreement to sell)
- * Contingent goods:

e.g. A agrees to sell to B a specific rare painting provided he is able to purchase it from its present owner. This is a contract for the sale of contingent goods.

Future goods



GLOBAL MARKETING

MBA 3rd Sem

Global Marketing

- activity related to the sale of goods and services of one country in the other, subject to the rules and regulations framed by the countries concerned.
- In simple words, it refers to marketing activities and operations among the countries of the world following different political and economic systems.

Three Major Dimensions

- Competence in marketing, with a sound grasp of marketing concepts, tools and techniques.
- Ability to perceive patterns of consumer behaviour in different countries and the ability to evaluate the essential differences and similarities between markets.
- Management skill to organise, plan, coordinate and control an operation of considerably greater complexity particularly in its human relationships – than that involved in the home market

Establishing

A branch in foreign market for processing, packaging or assembling the goods according to the needs of the markets. Sometimes complete manufacturing is carried out by the branch through direct investments

Joint Ventures and Collaborations

International marketing includes establishing joint ventures and collaboration in foreign countries with some foreign firms for manufacturing and/or marketing the product. Under these arrangements, the company works in collaboration with the foreign firm in order to exploit the foreign markets.

Licensing Arrangements

□ The company, under the system, establishes licensing arrangements with the foreign term whereby foreign enterprises are granted the right to use the exporting company's knowhow, viz., patents, processes or trademarks according to the terms of agreement with or without financial investment

Consultancy Services

Offering consultancy services are also covered in international marketing scope. The exporting company offers consultancy services by undertaking turnkey projects in foreign countries. For this purpose, the exporting company sends its consultants and experts in foreign countries who guide and direct the manufacturing activities on the spot

Technical and Managerial Know-How

■ The scope of international marketing also includes the technical and managerial knowhow provided by the exporting company to the importing company. The technicians and managerial personnel of the exporting company guide and train the technicians and managers of the importing company.

Significance

- Survival
- Growth of International Market
- Sales and Profits
- Benefit from Diversification
- Inflation and Price Modernization
- International Marketing and Standard of Living

MANAGING INNOVATIONS

By Prof. (Dr.) Monika Mehrotra

Management Innovation

A management innovation can be defined as a marked departure from traditional management principles, processes, and practices or a departure from customary organizational forms that significantly alters the way the work of management is performed.

Typically, managerial work includes

- Setting goals and laying out plans;
- Motivating and aligning effort;
- Coordinating and controlling activities;
- Accumulating and allocating resources;
- Acquiring and applying knowledge;
- Building and nurturing relationships;
- Identifying and developing talent;
- Understanding and balancing the demands of outside constituencies.

Strategic Change

- Change must start at the top;
- It takes a crisis to provoke change;
- It takes a strong leader to change a big company;
- To lead change, you need a very clear agenda;
- People are mostly against change;

Strategic Change

- With any change, there will always be winners and losers;
- You have to make change safe for people;
- Organizations can cope with only so much change.

questions for each relevant management process

- Who owns the process?
- Who has the power to change it?
- What are its objectives?
- What are the success metrics?
- Who are the customers of this process?
- Who gets to participate?
- What are the data or information inputs for this process?

questions for each relevant management process

- What kind of decisions does this process generate?
- What are the decision-making criteria?
- How are decisions communicated, and to whom?
- How does this process link to other management systems? What analytical tools are used?
- What events and milestones drive this process?

INTERNATIONAL MARKETING - EPRG FRAMEWORK

Prof.(Dr.) Monika Mehrotra TECNIA

International Marketing - EPRG Framework

- EPRG framework was introduced by Wind, Douglas and Perlmutter.
- This framework addresses the way strategic decisions are made and how the relationship between headquarters and its subsidiaries is shaped.

Perlmutter's EPRG framework

- Ethnocentric Orientation
- Regiocentric Orientation
- Geocentric Orientation
- Polycentric Orientation

Ethnocentric Orientation

 The practices and policies of headquarters and of the operating company in the home country become the default standard to which all subsidiaries need to comply. Such companies do not adapt their products to the needs and wants of other countries where they have operations. There are no changes in product specification, price and promotion measures between native market and overseas markets.

Regiocentric Orientation

In this approach a company finds economic, cultural or political similarities among regions in order to satisfy the similar needs of potential consumers. For example, countries like Pakistan, India and Bangladesh are very similar. They possess a strong regional identity

Geocentric Orientation

■ Geocentric approach encourages global marketing. This does not equate superiority with nationality. Irrespective of the nationality, the company tries to seek the best men and the problems are solved globally within the legal and political limits. Thus, ensuring efficient use of human resources by building strong culture and informal management channels.

Polycentric Orientation

In this approach, a company gives equal importance to every country's domestic market. Every participating country is treated solely and individual strategies are carried out. This approach is especially suitable for countries with certain financial, political and cultural constraints.

Any Question.....

Chapter 1: Introduction to Electronic Commerce

E-Commerce

Objectives

In this chapter, you will learn about:

- What electronic commerce is and how it is experiencing a second wave of growth with a new focus on profitability
- Why companies now concentrate on revenue models and the analysis of business processes instead of business models when they undertake electronic commerce initiatives

Objectives (continued)

- How economic forces have created a business environment that is fostering the second wave of electronic commerce
- How businesses use value chains and SWOT analysis to identify electronic commerce opportunities
- The international nature of electronic commerce and the challenges that arise in engaging in electronic commerce on a global scale

Electronic Commerce: The Second Wave

- Electronic commerce (e-commerce)
 - Businesses trading with other businesses and internal processes
- Electronic business (e-business)
 - Term used interchangeably with e-commerce
 - The transformation of key business processes through the use of Internet technologies

Categories of Electronic Commerce

- Five general e-commerce categories:
 - Business-to-consumer
 - Business-to-business
 - Business processes
 - Consumer-to-consumer
 - Business-to-government
- Supply management or procurement
 - Departments are devoted to negotiating purchase transactions with suppliers

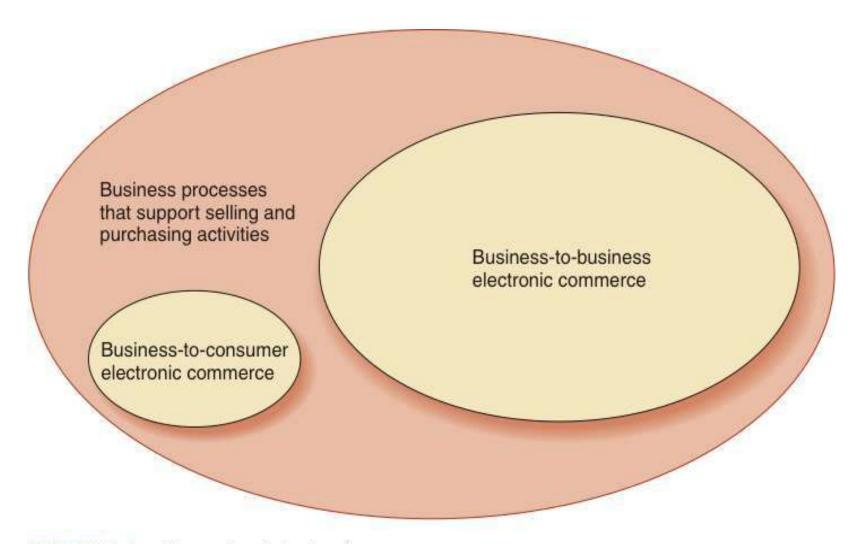


FIGURE 1-1 Elements of electronic commerce

Categories of Electronic Commerce (continued)

- Transaction
 - An exchange of value
- Business processes
 - The group of logical, related, and sequential activities and transactions in which businesses engage
- Telecommuting or telework
 - Employees log in to company computers through the Internet instead of traveling to the office

Category	Description	Example
Business-to-consumer (B2C)	Businesses sell products or services to individual consumers.	Walmart.com sells merchandise to consumers through its Web site.
Business-to-business (B2B)	Businesses sell products or services to other businesses.	Grainger.com sells industrial supplies to large and small businesses through its Web site
Business processes that support buying and selling activities	Businesses and other organizations maintain and use information to identify and evaluate customers, suppliers, and employees. Increasingly, businesses share this information in carefully managed ways with their customers, suppliers, employees, and business partners.	Dell Computer uses secure Internet connections to share current sales and sales forecast information with suppliers. The suppliers can use this information to plan their own production and deliver component parts to Dell in the right quantities at the right time.

FIGURE 1-2 Electronic commerce categories

Category	Description	Example
Consumer-to-consumer (C2C)	Participants in an online marketplace can buy and sell goods to each other. Because one party is selling, and thus acting as a business, this book treats C2C transactions as part of B2C electronic commerce.	Consumers and businesses trade with each other in the eBay.com online marketplace.
Business-to-government (B2G)	Businesses sell goods or services to governments and government agencies. This book treats B2G transactions as part of B2C electronic commerce.	CAL-Buy portal allows businesses to sell online to the state of California.

FIGURE 1-2 Continued Electronic commerce categories

The Development and Growth of Electronic Commerce

- Electronic funds transfers (EFTs)
 - Also called wire transfers
 - Electronic transmissions of account exchange information over private communications networks
- Electronic data interchange (EDI)
 - Transmitting computer-readable data in a standard format to another business

The Development and Growth of Electronic Commerce (continued)

- Trading partners
 - Businesses that engage in EDI with each other
- Value-added network (VAN)
 - Independent firm that offers connection and transaction-forwarding services to buyers and sellers engaged in EDI

Year	B2C Sales: Actual and Estimated \$ Billions	B2B Sales (including EDI): Actual and Estimated \$ Billions
2007	240	6800
2006	190	5300
2005	150	4100
2004	130	2800
2003	100	1600
2002	80	900
2001	70	730
2000	50	600
1999	25	550
1998	10	520
1997	5	490
1996	Less than 1	460

Adapted from reports by ClickZ Network (http://www.clickz.com/stats/stats_toolbox/); eMarketer (http://www.emarketer.com/); Forrester Research (http://www.forrester.com); and the Statistical Abstract of the United States, 2004–2005, Washington: U.S. Census Bureau.

FIGURE 1-3 Actual and estimated online sales in B2C and B2B categories

The Second Wave of Electronic Commerce

- Defining characteristics of the first wave:
 - Dominant influence of U.S. businesses
 - Extensive use of the English language
 - Many new companies started with outside investor money
 - Unstructured use of e-mail
 - Over-reliance on advertising as a revenue source

The Second Wave of Electronic Commerce (continued)

Second wave:

- Global enterprises in many countries are participating in electronic commerce
- Established companies fund electronic commerce initiatives with their own capital
- Customized e-mail strategies are now integral to customer contact

Business Models, Revenue Models, and Business Processes

- Business model
 - A set of processes that combine to yield a profit
- Revenue model
 - A specific collection of business processes used to:
 - Identify customers
 - Market to those customers
 - Generate sales to those customers

Role of Merchandising

- Merchandising
 - Combination of store design, layout, and product display knowledge

Product/Process Suitability to Electronic Commerce

- Commodity item
 - Hard to distinguish from the same products or services provided by other sellers
 - Features have become standardized and well known

Product/Process Suitability to Electronic Commerce (continued)

- Shipping profile
 - Collection of attributes that affect how easily a product can be packaged and delivered
- High value-to-weight ratio
 - Can make overall shipping cost a small fraction of the selling price

Advantages of Electronic Commerce

- Electronic commerce can increase sales and decrease costs
- If advertising is done well on the Web, it can get a firm's promotional message out to potential customers in every country
- Using e-commerce sales support and ordertaking processes, a business can:
 - Reduce costs of handling sales inquiries
 - Provide price quotes

Advantages of Electronic Commerce (continued)

- It increases purchasing opportunities for buyers
- Negotiating price and delivery terms is easier
- The following cost less to issue and arrive securely and quickly:
 - Electronic payments of tax refunds
 - Public retirement
 - Welfare support

Disadvantages of Electronic Commerce

- Perishable grocery products are much harder to sell online
- It is difficult to:
 - Calculate return on investment
 - Integrate existing databases and transactionprocessing software into software that enables ecommerce
- Cultural and legal obstacles also exist

Economic Forces and Electronic Commerce

- Economics
 - Study of how people allocate scarce resources
- Two conditions of a market
 - Potential sellers of a good come into contact with potential buyers
 - A medium of exchange is available

Transaction Costs

- Transaction costs are the total costs that a buyer and seller incur
- Significant components of transaction costs:
 - Cost of information search and acquisition
 - Investment of the seller in equipment or in the hiring of skilled employees to supply products or services to the buyer

Using Electronic Commerce to Reduce Transaction Costs

- Businesses and individuals can use electronic commerce to reduce transaction costs by:
 - Improving the flow of information
 - Increasing coordination of actions

Network Economic Structures

- Network economic structures
 - Neither a market nor a hierarchy
 - Companies coordinate their strategies, resources, and skill sets by forming long-term, stable relationships with other companies and individuals based on shared purposes
- Strategic alliances (strategic partnerships)
 - Relationships created within the network economic structure

Network Economic Structures (continued)

- Virtual companies
 - Strategic alliances that occur between or among companies operating on the Internet
- Strategic partners
 - Entities that come together as a team for a specific project or activity

Network Effects

- Law of diminishing returns
 - Most activities yield less value as the amount of consumption increases
- Network effect
 - As more people or organizations participate in a network, the value of the network to each participant increases

Identifying Electronic Commerce Opportunities

Firm

 Multiple business units owned by a common set of shareholders

Industry

Multiple firms that sell similar products to similar customers

Strategic Business Unit Value Chains

- Value chain
 - A way of organizing the activities that each strategic business unit undertakes
- Primary activities include:
 - Designing, producing, promoting, marketing, delivering, and supporting the products or services it sells
- Supporting activities include:
 - Human resource management and purchasing

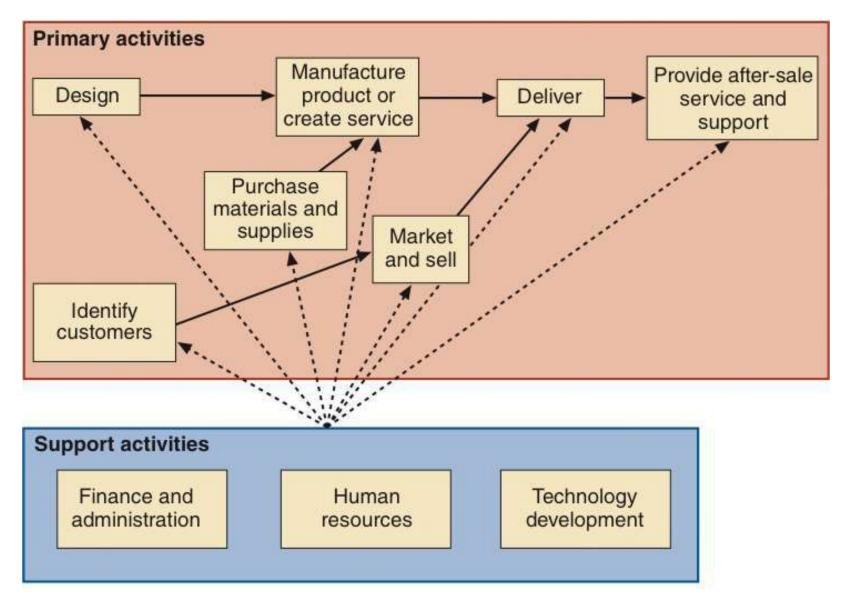


FIGURE 1-9 Value chain for a strategic business unit

Industry Value Chains

- Value system
 - Larger stream of activities into which a particular business unit's value chain is embedded
 - Also referred to as industry value chain

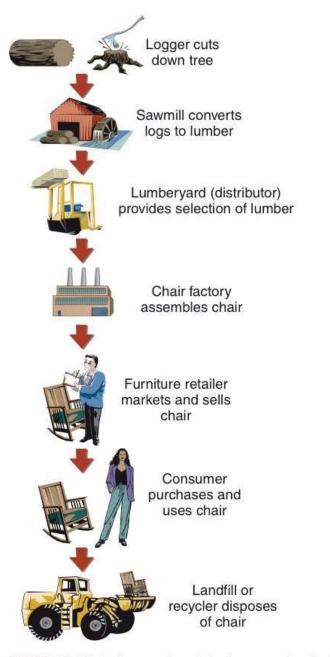


FIGURE 1-10 Industry value chain for a wooden chair

SWOT Analysis: Evaluating Business Unit Opportunities

- In SWOT analysis:
 - An analyst first looks into the business unit to identify its strengths and weaknesses
 - The analyst then reviews the operating environment and identifies opportunities and threats

Strengths

- What does the company do well?
- Is the company strong in its market?
- Does the company have a strong sense of purpose and the culture to support that purpose?

Weaknesses

- What does the company do poorly?
- What problems could be avoided?
- Does the company have serious financial liabilities?

Opportunities

- Are industry trends moving upward?
- Do new markets exist for the company's products/services?
- Are there new technologies that the company can exploit?

Threats

- What are competitors doing well?
- What obstacles does the company face?
- Are there troubling changes in the company's business environment (technologies, laws, and regulations)?

FIGURE 1-11 SWOT analysis questions

Strengths

- Sell directly to consumers
- Keep costs below competitors' costs

Weaknesses

 No strong relationships with computer retailers

Opportunities

- Consumer desire for one-stop shopping
- Consumers know what they want to buy
- Internet could be a powerful marketing tool

Threats

- Competitors have stronger brand names
- Competitors have strong relationships with computer retailers

FIGURE 1-12 Results of Dell's SWOT analysis

International Nature of Electronic Commerce

- Companies with established reputations:
 - Often create trust by ensuring that customers know who they are
 - Can rely on their established brand names to create trust on the Web
- Customers' inherent lack of trust in "strangers" on the Web is logical and to be expected

Language Issues

- To do business effectively in other cultures a business must adapt to those cultures
- Researchers have found that customers are more likely to buy products and services from Web sites in their own language
- Localization
 - Translation that considers multiple elements of the local environment

Culture Issues

 An important element of business trust is anticipating how the other party to a transaction will act in specific circumstances

Culture:

- Combination of language and customs
- Varies across national boundaries
- Varies across regions within nations

Infrastructure Issues

- Internet infrastructure includes:
 - Computers and software connected to the Internet
 - Communications networks over which message packets travel
- Organization for Economic Cooperation and Development's (OECD) Statements on Information and Communications Policy deal with telecommunications infrastructure development issues

Infrastructure Issues (continued)

- Flat-rate access system
 - Consumer or business pays one monthly fee for unlimited telephone line usage
 - Contributed to rapid rise of U.S. electronic commerce
- Targets for technological solutions include paperwork and processes that accompany international transactions

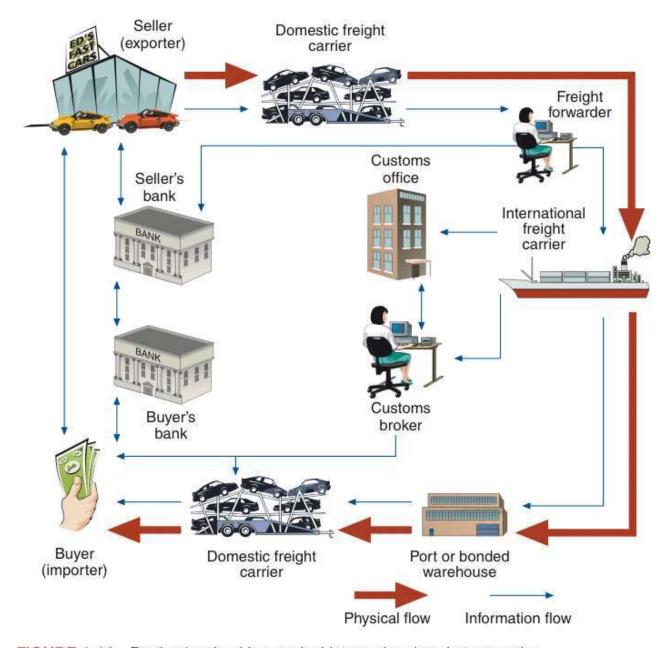


FIGURE 1-14 Parties involved in a typical international trade transaction

Summary

- Commerce
 - Negotiated exchange of goods or services
- Electronic commerce
 - Application of new technologies to conduct business more effectively
- First wave of electronic commerce
 - Ended in 2000
- Second wave of electronic commerce
 - New approaches to integrating Internet technologies into business processes

Summary (continued)

- Using electronic commerce, businesses have:
 - Created new products and services
 - Improved promotion, marketing, and delivery of existing offerings
- The global nature of electronic commerce leads to many opportunities and few challenges
- To conduct electronic commerce across international borders, you must understand the trust, cultural, language, and legal issues

What is an Entrepreneur?

An individual who undertakes the risk associated with creating, organizing, and owning a business.

Personal Characteristics of Successful Entrepreneurs

- Persistent
- Creative
- Responsible
- Inquisitive

- Goal-oriented
- Independent
- Self-confident
- Risk taker

Skills Needed by Successful Entrepreneurs

- Communication skills
- Human relations skills
- Math skills
- Problem-solving & Decision-making skills
- Technical skills
- Basic Business skills

Entrepreneurship and the Entrepreneurial Process

Understand entrepreneurship and the entrepreneurial process.

Entrepreneurship vs. Entrepreneurs

ENTREPRENEURSHIP

The process of starting and running one's own business

This involves a considerable amount of risk.

ENTREPRENEUR

An entrepreneur is an individual who undertakes the risk associated with creating, organizing, and owning a business.

5 Steps of the Entrepreneurial Process

- 1. Discovery
- 2. Concept Development
- 3. Resourcing
- 4. Actualization
- 5. Harvesting

Step 1: Discovery

The stage in which the entrepreneur generates ideas, recognizes opportunities, and studies the market.

Entrepreneurs consider the following:

Hobbies or Skills

Consumer Needs and Wants

Conduct Surveys and Questionnaires

Study Demographics

Step 2: Concept Development

Entrepreneurs prepare the following in this step:

Develop a Business Plan

A detailed proposal describing the business idea

Choose Location for the Business

 Is the business online or does it have a physical location for customers to visit to purchase products, services or combinations.

Decide if the idea will need a Patent or Trademark

- Patent –
- Trademark -

Step 3: Resourcing

The stage in which the entrepreneur identifies and acquires the financial, human, and capital resources needed for the venture startup, etc.

Entrepreneurs contemplate the following:

Identify Potential Investors

Apply for loans, grants and financial assistance

Hire employees

Step 4: Actualization

The stage in which the entrepreneur operates the business and utilizes resources to achieve its goals / objectives

Entrepreneurs prepare for the following:

Grand Opening of the Business

Day to Day Operations of the Business

Step 5: Harvesting

The stage in which the entrepreneur decides on venture's future growth, development, or demise.

Entrepreneurs consider the following:

Future Plans for the Business:

- Expansion to additional locations
- Company to change structure

Starting a Business

Understand the procedures and requirements for starting a business.

Starting a Business

- 1. Develop a Business Plan
- 2. Acquire Finances
- 3. Meet Legal Requirements

Develop a Business Plan

A Business Plan is a detailed proposal that describes a new business.

Business Plans are:

- Presented to potential investors and lenders
- Most business plans are 30+ pages

Purposes of a Business Plan

Business Plans are used to:

- Obtain Financing
 - Banks and Potential Lenders require a business plan
- Helps organize and analyze data critical to new business.
- Provides a start-up proposal
 - Provides and outline to follow when starting the business.

Components of a Business Plan

Executive Summary:

 Brief one to two page description of the key points of each section of the business plan

Product/Service Plan:

- Presents Product or Service being offered
- Unique features of the Product or Service

Management Team Plan:

- Qualifications of the Entrepreneur
- Qualifications of any Partners who may be involved in the business venture

Components of a Business Plan

Industry/Market Analysis:

 Analyzes the: Customers / Competition / Industry / Demographic / Geographic and Economic data

Operational Plan:

 Includes all processes involved in producing and/or delivering the product or service to the customer

Organizational Plan:

- Management philosophy of the business
- Key management personnel
- Key employment policies

Components of a Business Plan

Marketing Plan:

- Describes how the business will make its customers aware of its products/ services.
- The Market being served / Marketing Strategies / Promotional Plan / Marketing Budget

Growth Plan:

Presents plan for future expansion of the business

Financial Plan:

 Includes financial statements that will help forecast the future financial health of the business.

Finance the Business

Identify Potential Investors

Examples:

- Family and Friends
- Other Businesses
- Employees

Contact Financial Agencies for loans, grants and financial assistance:

- Small Business Administration
- Banks / Credit Unions
- Insurance Companies

THANK YOU

Strategic Management

- Strategic Management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organistaion to achieve its objectives
- It implies that, strategic management focuses on integrating management, marketing, finance/accounting, production/opertaions, research and development, and information systems to achieve organizational objectives
- It involves long range planning and the purpose is to exploit and create new opportunities with optimum utilization of resources

Key terms

- Competitive advantage: when a firm does something which a rival firm can not do. It can be defined as anything that a firm does especially well compared to rival firms. It is all about gaining and maintaining competitive advantage
- Strategists: individuals who are responsible for success or failure of an organization. They help an organization gather, analyze and organize information. They track industry and competitive trends, develop forecasting models, evaluate corporate and divisional performance, identify emerging market opportunities, identify business threats, and develop creative actions-

- Vision: what do we want to become. It is the first step in strategic planning. It provides the insight into what the company hopes to achieve. For eg. Amazon "to be earth's most customer centric company, where customers find and discover anything they might want to buy online, and endeavors to offer its customers the lowest possible price"; Google " to provide access to the world's information in one click"
- Mission: statements are enduring statements of purpose that distinguish one business from other similar businesses. It focusses on why the organization exists. It communicates the purpose of the organization. It provides clarity about 'what', 'who' and 'why' of company For eg. TED "to spread ideas"; LinkedIn "to connect the world's professionals to make them productive and successful"

- External opportunities and threats: it refers to economic, social, cultural, demographic, technological and competitive trends that could benefit or harm an organization. These are beyond control of an organistaion
- Internal strengths and weaknesses: these are under the control of an organization. They arise in functional areas of business activities. For eg. Ownership of natural resources may be a strength
- Long term objectives: obj. are specific results that an organization seeks to achieve. Long term means more than 1 year. They are essential for organizational success because they state direction, aid in evaluation, focus on coordination and provide basis for effective planning, organizing, motivating and controlling activities

- Strategies: are the means by which long-term objectives will be achieved. It includes business expansion, diversification, acquisition, product development, liquidation and joint venture. Strategies are the potential actions that require top management decisions and large amount of firm's resources
- Annual objectives: are the short term milestones that organization must achieve to reach long term objectives. They should be quantitative, measurable, realistic, consistent
- Policies: are the means by which annual objectives are achieved. It includes guidelines, rules and procedures established to support efforts to achieve stated objectives.

Strategy

• It is related to those activities which move an organization from its current position to a desired future state

It helps in understanding

- To compete against rivals
- To position in the market
- To capitalize attractive opportunities
- To respond to changing economic and market conditions

Definitions

- According to Glueck "Strategy is a unified, comprehensive and integrated plan relating the strategic advantages of the firm to the challenges of environment. It is designed to ensure that the basic objectives of enterprises are achieved"
- According Alfred Chandeler "strategy is the determination of the basic long term goals and objectives of an enterprise and the adoption of the course of action and the allocation of the resources necessary for carrying out these goals"

Characteristics of strategy

- Link firm with the environment
- Relative combinations of actions
- Forward looking
- Objective oriented

Importance of Strategy

- Helps in long term planning
- Helps in optimum utilization of resources
- Protects against changes in environment
- Increases profits
- Helps in sustainability and competitive advantage
- Identification of strengths and weaknesses

Strategic management

- It is a set management decisions and actions that determines the long run performance of an organization
- It emphasizes the monitoring and evaluation of external opportunities and threats in the light of an organization's strengths and weaknesses
- According to Glueck "strategic management is a stream of decisions and actions which leads to the development of an effective strategy to help in achieving corporate objectives"

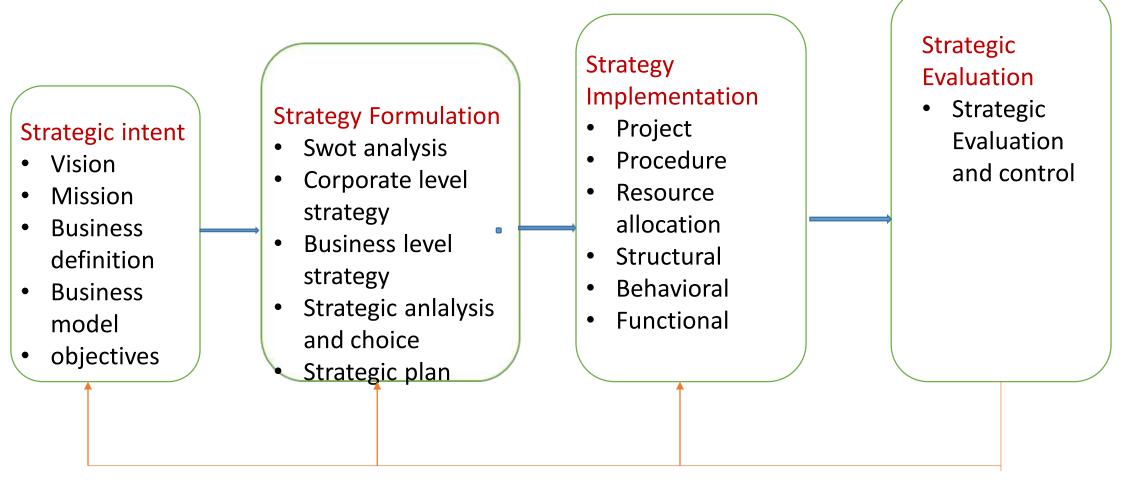
Features of Strategic Management

- Future oriented
- Consequences on multi business
- Directing the growth of an organization
- Focuses on what to achieve and how to achieve
- Includes an element of uncertainty
- Long term prosperity of the firm

Importance of Strategic management

- It ensures the long term survival of the firm
- It guides the company to move in a specific direction
- It assists the firm in becoming proactive, rather than reactive
- It act as a foundation for all key decisions of the firm
- Prepare organizations for future challenges
- It assists in the development of core competencies and competitive advantage

Process of Strategic Management



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	FIRST	MS 103	Quantitative Techniques	Core	3		3				
	FIRST	MS 105	Managerial Economics	Core	3		3				
	FIRST FIRST	MS 107 MS 109	Accounting for Management Information Technology Management	Core Skill Enhancement	3	-	3				
	FIRST	MS 111	Marketing Management	Core/Open Elective	3		3				
7	FIRST	MS 113	Communication in Organizations	Ability Enhancement	2	1	3				
	FIRST	MS 115	Legal Aspects of Business	Core/Open Elective	3	-	3				
9	FIRST	MS 117	Information Technology Management Lab Total	Skill Enhancement	- 23	2	25				
	SEMESTER	Code No.	Paper	Type of Course	L	T/P	Credits				
	SECOND	MS 102	Technology and Innovation Management	Core/Open Elective	3	-	3				
	SECOND	MS 104	Financial Management	Core	3		3				
	SECOND SECOND	MS 106 MS 108	Business Research	Core Core/Open Elective	3	-	3				
	SECOND	MS 110	Sustainable Operations Management Management of Information Systems	Core Core	3		3				
	SECOND	MS 112	Human Resources Management	Core/Open Elective	3		3				
	SECOND	MS 114	Minor Project	Ability Enhancement			4				
	SECOND	MS 116	Professional Skill Development (NUES)	Skill Enhancement	2	1	3				
18	SECOND	MS 118	MOOC/Open Elective* Total	Ability Enhancement	3 23		3 28				
	SEMESTER	Code No.	Paper	Type of Course	L	T/P	Credits				
19	THIRD	MS 201	Summer Training Report	Ability Enhancement	-	-	4				
	THIRD	MS 203	Management of International Business	Core	3		3				
	THIRD THIRD	MS 205	Managing E-Business	Core	3		3				
	THIRD	MS 207 MS 209	Entrepreneurship Development& Startup Strategic Management	Core/Open Elective Core	3		3				
	THIRD	MS 211	Business Analytics	Skill Enhancement	2		2				
	THIRD		Specialization I								
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—	THIRD		Elective-II Specialization II	Discipline Specific Electives	3	-	3				
	THIRD		Specialization II Elective-I	Discipline Specific Electives	3		3				
	THIRD		Elective-II	Discipline Specific Electives	3	-	3				
	THIRD	MS263	MOOC/Open Elective*	Ability Enhancement	3		3				
26	THIRD	MS265	Business Analytics Lab	Skill Enhancement	-	2	1				
-	THIRD		Total ELECTIVES-I AND II		29	2	34				
—	Electives	Code No.	Paper	Type of Course	L	T/P	Credits				
27	Marketing	MS-213	Consumer Behavior	Discipline Specific Electives	3	-	3				
	Marketing	MS-215	Sales and Distribution Management	Discipline Specific Electives	3	-	3				
	Marketing	MS-217	Services Marketing	Discipline Specific Electives	3	-	3				
30	Marketing Electives	MS-219 Code No.	Customer Relationship Management	Discipline Specific Electives	3	T/P	Credits 3				
31	Finance	MS-221	Paper International Financial Management	Type of Course Discipline Specific Electives	3		3				
	Finance	MS-223	Financial Markets and Institutions	Discipline Specific Electives	3		3				
	Finance	MS-225	Investment Analysis & Portfolio Management	Discipline Specific Electives	3		3				
34	Finance	MS-227	Financial Econometric	Discipline Specific Electives	3		3				
25	Electives HR	MS-229	Paper Management of Training, Learning and Development	Type of Course	3	T/P	Credits				
	HR	MS-231	Managing Industrial Relations	Discipline Specific Electives Discipline Specific Electives	3		3	NA			
	HR	MS-233	Talent Management	Discipline Specific Electives	3			NA			
38	HR	MS-235	Compensation and Performance Management	Discipline Specific Electives	3	-	3				
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits				
39 40	IT	MS-237 MS-239	Digitalization and E-Governance	Discipline Specific Electives	3	-	3				
40		MS-241	Artificial Intelligence & Machine Learning Database Management Systems	Discipline Specific Electives Discipline Specific Electives	3		3				
42		MS-243	Database Management Systems Lab	Discipline Specific Electives	3		3				
43		MS-245	Enterprise Systems	Discipline Specific Electives	3	-	3				
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits				
	International Business	MS-247	International Business Environment and Strategy	Discipline Specific Electives	3		3				
	International Business International Business	MS-249 MS-251	Export, Import Policies, Procedure s, and Documentation International Financial Management	Discipline Specific Electives Discipline Specific Electives	3	-	3				
	International Business	MS-253	International Business Negotiation	Discipline Specific Electives	3		3				
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits				
	Operations & Analytics	MS-255	Enterprise Systems	Discipline Specific Electives	3		3				
	Operations & Analytics	MS-257	Operations Strategy	Discipline Specific Electives	3	-	3				
	Operations & Analytics Operations & Analytics	MS-259 MS-261	Logistics and Supply Chain Management Predictive Analytics & Big Data	Discipline Specific Electives Discipline Specific Electives	3		3				
31	SEMESTER	Code No.	Paper	Type of Course	L	T/P	Credits				
	FOURTH	MS 202	Project Dissertation	Ability Enhancement	-		6				
53	FOURTH	MS 204	Corporate Social Responsibility, Human Values & Ethics	Ability Enhancement	3	-	3				
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	FOURTH		Elective-III	Discipline Specific Electives	3		3				
	FOURTH		Elective-IV	Discipline Specific Electives	3	-	3				
-	FOURTH		Total ELECTIVES-III AND IV		15	-	21				
	Electives	Code No.	Paper	Type of Course	L	T/P	Credits				
54	Marketing	MS-206	Advertising and Brand Management	Discipline Specific Electives	3		3				
55	Marketing	MS-208	Digital & social Media Marketing	Discipline Specific Electives	3	-	3				
	Marketing	MS-210	Marketing Analytics	Discipline Specific Electives	3	-	3				
57	Marketing	MS-212	Retail Management	Discipline Specific Electives	3	T/P	Cradite				
		Code No.	Paper Mergers, Acquisitions and Corporate Restructuring	Type of Course Discipline Specific Electives	3		Credits 3				
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	Finance	MS-214 MS-216	Financial Derivatives		3	-	3				
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59 60 61 62 63 64 65 66 67 70 71 72 73 74 75 76	Finance Finance Finance Finance Felectives HR HR HR IN IT IT IT IT IT IT IT IT IT Electives International Business	MS-216 MS-220 Code No. MS-228 MS-224 MS-224 MS-224 MS-228 MS-228 MS-228 MS-230 MS-230 MS-232 MS-232 MS-232 MS-232 MS-234 MS-236 Code No. MS-236 MS-240 MS-246 MS-244 MS-246 MS-248 MS-246	Financial Derivatives Behavioral Finance FinTech Paper Managing Organizational Development Leadership and Teamwork in Blended Organizations People Analytics Managing Diversity and Inclusion Paper Advanced Business Analytics & Predictive Modeling Information Security Data Modeling with Python Business intelligence and Applications Paper Global Competitiveness WTO and Intellectual Property Rights International Human Resource & Cross Cultural Management International Marketing Paper Business Process Management Advanced Business Analytics & Predictive Modeling Project Management Advanced Business Analytics & Predictive Modeling Project Management	Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Type of Course Discipline Specific Electives	3 3 3 3 3 3 3 3 4 3 3 3 3 3 3 3 3 3 3 3	T/P T/P	3 3 3 3 3 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5				
59 60 61 62 63 64 65 66 67 70 71 72 73 74 75 76	Finance Finance Finance Finance Finance Electives HR HR HR IR Electives IT IT Electives International Business Int	MS-216 MS-218 MS-220 Code No. MS-222 MS-222 MS-224 MS-226 MS-228 Code No. MS-232 MS-232 MS-234 MS-232 MS-234 MS-234 MS-234 MS-234 MS-234 MS-234 MS-246 MS-246 MS-246 MS-246	Financial Derivatives Behavioral Finance Finitech Paper Managing Organizational Development Leadership and Teamwork in Blended Organizations People Analytics Managing Diversity and Inclusion Paper Advanced Business Analytics & Predictive Modeling Information Security Data Modeling with Python Business Intelligence and Applications Paper Global Competitiveness WTO and Intellectual Property Rights International Human Resource & Cross Cultural Management International Marketing Paper Business Process Management International Marketing Paper Business Process Management Advanced Business Analytics & Predictive Modeling	Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Type of Course Discipline Specific Electives	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	T/P T/P	3 3 3 3 3 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5				

Note: Total Credits:108 Minimum Credit Required:102

TECNIA INSTITUTE OF ADVANCED STUDIES

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE												
						COURSE						
	E & SYLLA		ONWARDS GURU GOBIN			VERSITY, NEW DELHI.		T .		T/P	0	I
Programme Code: Course Code:	101	Course Name:	Management Process &	Organizational E	Behaviour	Session: Type:	2022-23 Core/Open El		3	Credits	3	
Name of Faculty: Objective: The course	se is aimed	Dr. Sandeep Ku at providing exp	ımar oosure and making the st	1 Credit (Theo udents aware a	ry)= 15 hrs. in a about the role o	sem f strategic manageme	1 Credit (Practical)= 3 nt in business enterpri	30 hrs. in a sem ses and goverr	nment enter	prises.		
	Outcome & Mapping, Course Articulation					8						
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business tenvironment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomiant functional and operational strategies and implement them in an integrated mamer to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processe at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	identify and recommend the information technology based interventions to achieve organizational goals	Berchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skils as well as the ability to work with and lead teams.	Develop a lifetog learning approach menfectof in the artitute to learn undern and relean and in their pursuit of secelence in professional, personal and social life.
		CO1	Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.	3	PO2	PO3 3	2	1	1	P07	1	9
		CO2	Identify and discuss the functions of management i.e. planning, orgamzmg, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.	3	3	3	2	2	2	2	2	3
		СОЗ	Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.	3	3	3	3	3	3	3	3	3
		CO4	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.	3	3	3	3	3	3	3	3	3
Sr. No.	Lecture	Cours Unit No.	e Articulation (Average) Topic	Sessional	3 Experiential	3 Participative	3 Problem Solving	2 ICT Tools &	2 Mapping	2 Class Material	2 Additiona	Mode of Assessment
	No.			Outcome	Learning	Learning	Methodologies	E-Resources Utilization	with CO	(PPT Faculty+ Students)	I Material (Links/ Journals/ Articles/ NEWS)	
1	L1	1	Unit-1: Marketing: Analytics, meaming	Attain basic knowledge of Marketing: A nalytics	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1	PPT		
2	L2	1	Marketing analytics Scope	Understand fundamental Marketing analytics Scope		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT		
3	L3	1	Data for Marketing Analytics	Understand Data for Marketing Analytics		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT		
4	L4	1	Exploratry Analysis	Understand Exploratry	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based		CO1; CO2	PPT		
5	L5	1	Descriptive Analalysis	Analysis Understand Descriptive	Individual Participation	Sacrosanct Focus Content Discussion	Learning Brainstroming, Inquiry Based		CO1; CO2			
6	L6	1	Predictive Analytics	Analalysis Ability to analyze through Predictive Analytics	Live Experimental Application	Group discussion, Buzz Groups	Learning Define & Evaluate		CO2; CO3			
7	L7	1	Prescriptive Analysis	Analytics Ability to analyze through Prescriptive Analysis	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO3			
8	L8	1	Use of EXCEL in Data Analysic Excel for Summarizing	Analysis Ability to use Use of EXCEL in Data Analysic Demonstrating	Live Experimental Application	Group discussion, Buzz Groups Presentation & Class	Define & Evaluate		CO3;CO4			
9	13	1	Excel for Summarizing Data	Demonstrating Excel for Summarizing Data		Presentation & Class Interaction			203;004			

10	L10	1	Excel Commands	Demonstrating Excel Commands		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic	CO3;CO4		
11	L11	1	Unit II: Segmentation Analysis	Understand Segmentation		Program Learning	Method Define & Evaluate	CO2; CO3		
12	L12	1	Positioning Analysis	Analytics Understand Postioning	Case Studies	Program Learning	Define & Evaluate	CO2; CO3		
13	L13	1	Marketing Mix Analysis	Analysis Ability to anlyze Marketing Mix	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning	CO1; CO2; CO3; CO4		
14	L14		Customer Analytics	Define Customer	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based	CO1; CO2; CO3; CO4		
	L15	2	Benefits from Customer	Analytics Apply Consumer		Presentation & Class Interaction	Learning	CO3		
15				Behaviour to measure appropriate Services Quality Parameter for innovative solution						
	L16	2	Segmentation analytics	Apply Consumer Behaviour		Presentation & Class Interaction		CO3		
16				Decision Making Roles and Classification of Buyers in services	Case Studies					
	L17	2	Cluster Analytics	Apply Consumer Decision Making, Factors Influencing	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO3		
17				Buyer Behaviour, Search, Experience and Credence Quality in services						
	L18	2	Perceptual Mapping	Apply Gronroos Service	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO3		
18				Quality Model applications on problem solution/situat ions						
	L19	2	Umbrella Brands	Apply	Live	Group discussion,	Define & Evaluate	CO3		
19				Gronroos Service Quality Model to predict new situations	Experimental Application	Buzz Groups				
20	L20	2	Multi Dimensional Scaling	Apply and understand SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO3		
21	L21	2	Marketing Mix Analysis	Demonstrating correct usage of SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO4		
22	L22	2	Marketing Mix Modelling	and Apply	Live Experimental	Group discussion, Buzz Groups	Define & Evaluate	CO1; CO2		
23	L23	2	Marketing Mix Variables	GAP's Model Demonstrating correct usage of GAP's Model to solve complex	Application Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO3; CO4		
	L24	2	Marketing Mix techniques	Understand		Presentation & Class	Lecture, Stimulate Discussion, Channel	CO1; CO2		
24				the Importance of Customer Retention, Analyze Customer Switching, Assess and Verify Complaining and Service Recovery,	Caselets	Interaction	Discussion, Channel Thinking, Socratic Method			
	L25	3	UNIT 3 Pricing & Customer Journey	Evaluate Service	-		Decimate:	CO4		
25				Recovery Strategies, Create Service Guarantee	Individual Partic	: Sacrosanct Focus Cont	Brainstroming, Inquiry Based Learning			
	L26	2	Goals of Pricing	Ability to Relate knowledge of				CO2; CO3		
26				several areas to predict and draw conclusions on the issue			Brainstroming, Inquiry Based Learning			
	L27	2	Bundling	Ability to Relate	Individual Partic	Sacrosanct Focus Cont	4	CO2; CO3		
27				knowledge of several areas to predict and draw conclusions			Brainstroming, Inquiry Based Learning			
				on the issue	Individual Partic	Sacrosanct Focus Cont	•			

	L28	2	Skimming	Revision of previous		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel	CO1; CO2; CO3; CO4		
28				topics a quick		interaction	Thinking, Socratic	CU3, CU4		
	L29	2	Revenue Management	recap		Description 9 Class	Method	CO1; CO2		
	129	3	Revenue Management	Understand and Apply		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel	CO1; CO2		
				concept of			Thinking, Socratic			
				Service Package,			Method			
29				Service Price						
				strategies, Internal						
				Marketing of						
	L30	3	Promotions	Services. ns	Caselets	Presentation & Class		CO3		
30		,	Tomodons	113		Interaction				
	L31	3	Customer Jjourney Mapping	Demonstrating correct usage		Presentation & Class Interaction		CO3; CO4		
			Mapping	of the 7 P's		interaction				
31				framework for						
				Service Marketing						
	L32	3	Customer Loyalty	Understand, Apply and		Presentation & Class Interaction		CO1; CO2; CO3		
				Analyze The						
				Service Product,						
				Design						
32				formulate and build New						
				Service						
				Offerings, Service						
				Branding and						
				Positioning						
	L33	3	Customer Lifetime Value			Presentation & Class	1	CO1; CO2;		
			Meaning	Understand		Interaction		CO3		
				Analyze and Apply the			1			
				actual						
				procedures, mechanisms			1			
33				and flow of			Ī			
				activities by which the			1			
				service is			Ī			
				delivered - the service						
				delivery and						
				operating system						
	L34	3	Customer Lifetime Value			Presentation & Class		CO1; CO2;		
			Calculation	Apply and		Interaction		CO3		
34				Analyze Benefits and						
				Key Elements						
	L35		Unit IV Digital Analytics	Demonstrating		Presentation & Class		CO3; CO4		
				Correct		Interaction		,		
				Usage of Procedure for						
35				Selected						
				Services, Price Terminology						
				Objectives						
	L36	4	Digital Analytics Metrics	Demonstrating		Presentation & Class		CO3; CO4		
	230	-	& Measurement	Correct		Interaction		203, 204		
				Usage of Selected						
36				Services						
				Pricing						
				Challenges Procedure						
	L37	4	Digital Anlytics	Demonstrating		Debate		CO3; CO4		
			Measurment	Correct Usage						
37				method of						
				Pricing of Services						
	L38	4	Web Metrics &	Compare,				CO3; CO4		
			Importance of Web Metrics	Analyze and Discriminate			1			
38				between						
				Service Personnel	Case Studies		Define & Evaluation			
	L39	4	SEO & SEM	Ability to				CO3; CO4		
				Analyze and Evaluate						
				Consumer			1			
39				Role in Place or						
				Distribution			1			
				Methods of Distribution in						
				Services		Debate	Define & Evaluation			
	L40	4	Social Media Analytics	Ability to Relate				CO2; CO3		
				knowledge of						
40				several areas to predict and			1			
				draw						
				conclusions on the issue			1			
L							Define & Evaluation		 <u> </u>	
	L41	4	Networks	Ability to Relate			1	CO2; CO3		
				Relate knowledge of						
41				several areas to predict and			1			
41				draw						
				conclusions			1			
				on the issue			Define & Evaluation			
	L42	4	Viral Marketing & Text	Revision of			1	CO1; CO2;		
42			Mining	previous topics a quick			1	CO3; CO4		
<u> </u>			Davisian	recap		Brainstorming		.03		
	L43	4	Revision	Identify, Apply and			1	CO3; CO4		
				Analyze			Ī			
43				Distribution, Communicatio						
				n &			1			
I .	1			Servicescape			Define & Evaluation		1	

	L44	4	Discussion of Previous	Identify and			CO3; CO4		
			Question Papers	Apply					
44				Influence on					
				distribution of					
				Services	Case Studies				
	L45	4	Doubts clearance session	Ability to			CO3; CO4		
				identify the					
				usage of					
45				methods for					
				distribution of					
				services in					
				industries.	Case Studies				

Suggested Readings (Latest Edition)

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY. NEW DELH ogramme Code: 039 Programme: MASTER OF BUSINESS ADMINISTRATION (MBA) 2022-23 T/P Credits Core/Open Elective MS-102 Course Name: Course Code: Technology and Innovation Management Type: the importance of managing technology, innovation and ourse Outcome & Mapping, Course Articulation Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively active the functional goals and the business objectives. Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate sodal responsibility and the imperatives of long-term societal welfare. Develop a lifelong learning approach manifested in their attitude to leam, unleam and relearn and in their pursuit of excellence in professional, personal and social life. e communication and well as the ability to work Demonstrate an understanding of decision making processe at various levels of the organization with respect to resources mobilization and their efficient deployment an use to achieve the set goals. Demonstrate an understanding of managem concepts, principles and theories, and apply them in the context of organizational work practices Apply analytical and critical thinking skills to analyze the dynamic business environment is identify entrepreneurial and business opportunities and risks. Identify and recommend the information technology based interventions to achieve organizational goals Demonstrate the ability to analyze m problems, to identify and collect relevant to apply a creative problem-solvi approach. Demonstrate effective of interpersonal skills as we with and lead teams. Understand the concept of technology and its use fullness for an organization 002 Develop technology development processes and strategie for a firm Identify the emerging trends in technology development at national and global level ^A3 Classify the innovation on different criteria for adoption in Examine the Innovation Strategies of various firms in a systemic manner. Evaluate the role of innovation in organizational performance and transformation. Understand and examine the factors affecting the echnological change and its management Build innovative organizations through climate and culture 202 Apply creative thinking for problem solving. Course Articulation (Average) Participative Unit No. ICT Tools & I S. No. Experiential Learning roblem Solving lode of Mapping vith CO Material (Links/ Journals/ Outcome Resources Utilization PPT Faculty+ Articles/ Lecture Contents Lecture Outcome Problem Solving Methodologies Participative Experiential Learning ICT Tools Mapping with / Mode of ass Material rresponding CO earning Technology Management Understanding Technology and its Relationship with Wealth of Nations E-article: https://the ssignme L 2 Inderstandi How to use Fechnology Life Cycles Froup Discussion L 3 E-article: CO1 L 4 S- curve of Technology Evolution Use laws of Questions on ttps://ga Technological Planning and Forecasting L 5 Relationship Relationship Use of S-Wealth of Nations ttps://the chnology Technology Policy Life Cycles, Technology Use of Sttps://the article: oup Discussion 17 Technology Strategy Curve of Use of S-curve of Use of Sttps://th Group Discussion CO1 L 8 Technology Generation and Development Life Cycles, Technology nttps://the Group Discussion Use of Scurve of How to make Technological How to make Technological Models Technological Models How to make Use of Planning Technological Use of Planning Use of Planning L 9 Technology Generation and Development Life Cycles, Technologica https://the E-article: L 10 Fechnology Acquisition and Absorption https://thei Planning Fechnologica ttps://the 11 L 11 Technology Transfer, Technology Exports and Joint Ventures Policy, Phnology 12 L 12 Technology Transfer, Technology Exports and Joint Ventures Technological How to make models ttps://the Global Trends in Technology Development and Management Policy, L 13 Technological How to make Technological https://the -article: https://the 14 L 14 Global Trends in Technology Development and Manage Evolution ofTechnologie 15 L 15 nnovations Management Evolution ofTechnologie Evolution ofTechnologie Technology Uses of Technology -article: L 16 Transfer Use of Mutiorogramming П Concepts of Invention and Innovation 17 L 17 П Classification and Types of Innovation tos://the Acquisition Unit Test-1 18 L 18 П Classification and Types of Innovation nttps://the -article: echnology Implementatio Use of Internet 19 L 19 Frugal Aspects of Innovation, Social Innovation exports and n of Implementatio Technologies & ww Use of Internet nttps://the -article: L 20 nnovation Strategies and Models n of Implementatio n of Implementatio xports and Technologies & v Use of Internet ttps://the -article: L 21 21 Innovation Strategies and Models Technologies & Use of Internet Group Discussion Global E-article: ttps://ga oncurrent Engineering rends in echnologies & w tps://the eway.ed Using cloud computing as -article: ttps://the L 23 Concepts of nvention Concepts of Using cloud computing as Using cloud Concepts of To learn tps://the article: 24 L 24 П Product Innovation roup Discussion 25 L 25 П Case Studies on Innovation vention Concepts of To describe computing as ttps://the -article: eway.ed L 26 Classification types of To describe nnovation types of Frugal To describe attos://the -article: https://the -article: 27 L 27 Ш Change Management Group Discussion Understanding the Nature, Importance, Forces 28 L 28 Ш Aspects of Frugal Aspects To compare ttps://the -article L 29 Ш Types of Technological Change Aspects of Frugal Aspect: ttps://the E-article: https://the E-article: https://the E-article: rainstorming Compare and L 30 Ш Strategies Innovation Strategies Diagnosing Organizational Capability to Change Process Change Strategy, Building Culture and Climate for Chang contrast Understand the common 31 L 31 Ш and Innovation Change Strategy, Building Culture and Climate for Change oup Discussion 32 L 32 Ш and Innovation ngineering; the different ttps://the -article: Ш 33 L 33 Building, Managing and Sustaining Innovative Organizations nttps://the -article: 34 L 34 Ш Nurturing Innovation, Role of Leadership the general https://thei E-article: Innovation Case Studies Presentation Group Discuss L 35 Ш https://the E-article: 35 Case studies on Business Transformation on Types of L 36 Ш Case studies on Business Transformation

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			Creative and Lateral Thinking Management	Diagnosing	Croote and use	Model Creation		Demonstratio	E article.	CO3	1	PPT	https://ga
37	L 37	IV	creative and cateror minking management			Widder Creation		Demonstratio				PPI	teway.ed
3/	L 3/	IV		Organization	Organizational Understand		C Dii	n	https://thei	CO3		PPT	https://ga
38	L 38	IV	Hadanita dia Garatta Thialia	Change			Group Discussion		E-article:			PPI	
38	L 38	IV	Understanding Creative Thinking	Strategy,	the Change				https://thei				teway.ed
				Building	Understand	Model Creation			E-article:				https://ga
39	L 39	IV	Myths about Creativity	Culture and	the Change				https://thei				teway.ed
				Building	Understand		Group Discussion		E-article:	CO4	Assignment	PPT	https://ga
40	L 40	IV	Factors affecting Creative Thinking	Managing	the Building				https://thei		4		teway.ed
				Nurturing	Understand			Demonstratio		CO4		PPT	https://ga
41	L 41	IV	Creative Problem Solving: Approach and Process	Innovation	the Nurturing			n	https://thei	i			teway.ed
				Role of	Understand			Demonstratio	E-article:	CO4		PPT	https://ga
42	L 42	IV	Managing Lateral Thinking with Exercises	Leadership	the concept of			n	https://thei	i			teway.ed
				Case	Case studies		Case Study		E-article:				https://ga
43	L 43	IV	Rivision	studies on	on Business				https://thei	i			teway.ed
				Myths	Understand	Model Creation			E-article:	CO4		PPT	https://ga
44	L 44	IV	Rivision	about	the Myths				https://thei				teway.ed
				Understandi	Importance of			Demonstratio		CO4			https://ga
45	L 45	IV	Previous Years Question Paper Discussion	ng Creative	Creative			n	https://thei				teway.ed
				Understandi		Design process		Demonstratio		CO4		PPT	https://ga
46	L 46			ng Creative	Creative	Design process		n	https://thei				teway.ed
				Factors		Design process		"	F-article:				https://ga
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48	L 48			Problem	the basics of		-	L	https://thei		-	L	
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				Managing	the basics of		Group Discussion		E-article:	CO4	l	PPT	https://ga
				Lateral	the basics of				baknes / /abo				toway od

Suggested Readings: (All latest editions)

- Khalil, T. M. and Shankar, R. Management of Technology: The Key to Competitiveness and Wealth Creation, McGraw Hill Education
- Narayanan, V. K. Managing Technology and Innovation for Competitive Advantage, Pearson Education.
- Frederick Betz. Managing Technological Innovation: Competitive Advantage from Change, John Wiley & Sons, Inc., USA.
- Tushman, Michael L and Anderson P. Managing Strategic Innovation and Change, Oxford University Press.

 Khurana V. K. and Saini A.K. Management of Technology and Innovation for Competitive Advantage, Ane Books, New Delhi.

 Sanjiva Shankar Dubey. Technology and Innovation Management, Prentice Hall India.

•		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem

-		-	GRADE '													
S PER MBA SCHEM	ME & SYLLABUS 202	21-2022 ONWARDS GU	RU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.	RSE PLA	AN											
rogramme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3					
burse Code: bjective: The cou	MS-104 rse is aimed to pro-	Course Name: vide an understanding	Financial Management of the essential elements of financial management and the finan	cial environ	ment in which	Type: the business firm	Core operates. The pape	er will examin	e the object	tive of shareholde	r wealth					
aximization which	encompasses muc Mapping, Course A	h of modern corporate	finance and its implication for decision making in the present co	ntext.	T				I							
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Perpare business strategies, develop concomitant furticional and operational strategies and inhortement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision finaling process at various levels of the gradization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	dentify and recommend the information technology based interventions to achieve organizational goals	Denchmark organizational and managerial grantees against the principles of good grownance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and sodal life.				
		CO1	Demonstrate the sound understanding of the concept, functions and importance of financial management for a business firm. Analyze the convolutions associated with management of													
		CO3	short-term and long-term funds in the corporate capital structure. Demonstrate the ability to assess and manage financial													
		CO4	risks and recommend an optimum capital portfolio for a firm. Combine the knowledge of financial management and investment, financing, dividend policy and working capital													
			investment, financing, dividend policy and working capital decisions for ensuring optimum valuation of a firm. Course Articulation (Average)	-												
. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Assessment				
1	L1	1	Financial objectives	Lecture Contents	Sessional Out	Experiential Learn	i Problem Solving	Participativ	ICT Tools/e	Mapping with CC		Additional Mat		KEFERENCH	кefrences	
3	L2 L3	1	Impact of Financial and Economic Environment on Financial M Impact of Financial and Economic Environment on Financial N								PPT	eGyanKosh:	class observati class partici	ipation	Daramaciu	-
4	L4	i	Time Value of Money	Implication			f wealth ,profit an				PPT			vation & ans		
				Economic v	1						PPT		class observ	vation & ans	swer	
6	L5 L6	1	Computation of EMI Annuity, Annuity Due	Market val	lı .	e term economic v e market vale adde		Discussion 1		CO 1	PPT		Group discu	ussion	 	\vdash
7	L7	i	Funds Flow Analysis	Function a			responsibility of fi				PPT		case study ,	,ASSIGNMEI	NT 1	
8	L8	1	Funds Flow Analysis	Time value	Explaining the	Case Study	Numerical proble	Discussion 1	https://ww	CO 1	PPT	https://www. academia.edu			C. Paramasiv	,
9	L 9	1	Cash Flow Statement and its Interpretation (AS-3)	Time value		Time Value of Mo	oney : fututre value	Discussion 1	https://ww	CO 1	PPT					-
10	L 10	1	Cash Flow Statement and its Interpretation (AS-3)		Describing th	e Time Value of Mo sent Value Annuit	oney including Pen y, Sinking Fund, An	r		CO 1	PPT		class		https://w	-
11	L 11	11	Capital Structure: Net Income Approach Net Operating income Approach	Fund Flow	Analysis			Discussion 1			PPT		observati class observ		ww.googl nswer	T
13	L 13	11	Traditional Approach	Cash Flow	Students will	be able to underst	and the sources of			CO 2	PPT		class observ	vation & an	swer	
14	L14	П	MM Approach	Introduction	0		s of Capital structu			CO 2	PPT		Assignment			
15	L 15	П	Cost of Capital	Net income	eUnderstandin	g the Net Income	Approach and its a	Group Discu	ıssion	CO 2	PPT		class observ	vation		
16	L 16	П	Leverage Analysis, Operating Leverage	Net operat	d Understandin	g the Net Operatir	ng Income Approac	Discussion 1	Through PPT	CO 2	PPT		case study			-
17	L 17	II .	Financial Leverage	Hyopothe	Understandin	Case Study		Discussion 1	Through PPT	CO 2	PPT			vation & an	iswer	-
18	L18	11	Combined Leveraged EBIT- EPS Analysis				pproach its applic				PPT		class observ	vation & an	iswer	+
19 20	L 20		Capital Gearing			be able to underst		Discussion Through	nrougneer	CO 2	PPT		Quiz		C. Paramasiv	
21	L21	III	Capital Budgeting	Cost of retained		g of cost of retaine		Discussion 1	Through PPT		PPT	eGyanKosh: Blo		vation		
22	L 22	Ш	Conventional and DCF Methods		Students will	be able to underst	and the cost of deb				PPT		class observati class observ	vation	C. Paramasiv	,
23	L 23	III	Risk Analysis-Certainty Equivalent Factor				numerical proble				PPT		c-ass onserv	-udon		1
24	L 24	III	Risk Adjusted Discounting Rate				nd Marginal cost o				PPT					-
25 26	L 25	III	Decision Tree Independent and Dependent Risk Analysis	Leverage A Operating			and the leverage a									+
26	L 27		Independent and Dependent Risk Analysis Independent and Dependent Risk Analysis	Operating			and the leverage a									
28	L 28	III	Replacement Decisions			meaning of capit		Discussion 1			PPT	http://www.sc		vation & an	swer	
29	L 29	Ш	Sensitivity Analysis	Methods C	Discussing the	Case Study		Discussion 1	https://ww	CO 3	PPT		case study	vation & an	C. Paramasiv	,
30	L 30	Ш	Sensitivity Analysis				numerical proble				PPT PPT		Group Discu		-200	1
31	L31	IV	Dividend Policy				capital budgeting capital budgeting				PPT		1		<u></u>	+
32	L32	IV IV	Walter Model Gordon Model				with the help of p				PPT				G.sudarsa	-
34	L33	IV	MM Approach				volved where risky				PPT				na G.sudarsa na	1
35	L 35	IV	Lintner Model				ible outcomes of a				PPT		class observ		G.sudarsa na	
36	L 36	IV	Working Capital Management: approaches, estimation				ible outcomes of a				PPT		class observ		G.sudarsa na	1
37	L 37	IV	Management of Inventories	Independe nt and Replaceme		g the Independent e replacement dec	and Dependent Ri	Discussion 1			PPT		class observ			1
	L 38	IV	Management of Cash (Various Theoretical Models)	Dividend P			numerical proble				PPT			vation & ans		\vdash
38																1
39	L 39	IV	Management of Cash (Various Theoretical Models)	MM Appro		MM Model in det	ail		https://ww	CO 4	PPT		class observ	vation & an	swer	T
	L 39 L 40 L 41	IV IV	Management of Cash (Various Theoretical Models) Management of Receivables and Marketing Securities Management of Receivables and Marketing Securities		Explaining the		ail insufficient workin			CO 4	PPT		class observ		iswer	H

44	L 44	IV	Rivision	Revision	Discussing the past year question paper	Discussion & Brain Store	CO 4	PPT	class observation & answer	
45	L 45	IV	Previous Years Question Paper Discussion	Revision	Discussing the past year question paper	Discussion & Brain Store	CO 4	PPT	class observation & answer	
				Revision	Discussing the past year question paper	Discussion & Brain Stori	CO 4	PPT	class observation & answer	

1 Credit (Theory)= 15 hrs. in a sem 1 Credit (Practical)= 30 hrs. in a sem

Suggested Readings: (All Latest Editions)

- Brigham, E. F., & Houston, J. F. Fundamentals of Financial Management. Cengage Learning India Pvt Ltd.
- Khan, M.Y., & Jain, P.K. Financial Management: Text & Problems. Tata McGraw Hill.
- Prasanna, C. Financial Management: Theory and Practice. Tata McGraw Hill.

 Van Horne, James, C. Principles of Financial Management, Pearson.

 Pandley, I.M. Financial Management, Pearson Education.

 Ravi Kshore. Financial Management, Taxmann's Publicati

Name of Faculty:

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELH MASTER OF BUSINESS ADMINISTRATION (MBA) Programme Code: Programme: 2022-23 Credits Course Code: Course Name Business Research Type: Core bjective: To acquaint the student with the concepts of research, research design, research process concepts, tools and techniques of data analysis and the process of effective report writing to conduct research and analysis for effective decision making ourse Outcome & Mapping, Course Articulation Depare business strategies, develop concomitant infructional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives. manifested I relearn and Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks. Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approac communication and well as the ability to work Pa Demonstrate an understanding of decision per making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals. Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term identify and recommend the information technology based interventions to achieve organizational goals bin their attitude to learn, unlearn and rele in their pursuit of excellence in profession personal and social life. Demonstrate effective c interpersonal skills as w with and lead teams. Identify and differentiate between different types of CO1 esearch and research designs. specify research objectives and hypothesis. Critically analyze and evaluate the existing literature to identify the research gaps and prepare a research proposal for scientific study. CO3 Design a sample study employing statistical tools and techniques, develop data collection instruments comprising scale items and test their validity and CO5 Analyze quantitative data by identifying and applying various statistical tests and interpret the results for drawing generalizations. COE Write a report and present the findings in a structurer practice and future research. Course Articulation (Average) Unit No. Mapping with CO Resources Utilization (PPT Faculty+ Material (Links/ Students) Problem Solving Participative ICT Tool L 1 Mapping with CO Meaning, Purpose and Nature of research Methodologies Learning Outcome The student w Research; Problem PPT CO1, CO2 L 2 DISCUSSION QA Session Formulation TUTORING PPT CO1, CO2 /iva L3 be able to The student wil research Research TUTORING PPT CO1, CO2, CO3 Research Objectives and Research Questions QA Sessio Research Objective be able to The student wil CO1, CO2, CO3 Research Process DISCUSSION CO1, CO2, CO3, PPT Hypothesis: Formulation CO1, CO2, CO4 QA Session able to Students will be L8 Constructs ormulation onstructs and DISCUSSION PPT CO1, CO2. able to identify Students will be 9 L 9 Variables /ariables Review of TUTORING PPT CO1, CO2, CO3. Assignmen 10 L 10 1 Review of Literature Literature Review of able to know Students will be TUTORING PPT CO1, CO2,CO3 Viva Quiz L 11 1 TUTORING PPT CO3, CO4. 11 Purpose, Types Literature able to know 12 L 12 1 PPT Techniques 13 L 13 DISCUSSION PPT CO1, CO2, CO3. Research Design Quiz Design -types of able to Identify, Student will be 14 L 14 Meaning, importance and types of research designs Lecture PPT CO1, CO2. Quiz esearch able to Identify, Students will be L 15 Meaning, importance and types of research designs Flip Classroom CO1, CO2, CO3. MCQ 15 able to Students will be 16 L 16 Sampling: Defining target population Lecture GROUP CO1, CO2 opulation able to Students will be 17 L 17 Sampling frame, sampling units able to Students will be DISCUSSION PPT CO1, CO2, CO3. 18 L 18 Sampling Methods sampling units able to Students will be PPT CO1, CO2, CO3, MCQ Lecture GROUP CO1, CO2 19 L 19 Determining sample size DISCUSSION PPT мсо Methods Sampling able to Students will be Considerations in sample design. Sampling & Non Sampli Methods Determining 20 L 20 CASE STUDY Discussion PPT QA Session able to Students will be Ш PPT 21 L 21 Questionnaire: Meaning, purpose sample size Determining able to Students will be CO4, CO5 CO1, CO2, CO3, 22 L 22 Ш Structured vs. unstructured questionnaires sample size Sampling & able to Students will be TUTORING PPT CO4, CO5 CO1, CO2, CO3, ssignmen PPT L 23 Ш 23 Designing questionnaire Non Sampling able to Group discussion CO4 QA Sessio L 24 Ш 24 Measurement scale: meaning, types Student will be CO1, CO2, CO3, L 25 Measurement scale: meaning, types Secondary Data able to Questionnaire: Students will be Meaning and structured vs. Students will be CO4, CO5 CO2, CO3, CO4 DISCUSSION GROUP Steps in scale formulation CO5 CO1, CO2, CO4

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cale:

Reliability and validity of a measurement scale

Reliability and validity of a measurement scale

Reliability and validity of a measurement scale

Data Analysis: Descriptive Statistics

Parametric and Non Parametric Tests

Hypothesis Testing

29

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CO5, CO6 CO1, CO2, CO3,

CO5 CO1, CO2, CO3,

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CO4, CO5 CO1, CO2, CO3,

CO4, CO5, CO6 CO1, CO2, CO3

CO6 CO1, CO2, CO3,

CO4, CO5, CO6

QA Session

OA Sessio

MCQ

PPT

PPT

34	L 34	IV	Analysis of Variance	Reliability and	Students will be	QUIZ	TUTORING	PPT	CO1, CO2, CO3,		
34	L 34	14	Arialysis of variance	Validity Revision	able to apply			PPT	CO4. CO6		
35	L 35	IV	Multiple and Logistic regression	Revision				PPI			
				Data Analysis:	Students will be	CASE STUDY	GROUP	PPT	CO1, CO2, CO3,	QA Session	
36	L 36	IV	Exploratory and Confirmatory Factor Analysis	Descriptive	able to apply		DISCUSSION		CO4, CO5, CO6		
				Hypothesis	Students will be		GROUP	PPT	CO1, CO2, CO3,	QA Session	
37	L 37	IV	Exploratory and Confirmatory Factor Analysis	Testing	able to		DISCUSSION		CO4, CO5, CO6		
				Parametric	Students will be		Role Play	PPT	CO1, CO3, CO4,	Viva	
38	L 38	IV	Discriminant Analysis	and Non	able to				COS		
			· ·	Analysis of	Students will be	CASE STUDY	GROUP	PPT	CO1, CO2, CO3,	QA Session	
39	L 39	IV	Report Writing: Research Report Components	Variance	able to		DISCUSSION		CO4, CO5		
			.,	Multiple and	Students will be		GROUP	PPT	CO1, CO2, CO3,	MCQ	
40	L 40	IV	Report Writing: Research Report Components	Logistic	able to		DISCUSSION		CO4.		
			.,	Exploratory	Students will be		Role Play	PPT	CO1, CO2, CO5,	MCQ	_
41	L 41	IV	Process of Report Writing	Factor Analysis			, ,		CO6		
				Confirmatory	Students will be		GROUP	PPT	CO1, CO2, CO3,	Quiz	_
42	L 42	IV	Process of Report Writing	Factor Analysis			DISCUSSION		001, 002, 003,	Quiz	
							GROUP	PPT	CO1, CO2, CO5,	Quiz	_
43	L 43	IV	Rivision	Report writing	able to		DISCUSSION		CO1, CO2, CO3,	Quiz	
				Research	Students will be		Lecture	PPT	CO1, CO2, CO5,	QA Session	_
44	L 44	IV	Rivision	Report	able to		Lecture		CO6, CO2, CO3,	QA Jession	
	- **			Process of	Students will be	1	Lecture	PPT	CO1, CO2, CO5,	QA Session	
45	L 45	IV	Previous Years Question Paper Discussion	Note: Software			Lecture	PPI	CO1, CO2, CO3,	QA Jession	
	2.43	.,,	Trevious rears question raper biscussion	Revision	able to uknow	-		PPT	CUB		
				Kevision				rri			

Suggested Readings: (All Latest Editions)

- 1. Cooper, D. R. and Schindler P. S. Business Research Methods. Tata McGraw Hill Education Pvt. Ltd.
- 2. Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. Multivariate Data Analysis. Pearson Education.
- 3. Montgomery, D.C. Design and Analysis of Experiments (International Student Edition). John Wiley & Sons.
- 4. Cochran, W.G. Sampling Techniques. John Wiley & Sons.
- 5. Johnson, R.A., & Wichern, D.W. Applied Multivariate Statistical Analysis New Delhi, Prentice Hall of India.
- 6. Zikmund, W.G. et al. Business Research Methods. New Delhi: Cengage Learning

Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		

GRADE 'A' INSTITUTE

	GRADE A INSTITUTE													
	COURSE PLAN													
AS PER MBA SCHEME 8	PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.													
Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	3	T/P	0	Credits	3			
Course Code:	MS-108	Course Name:	Sustainable Operations Management		Туре:	Core/Open Electiv	e							

Course Code:		Course Name:	Sustainable Operations Management			Туре:	Core/Open Electiv						
			c significance of operations management in a highly come elate them to practical application in real life situation.	oetitive global e	conomy and to	introduce various prin	ciples, concepts, to	ools and techni	ques in the a	rea of operations r	management.	. Students are	
Course Outcome & Ma												T	
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	EQ Prepare business strategies, develop concomitant functions and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision maring process at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information redmology based interventions to achieve organizational goals	Observations and managerial practices against the principles of good practices against the principles of good governance, bethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and Interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.	
		CO2	Define operations management and discuss its scope and its strategic significance for the organizations to achieve competitive advantage as well as the nation to enhance its productive efficiency. Explain the major milestones and trajectory of evolution of operations management as a field of study, discuss the contribution of various individuals										_
			and organizations to the field of operations management.										
		CO3	Identify the major decision areas included in operations management and explain the principles, concepts, tools and techniques employed for decision making in each of the decision areas. Identify the processes of product design and development, analyze various approaches: to product development, compare and classify manufacturing										_
			and service delivery processes and analyze the factors determining process selection.										
		COS	Apply various tools and techniques and use operations analytics for operations planning and control and managing supply chains.										
		CO6	Design and implement quality management systems applying both traditional and Japanese management philosophies for sustainable operations management. Course Articulation (Average)										
5. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/	Mode of Assessment	
1	1.4	1		Totals	Sessional	Experiential	Problem Solving	Participative	ICT Tools &	Mapping with CO	NEWS) Class	Additional	Mode of
	L1		Introduction to Operations Management	Topic Introduction	Outcome Memorize and	Learning	Methodologies	Learning Individual	https://ww	CO1	Material Youtube	Material https://www.i	Assessme Viva Voce
2	L2	I	Nature and Scope of Operations Management	of Nature and	Describe the Demonstrate	Case Study -		Presentation Group	w.youtube. https://ww	CO1	Video PPT,	nsidecareers.c https://www.e	Case
3	L3	I	Historical Evolution of Operations Management	Scope of Historical	a scientific	Sustainable		Presentation	w.youtube. https://ww	CO1	Youtube PPT,	dureka.co/blog https://www.s	study and QA
4	L 4	I	Historical Evolution of Operations Management	Evolution of System					w.youtube. https://ww		Youtube PPT,	tudocu.com/p https://scholar	Session &
5	L 5	1	System Perspectives of Operations Management	la'							Youtube PPT,	.google.co.in/s https://smallb	
6	L6		Relation of Operations Management with other	Perspectives Relation of					w.youtube.		Youtube	usiness.chron.c	:
7		1	Relation of Operations Management with other functional areas	Relation of Operations					https://ww w.youtube.	CO1	PPT, Youtube	http://www.ex	
	L7	1		Relation of Operations Introduction of Operations					https://ww w.youtube. https://ww w.youtube.	CO1	PPT,	pertsmind.com	1
8		1	functional areas	Relation of Operations Introduction of Operations Recent Trends in the	Identify and explain the			Individual Presentation	https://ww w.youtube. https://ww w.youtube. https://ww w.youtube.	CO1 CO1	Youtube	pertsmind.com https://fieldch eck.biz/library/	Viva and
9	L7	1	functional areas Operations Strategy Recent Trends in the field of Operations Management	Relation of Operations Introduction of Operations Recent Trends in the Sustainability	explain the Classify the		Supply Chain Management	Presentation Individual	https://ww w.youtube. https://ww w.youtube. https://ww w.youtube. https://ww	CO1 CO1	PPT, Youtube	https://fieldch eck.biz/library/ https://scholar	Viva and Student Quiz and
9	L7 L8 L9	1	functional areas Operations Strategy Recent Trends in the field of Operations Management Sustainability in operations	Relation of Operations Introduction of Operations Recent Trends in the Sustainability in operations Ecological	explain the Classify the various understand		Supply Chain Management	Presentation Individual Presentation Individual	https://ww w.youtube. https://ww w.youtube. https://ww w.youtube. https://ww w.youtube. https://ww	CO1 CO1 CO1	PPT, Youtube Youtube	https://fieldch eck.biz/library/ https://scholar .google.co.in/s https://scholar	Viva and Student Quiz and Student Student
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9 10 11	L7 L8 L9 L10 L11	I I	functional areas Operations Strategy Recent Trends in the field of Operations Management Sustainability in operations Sustainability in operations Services firms	Relation of Operations Introduction of Operations Recent Trends in the Sustainability in operations Ecological Consideration Ecological	explain the Classify the various understand the recognize that our planet understand	Visits to a		Presentation Individual Presentation Individual Presentation Individual	https://ww w.youtube. https://ww w.youtube. https://ww w.youtube. https://ww w.youtube. https://ww w.youtube.	CO1 CO1 CO1 CO1 CO2 CO2	PPT, Youtube Youtube Video Youtube Video PPT,	https://fieldch eck.biz/library/ https://scholar .google.co.in/s https://scholar	Viva and Student Quiz and Student Student Student Presentat Student Presentat Group
9 10 11 12	L7 L8 L9 L10 L11 L12	I I	functional areas Operations Strategy Recent Trends in the field of Operations Management Sustainability in operations Sustainability in operations services firms Product Development & Process Selection	Relation of Operations Introduction of Operations Introduction of Operations Recent Trends in the Sustainability in operations Ecological Consideration Ecological Consideration Revision	explain the Classify the various understand the recognize that our planet understand the role and Explain the	Visits to a manufacturing		Presentation Individual Presentation Individual Presentation Individual	https://ww w.youtube. https://ww w.youtube. https://ww w.youtube. https://ww w.youtube. https://ww w.youtube. https://stu	CO1 CO1 CO1 CO1 CO2 CO2	PPT, Youtube Youtube Video Youtube Video PPT, Youtube	https://fieldch eck.biz/library/ https://scholar .google.co.in/s https://scholar	Viva and Student Quiz and Student Student Student Presentat Student Presentat Group
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35	L 35	IV	Continuous Improvement (Kaizen)								video	outube.com/w	
				Quality-	Understand			Individual	https://ww	CO6	Youtube	https://www.s	
36	L 36	IV	ISO (9000 & 14000 Series), Quality Awards	Definition	and explain			Presentation			video and	mplilearn.com/	
				Dimension	Discuss and			Individual	https://ww	CO6	Youtube	https://www.s	
37	L 37	IV	Statistical Quality Control, Process Control	and Costs of	describe			Presentation			video and	mplilearn.com/	
				Continuous	dentify the			Individual	https://ww	CO6	Youtube	https://www.s	
38	L 38	IV	Control Chart (X, R, p, np and C Chart)		symbols used			Presentation			video and	mplilearn.com/	
				ISO (9000 &	Understand		https://www.bin	Individual	https://ww	CO6	Youtube	https://asq.org	
39	L 39	IV	Acceptance Sampling	14000 Series)			g.com/ck/a?!&&	Presentation			video and	/guality-	Quiz
				Quality	understand		https://www.bin	Individual	https://ww	CO6	PPT,	https://www.s	
40	L 40	IV	Operating Characteristics Curve (AQL,LTPD, α & β risk)	Awards,	the meaning		g.com/ck/a?!&&				Youtube	ideshare.net/B	
44			T-1-1 0 111- 14		Plan and carry			Individual	https://ww	CO6	Youtube	https://asq.org	
41	L 41	IV	Total Quality Management, Japanese 5 S Concept	Quality	out			Presentation			video and	/guality-	Presentati
42	1.42		B	Control Chart					https://ww	CO6			Viva
42	L 42	IV	Business Process Reengineering, Introduction to Opera		environmental				w.youtube.			//	
43	L 43	IV	Rivision	Total Quality	Describe the	Case Study-Total		Individual	https://ww	COP		https://asq.org	
43	L 43	IV	RIVISION		enhancement	guality		Presentation	w.voutube.			/guality-	study and Viva
44	L 44	IV	Rivision	Business	Discuss and			l	https://ww	CUB			viva
44	L 44	IV	VIAIZIOII	Process	Describe the				w.youtube.	CO6		//	
45	L 45	IV	Previous Years Question Paper Discussion	Introduction						CO6		https://www.x	
45	L 45	IV	r revious rears Question raper Discussion	to Operation Revision	identify core				-			plg.com/what-	Viva
				kevision	identity core			l	l				viva

Suggested Readings: (All Latest Editions)

- 1 Jay Heizer & Barry Rende. Operations Management, Pearson Education.
- Mahadevan B. Operations Management: Theory and Practice, Pearson Education.

- 3. Bedi, K. Production and Operations Management. Oxford University Press, New Delhi.

 4. Russell, R. S. and Taylor, B.W. Operations and Supply Chain Management, Wiley, New Delhi.

 5. Stevenson W. J. Operations Management, McGraw Hill Education

 6. Galther Norman and Frazier G, Operations Management, Cengage Learning India Pvt Ltd.

 Note: Visits to a manufacturing plant and a service facility may be arranged for the students for giving them an opportunity to get a first hand experience of operations.

Name of Faculty: 1 Credit (Theory) = 15 hrs in a sem 1 Credit (Practical) = 30 hrs in a sem	A CONTRACTOR OF THE CONTRACTOR			
	Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem

Reference 5
Bedi, K.Producti
K.Producti
Russell, R. S. and Stevenson W. J.

			TECNIA INSTITU				UDIES						
			GRA		' INSTITI SE PLAN	UTE							
			RU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEI	W DELHI.		T.	la.	To to	la .	In m	To.	T	
Programme Code: Course Code:	039 MS-110	Programme: Course Name:	MASTER OF BUSINESS ADMINISTRATION (MBA) Management of Information Systems	Session:	2022-23	Type:	Core	T/P	U	Credits	3		_
			managerial issues relating to information systems pla	anning, desig	n, development	its linkage with bus	iness strategy, and	to help them id	lentify and e	valuate various opti	ons in this reg	ard.	
Course Outcome & N	Mapping, Course A	rticulation		c		e		é				70	
		601	Define, classify and explain information systems,	Demonstrate an understanding of management Concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and obperational strategies and implement them in an integrated marmer to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making for making processes as various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach	Identify and recommend the information technology based interventions to achieve organizational goals	Detachmank organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welf are.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and releam and in their pursuit of excellence in professional, personal and sodal life.	
			analyze their functions and explain the strategic role of information systems m enhancing organizational performance.										
		CO2	Discuss the components of information systems, nanlyze their inter relationships and apply the knowledge to configure information systems that can be effectively integrated into the business strategy and business processes of the organization. Explain the tools and techniques for information										
		CO4	systems design and implementation and apply them appropriately to take leverage of enterprise systems for enhancing the effectiveness of decision making. Evaluate the information systems in terms of their contribution towards improved decision making and optimum use of organizational										
		COS	resources. Anticipate the risks associated with enterprise systems from economic, social, privacy and security perspectives and propose legal and ethical solutions consistent with sustainable development goals.										-
S. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/	Mode of Assessment	
1	L1	1	Meaning and Role of Information Systems	Lecture Contents	Lecture Outcome	Problem Solving Methodologies	Participative Learning	Experiential Learning	ICT Tools	Mapping with / Corresponding CO	NEWS) Mode of Assessment	Class Material	Additional Material
2	L2	1	Information Systems: Digital Enterprises	Information Systems:	Student will be able to		Group Discussion		E-article: https://ww	CO1	Assignment 1	PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html
3	L 3	1	Role of Information Systems Types of Information Systems: Operations Support	Information Systems: Information	Student will be able to Student will be	Questions on	Group Discussion		E-article: https://ww E-article:	CO1		PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html
4	L4	1	Systems Management Support Systems Expert Systems and Knowledge Management	Systems: Information	able to Student will be	Information Questions on			https://ww E-article:	CO1		PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
5	L5 L6		Systems Information Systems for Strategic Advantage:	Systems: Types of Information	able to Student will be able to	Information	Group Discussion	Demonstratio	https://ww E-article: https://ww	CO1		PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
7	L7	1	Competitive. Strategy Concepts Information Systems for Strategic Advantage: Competitive. Strategy Concepts	Types of Information	Student will be able to	Questions on Information			E-article: https://ww	CO1		PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html
8	L8	1	Strategic Role of information Systems	Types of Information	Student will be able to		Group Discussion		E-article: https://ww	CO1		PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html
9	L9	1	Integrating Information Systems with Business Strategy	Types of Information Expert	Student will be able to Student will be	Questions on Information Use of Expert		Demonstratio	E-article: https://ww E-article:				http://www.mbaexamnotes.com/manag ement-information-system-notes.html http://www.mbaexamnotes.com/manag
10	L 10	1	Value Chain Analysis Planning for Information Systems	Systems and Expert	able to Student will be	system models Use of Expert		n Demonstratio	https://ww E-article:	CO1		PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
11	L 11	II	Identification of Applications, Business Planning	Systems and Expert	able to Student will be	system models Use of Expert		n Demonstratio	https://ww E-article:	CO1		PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
12	L 12	11	Systems and Critical Success Factors Identification of Applications, Business Planning Systems and Critical Success Factors	Systems and Expert Systems and	able to Student will be able to	system models	Group Discussion	n	https://ww E-article: https://ww	CO1		PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
14	L 14	11	Method of Identifying Applications, Risks in Information Systems	Expert Systems and	Student will be able to	Use of Planning models			E-article: https://ww				http://www.mbaexamnotes.com/manag ement-information-system-notes.html
15	L 15	П	Resource Requirements for Information Systems: Hardware and Capacity Planning	Competitive Strategy	Implementatio n of		Group Discussion	Demonstratio n	https://ww	CO2	Assignment 2	PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html
16	L 16	Ш	Software Needs	Competitive Strategy Integrating	Implementatio n of Strategic Implementatio	Uses of Technology Transfer Use of Information		Demonstratio n Demonstratio	E-article: https://ww E-article:	CO2		PPT	ement-information-system-notes.html
17	L 17	Ш	Procurement Options - Make or Buy decisions	Information Integrating	n of Implementatio	systems Use of Internet	Group Discussion	n Demonstratio	https://ww E-article:	CO2		PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
18	L 18	II	Outsourcing as an Option Global Information Systems	Information	n of Value	Technologies &	Group Discussion	n	https://ww E-article:	CO2		PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
19 20	L 19	11	Global Information Systems	Unit Test Identification	Implementatio n of Business	Use of Internet Technologies &		Demonstratio n	https://ww E-article: https://ww	CO2		PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag ement-information-system-notes.html
21	L 21		Building Information Systems	Identification	To learn the Business		Group Discussion		E-article: https://ww	CO2	L	PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html
22	L 22	Ш	Concepts of Systems Analysis and Design	Identification	To learn the Business	library.	Group Discussion		E-article: https://ww				http://www.mbaexamnotes.com/manag ement-information-system-notes.html
23	L 23	Ш	SDLC Approach	Identification	To learn the Business To learn the	Using cloud computing as		Demonstratio n	E-article: https://ww E-article:	CO2		PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html http://www.mbaexamnotes.com/manag
24	L 24	Ш	Prototyping, Spiral method	Identification	Business To learn the	Using cloud	Group Discussion		https://ww E-article:	CO2		Notes	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
25	L 25	III	Role of End User, Logical and Physical Design Role of End User, Logical and Physical Design	Identification Method of	Business To describe	computing as Brainstorming		Demonstratio	https://ww E-article:	CO3	Assignment 3	PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
26 27	L 26	III	Implementation Strategies of Information Systems	Identifying Method of Identifying	Method of To describe Risks in		Group Discussion	n	https://ww E-article: https://ww	CO3	,	PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag ement-information-system-notes.html
28	L 27		Implementation Strategies of Information Systems	Method of Identifying	To understand Method of		Group Discussion	Demonstratio n	E-article: https://ww	CO3		PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html
29	L 29	Ш	Evaluation of Information Systems	Method of Identifying	To describe Method of	Brainstorming			E-article: https://ww				http://www.mbaexamnotes.com/manag ement-information-system-notes.html
30	L 30	IV	Evaluation of Information Systems Emerging Concepts and Issues in Information	Resource Requirements	To understand and Compare	Brainstorming			E-article: https://ww	CO3		PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html
31	L 31	IV	Systems	Resource Requirements	To understand and Compare To understand		Group Discussion	Demonstratio	E-article: https://ww E-article:	CO3		PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html http://www.mbaexamnotes.com/manag
32	L 32	IV	Enterprise Systems: Supply Chain Management	Procurement	and Compare To understand		Group Discussion Student	n	https://ww E-article:	CO3		PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
33	L 33	IV	Enterprise Systems: Supply Chain Management Customer Relationship Management, ERP	Procurement	and Compare		Presentation		https://ww E-article:	CO3		Notes	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
34	L 34	IV IV	Knowledge Management	Unit Test Concepts of	Understand		Group Discussion		https://ww E-article: https://ww	CO3		PPT	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
36	L 36	IV	Benefits and Challenges of Enterprise Systems	Systems Concepts of Systems	the Concepts Understand the Concepts		Group Discussion		https://ww E-article: https://ww				http://www.mbaexamnotes.com/manag ement-information-system-notes.html
37	L 37	IV	Security, Social and Ethical Issues in Information Systems	Concepts of Systems	Understand the Concepts	Model Creation		Demonstratio n	E-article: https://ww	CO3		PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html
38	L 38	IV	Security, Social and Ethical Issues in Information Systems	SDLC Approach,	Understand the SDLC		Group Discussion		E-article: https://ww	CO3		PPT	http://www.mbaexamnotes.com/manag ement-information-system-notes.html

		1	Enhancing Decision Making: Introduction to Data	SDLC	Understand			1	E-article:		1	1	http://www.mbaexamnotes.com/manag
						Model Creation							
39	L 39	IV	Warehousing and Data Mining	Approach,	the SDLC				https://ww				ement-information-system-notes.html
			Enhancing Decision Making: Introduction to Data	Role of End	Understand		Group Discussion		E-article:	CO4	Assignment 4	DDT	http://www.mbaexamnotes.com/manag
40	L 40	IV	Warehousing and Data Mining	User, Logical	the Role of		Group Discussion		https://ww	CO4	Assignment 4	rr1	ement-information-system-notes.html
			61. 16	Role of End	Understand			Demonstratio	E-article:	CO4		PPT	http://www.mbaexamnotes.com/manag
41	L 41	IV	Cloud Computing	User, Logical	the Logical and			n	https://ww	C04		PPI	ement-information-system-notes.html
				Role of End	Understand			Demonstratio	E-article:	CO4		PPT	http://www.mbaexamnotes.com/manag
42	L 42	IV	Cloud Computing	User, Logical	theimplementa			n	https://ww	CU4		PPI	ement-information-system-notes.html
				Strategies of	Understandf				E-article:				http://www.mbaexamnotes.com/manag
43	L 43		Rivision	Information	the Strategies	Model Creation			https://ww	CO4			ement-information-system-notes.html
									E-article:				http://www.mbaexamnotes.com/manag
44	L 44		Rivision	Unit Test					https://ww			PPT	ement-information-system-notes html
				Enterprise	Understand			Demonstratio					http://www.mbaexamnotes.com/manag
45	L 45		Previous Years Question Paper Discussion	Systems:	the Enterprise				https://ww	CO4			ement-information-system-notes html
4.5	L4J			Enterprise	Understand			Demonstratio	F-article:				http://www.mbaexamnotes.com/manag
				Systems:	the Enterorise			0	https://ww	CO4		PPT	ement-information-system-notes.html
				Enterprise	Understand			"	E-article:				http://www.mbaexamnotes.com/manag
				Systems:	the Customer	Design process			https://ww				ement-information-system-notes html
				ERP,	Understand		Group Discussion		E-article:	CO4		Notes	http://www.mbaexamnotes.com/manag
				Knowledge	the basics of		Group Discussion		https://ww	C04		notes	ement-information-system-notes.html
				Security,	Understand		Group Discussion	l	E-article:	CO4	1	PPT	http://www.mbaexamnotes.com/manag
				Social and Ennancing	the Security.				https://ww			1	ement-information-system-notes.html
				Decision	Understand		Group Discussion		E-article:	CO4		PPT	http://www.mbaexamnotes.com/manag
	1			Decision	the Security.			-	https://ww	-	-	-	ement-information-system-notes.html http://www.mbaexamnotes.com/manag
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													ement-information-system-notes html
			+										EINER INFORMATION STREET HOLESHAM

- Suggested Readings: (All Latest Editions)

 1. James A O'Brien, George M Marakas and Ramesh Behl. Management Information Systems, Latest Edition, Tata McGraw Hill Education, New Delhi.

 2. Kenneth C. Laudon and Jane P. Laudon. Management Information Testems, Pearson, New Delhi.

 3. Turdan, E. and India Volonion. Information Testement: Transforming Organizations in the Digital Economy, Wiley.

 4. D.P. Goyal. Management Information Systems-Managerial Perspectives, Macmillan, New Delhi.

 5. Sa. Kelar. Management Information Systems-Concise Study, Phill Learning, New Delhi.

 6. Sahili Raj. Management Information Systems, Latest Edition, Pearson Education, New Delhi.

Name of Faculty:			1 Credit (Theory	r)= 15 hrs. in a sem	1 Credit (Practical	al)= 30 hrs. in a sem		
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TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN																		
AS PER MBA SCHEME & SYLLAB	SUS 2021-2022 ON	WARDS GURU GOBIND	SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.	PLAN														
Programme Code: Course Code:	039 MS-112	Programme: Course Name:	MASTER OF BUSINESS ADMINISTRATION (MBA) Human Resources Management	Session:	2022-23	L Type:	3 Core/Open Electiv	T/P	0	Credits	3							
Objective: The course shall enha	ance the understan		numan resources management s and processes of managing human resource and their relevance and contril	oution in term					and also the	society at large.								
Course Outcome & Mapping, Co	ourse Articulation																	
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinkingskills to analyze the dynamic business environment and identify entrepreneural and business opportunities and risks.	By prepare business strategies, de velop concomitant functional and operational strategies and implement them in an integrated manner to disciently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making mores as a vivious (levels of the programization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem solving approach.	dentify and recommend the information technology based interventions to achieve organizational goals	Berchmark organizational and managerial practices against the principles of good governance, eithical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	velop a lifetong tearning approach manifested their attitude to feam, unfearm and refearm and their pursuit of excellence in professional, ersonal and social life.						
				2 3 £ 5 PO1	문 등 호 등 PO2	205E2	8 E 5 E 5 PO4	POS E	P06	# E & E S	PO8	<u> </u>						
		CO2	Explain the scope and strategic significance of the Numan Resources Management function, discuss and differentiate between various models of 1881A. Apply the methods and techniques of human resources planning, job design, recruitment, selection and onboarding. Develop performance management systems integrating performance															
		cos	Develop pertormance intrangement systems integrating pertorman- paperaisal, training and development, reward and recognition and other initiatives to create a high performance culture in organizations.															
		CO4	Evaluate Human Resources Management Systems and employ Human Resource Information Systems and data driven approach to improve the HR processes.															
		cos	identify contemporary issues and challenges in managing increasing diswertly of workforce and apply the concepts of inclusion, employee engagement, positive psychology et for promoting inclusive work spaces and enhancing employee engagement through positive employee experiences.															
S. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/	Mode of Assessment	-					
1	L1	1	Introduction to Human Resource Management	Topics / contents	Session out come	Problem solving methodology	Participating Jearning	experiential learning	MODE OF DELIVERY	ICT TOOLS	MAPPING WITH CO	class material	additiona material	Refferenc es	Mode of assessme		\neg	
2	L 2		Concept of Human Resource Management, Nature, Scope	Concept of Human	Student will learn about	incurodology	It can be applied in Industry It can be applied	rearring.	lecture with ppt	E-READING	CO1,CO2	CHAST THE COLUMN			371072110			
3	L3		Functions of Human Resource Management (HRM)	Nature and Scope of Function of	Student will learn about Students will		in Industry It can be applied		with ppt lecture	E-READING	CO1,CO2							
5	L5		Various Models of HRM Merits and demerits of different HRM models; Roles of Human Resource	HRM Models of	understand Student will		in their It can be applied	role playing	with ppt lecture	You-tube	CO1,CO2		Research		MCQ	\vdash	\dashv	
6	L 6	1	managers Responsibilities of Human Resource managers	HRM Models of HRM	learn about It can be	class acticity	in situational It can be applied	case stdy	with ppt class	You-tube	CO1,CO2,C	PPT and notes	articles	gate		\vdash	-+	-
7	L7	П	Human Resource Planning	Merit and Demerit of	applied in Student will be able to	class acticity	in theoretical Students will understand	case stdy	discussion group discussion	You-tube	03,C06 C01,C02,C 03,C06							
8	L8	=	Forecasting demand and supply of manpower	Roles of Human	It can be applied in It can be	group discussion	It will enhance Interpersonal		group discussion	journals	CO1,CO2,C O3 CO1,CO2,C							
10	L 10	"	Techniques of forecasting Analysis of work, Designing Jobs	y of Human Forecasting	applied in it can be	role playing	Interpersonal Student will	role playing case stdy	playing	journals	03 CO1,CO2,C	PPT and notes	e-book with	Research gate	ENT	-	_	_
11	L 11	II	Job Analysis	Demand Technique	applied in It can be	Case study	learn about Student will	case stdy	Case study Case study	research article	03,C04 C01,C02,C						-	
12	L 12		Job description and Job specification	of Analysis of Work	applied It can be applied	case study	learn about Students will applied in	Simulation exercises	Demonsta te		03.C04 C01,C02,C 03.C04							
13	L 13	=	Job Evaluation - definition, objectives and methods	Work Designing Job Job	applied It can be applied		Student will learn about	exercises	class discussion		03,C04 C01,C02,C 03,C04							
15	L 14 L 15		Job Evaluation - definition, objectives and methods	Description Job	It can be applied It would be		learn about Student will	philanthropy corporate	with ppt lecture		CO1,CO2,C O3 CO1,CO2,C					\vdash	\dashv	
16	L 16		HR Processes: Recruitment HR Processes: Recruitment	Evaluation- Job	helpful in It can be		learn about Student will	philanthropy	with ppt lecture		03,C04 C01,C02,C					\vdash	\dashv	
17	L 17		Selection	Evaluation Job Evaluation	applied It can be applied		learn about Student will learn about	case stdy case stdy	with ppt lecture with ppt		03,C04,C0 C01,C02,C 03,C04,C0						-	
18	L 18	=	Induction, Socialization	HR Process- Recruitment	It can be applicable in	case study	Student will learn about in	management games	lecture with ppt		CO1,CO2,C O3,CO4,CO							
19	L 19 L 20		Recent Developments/ Emerging Trends in HR	Selection Induction Recent	It can be applicable in It can be		Student will learn about students will	case stdy	class discussion critical		CO1,CO2,C O3,CO4,CO CO1,CO2,C					<u> </u>		
21	L 21		Use of Digital Tools by HR managers Competency based selectio	Developmen Use of	applicable in Students will		have thorough students will	discussion corporate	thinking	research article	03,C04,C06 C01,C02,C					\vdash	\rightarrow	
22	L 22		Competency based selectio	Digital Tools Competency based	understand Students will understand	case study	have thorough Students will be able to calculate	philanthropy	expert talk	news paper company website	O3,C04,C06						\dashv	-
23	L 23	III	Development and Career Management	Developmen t and Career	To have the practical	class discussion	able to calculate To have the practical		class discussion	purry weusite	CO1,CO2	PPT and notes	Research articles	Research gate	SCRAP BOOK			
24	L 24 L 25		Training and Development-scope Importancex	Developmen t and Career Types of	To have the practical It will be	class discussion	To have the practical Student will	corporate philanthropy	class discussion lecture		CO1,CO3					\sqcup	_]
26	L 26	III	Types of training Difference between raining and development	Training Types of	applicable in It will be		learn about Student will	case stdy	with ppt lecture	company website	CO1,CO2						\dashv	
27	L 27	III	E-Learning	Training Difference between	applicable in To have the practical	class discussion	learn about To have the practical	case stdy Simulation exercises	with ppt class discussion		CO1,CO2,C CO1,CO2,C 03.C04			†			\dashv	
28	L 28	III	Development of Employees in Organization	E- learning Developmen	practical It will be applicable in		practical It will be applicable in	case stdy	expert talk		03,C04 CO1,CO2,C 03,C04							
29	L 29 L 30		Performance Appraisal	Performance Appraisal Performance	It can be applicable in It can be		Student will learn about Student will	case stdy	class discussion group		CO1,CO2,C 03,C04 CO1,CO2,C						\Box	
31	L 30	=	Performance Management - Definition Objective, Importance Appraisal Process and Appraisal Methods	Appraisal Performance	applicable in It can be		learn about PMS- Student will		discussion lecture		03,C04,C05 CO1,CO2,C					-	-	
32	L 32	III	Appraisal Process and Appraisal Methods Employee Empowerment and Engagement	Appraisal Employee	applicable in It can be applicable in		learn about PMS - Student will	case stdy case stdy	with ppt lecture with		03,C04,C05					\vdash	\dashv	\dashv
33	L 33	īV	Contemporary Issues in HR	Contempora ry Issues in	To have the		learn about Student will learn about		expert talk		03 CO1,CO2,C O3.CO4	PPT and notes	Research articles	Research gate	PRESENTA TION			
34	L 34	IV .	Work Life Balance - definition, importance	Work Life Balance	To have the practical		To have the practical	Simulation exercises	lecture with opt		CO1,CO2						\Box	
35	L 35	IV	Challenges Human Resource Information Systems - definition	Work Life Balance - Human	To have the practical To have	Case sdy	To have the practical Students will	Simulation exercises case stdy	lecture with ppt lecture		CO1,CO2,C O3.CO4.CO CO1,CO2,C			-		\vdash	-	_
37	L 37	īV	Human Resource Information Systems - definition importance and scope	Resource Human	oractical To have	Case sdy	learn about the Students will	case stdy	with ppt lecture		03.004.00			-		\vdash	\dashv	=
38	L 38	īv	Happiness at work	Resource Human Resource	practical To have practical	Case study	learn about the Students will learn about the	case stdy	with ppt lecture with ppt		03,C04,C0 C01,C02,C 03.C04.C0			†			\dashv	
39	L 39	IV	Managing Protean career, moonlighting phenomenon	Human Resource	To have practical	Case sdy	Students will learn about the	case stdy	lecture with ppt		CO1,CO2,C							
40	L 40 L 41	IV IV	Managing Workforce Diversity- concept	Managing Protean Managing	To have the practical To have the	case study case study	To have the practical To have the	Simulation exercises Simulation	lecture with ppt		03.C04.C0 C01,C02,C 03.C05.C0 C01,C02,C			<u> </u>		oxdot	[]
42	L 41	IV	Benefits and challenges Benefits and challenges	Managing Protean Managing	practical To have the	case study case study	practical To have the	Simulation exercises games	lecture with ppt lecture		03.C05.C0 C01,C02,C					\vdash	\dashv	=
43	L 43	īV	penents and chairenges Rivision	Protean Managing	practical To have the	case study	oractical To have the	games	with opt lecture		03.C05.C0 C01,C02,C 03.C05.C0			 			\dashv	=
44	L 44	IV	Rivision	Work Force Diversity-	practical To have practical	debate	practical To have the practical	case stdy	with ppt group discussion		03,C05,C0 C01,C02,C 03,C04,C05	PPT and notes	Research articles	Research gate	Capstone project			
45	L 45	IV	Previous Years Question Paper Discussion	Revision Revision	queries resolving									<u> </u>		oxdot	[]
				nevision	queries	l		l	l		l	l		1	l	$\sqcup \bot$		

Suggested Reading: (All Latest Editions)

1. Desider G. and Varkkey, B., Human Resource Management, Pearson Education

2. Denish A. et al., Hill. A South Assan Perspective, Cengage Learning

1. Increase Vall. M., Human Resource Management, Microw Hill Education

4. Assenthages, Human Resource Management, Microw Hill Education

5. Mashe et al., Human Resource Management, South Assan Perspective, Cengage Learning

6. Mondy W., Human Resource Management, Pearson Education

Name of Faculty. 1 Credit (Theory)= 15 hrs. in a sem 1 Credit (Practical)= 30 hrs. in a sem

GRADE 'A' INSTITUTE

	GRADE A INSTITUTE													
	COURSE PLAN													
AS PER MBA SCHEM	E & SYLLABUS 202	1-2022 ONWARDS GUR	U GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW	DELHI.										
Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)			Session:	2022-23	L	0	T/P	0			
Course Code:	MS-114	Course Name:	Minor Project			Туре:	Ability Enhancem	ent		Credits	4			
Name of Faculty: 1 Credit (Theory)= 15 hrs.						n	1 Credit (Practical)= 30 hrs. in a se	m					

Objective: The aim of the course is to train students to enhance their skills in written and oral communication. The course will help students develop competence in communication so that they can successfully handle the challenges of all types of communication in

Course Outcome 8	ent. k Mapping, Course A	rticulation										
Outcome &	Mapping, Course A	cO1	Recognize the scope and significance of communication and its relevance for enhancing individual and organizational performance in the context of global business operations. Explain the concepts, theories and principles of communication informing various communication strategies and practices aimed at effects.	Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business eventronment and identify entrepreneutial and business of entry of a opportunities and risks.	Prepare business strategies, develop con comfant fruit functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and reflect net golyment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a cretive problem-solving approach.	identify and recommend the information technology based interventions to achieve organizational goals	Benchmark or gent leatonal and managerial protectes, against the immediacs of good governmente, ethical conduct, cor plorate social responsibility and the imperators of long-wife memory societal whefree,	Demonstrate effective communication and the presence and stalls as well as the ability to work with and lead teams.	Develop a lifeting learning approach manifested in their attitude to learn, undean and relean and in their pursuit of excellence in professional, personal and social life.
		соз	communication with different stakeholders of the organization. Identify and apply various tools and techniques for developing appropriate communications strategies aimed at positioning the organization and build brand image.									
		CO4	Exhibit the use of interpersonal communication skills and etiquettes for impactful business dealings and lasting relationship building reflected m dressing sense, listening skills, cultural sensitivity etc									
		CO5	Devise an effective communication strategy and protocols that can be successfully employed by the individuals and teams while participating in business negotiations. Course Articulation (Average)									
No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	(PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment
	1	ı	Introduction to Business Communication: Business communication- definition, importance, Forms and									
	2	ı	Introduction to Business Communication: Business communication- definition, importance, Forms and									
	3	ı	Introduction to Business Communication: Business communication- definition, importance, Forms and									
	4	ı	Introduction to Business Communication: Business									
	5	ı	communication- definition, importance, Forms and Introduction to Business Communication: Business									
	6	ı	communication- definition, importance, Forms and Introduction to Business Communication: Business									-
	7	ı	communication- definition, importance, Forms and Introduction to Business Communication: Business									
	8	ı	communication- definition, importance, Forms and Introduction to Business Communication: Business									<u> </u>
	9	1	communication- definition, importance, Forms and Introduction to Business Communication: Business								-	-
	10		communication- definition, importance, Forms and Introduction to Business Communication: Business									<u> </u>
	11		communication- definition, importance, Forms and Introduction to Business Communication: Business									
		ľ.	communication- definition, importance, Forms and									ļ
	12		Introduction to Business Communication: Business communication- definition, importance, Forms and Written Communication and Applications of									
	13	"	Communication: Principles of Written									
	14	II .	Written Communication and Applications of Communication: Principles of Written									
	15	II	Written Communication and Applications of Communication: Principles of Written									
	16	II	Written Communication and Applications of Communication: Principles of Written									
	17	П	Written Communication and Applications of Communication: Principles of Written									
	18	II	Written Communication and Applications of									
	19	П	Communication: Principles of Written Written Communication and Applications of									<u> </u>
	20	П	Communication: Principles of Written Written Communication and Applications of	 	1		+	 		 	 	
	21	li .	Communication: Principles of Written Written Communication and Applications of	-			1	-		-		
	22	II .	Communication: Principles of Written Written Communication and Applications of	-	1	-	+	-		-	 	
	23		Communication: Principles of Written Written Communication and Applications of		1		1					
	24	"	Communication: Principles of Written Written Communication and Applications of									ļ
		<u>"</u>	Communication: Principles of Written									<u> </u>
	25	III	Oral Communication: Principles of Oral Presentation, Factors Effecting Presentation, Video-									
	26	III	Oral Communication: Principles of Oral Presentation, Factors Effecting Presentation, Video-	1				1		1	1	
		III	Oral Communication: Principles of Oral		1	İ						
	27	""										
	27	III	Presentation, Factors Effecting Presentation, Video- Oral Communication: Principles of Oral									
			Presentation, Factors Effecting Presentation, Video- Oral Communication: Principles of Oral Presentation, Factors Effecting Presentation, Video- Oral Communication: Principles of Oral									
	28	III	Presentation, Factors Effecting Presentation, Video- Oral Communication: Principles of Oral Presentation, Factors Effecting Presentation, Video-									

	21	III	Oral Communication: Principles of Oral
	122		Presentation, Factors Effecting Presentation, Video-
	32	ш	Oral Communication: Principles of Oral
	J-		Presentation, Factors Effecting Presentation, Video-
	33	ш	Oral Comunication: Principles of Oral
	33		Presentation, Factors Effecting Presentation, Video-
	34	III	Oral Communication: Principles of Oral
	T .		Presentation, Factors Effecting Presentation, Video-
	35	IV	Recent Trends in Business Communication: Online
	-	1	Communication and Personal Relationships.
	36	IV	Recent Trends in Business Communication: Online
			Communication and Personal Relationships,
	37	IV	Recent Trends in Business Communication: Online
			Communication and Personal Relationships,
	38	IV	Recent Trends in Business Communication: Online
			Communication and Personal Relationships,
	39	IV	Recent Trends in Business Communication: Online
			Communication and Personal Relationships,
	40	IV	Recent Trends in Business Communication: Online
			Communication and Personal Relationships,
	41	IV	Recent Trends in Business Communication: Online
			Communication and Personal Relationships,
	42	IV	Recent Trends in Business Communication: Online
			Communication and Personal Relationships,
	43	IV	Recent Trends in Business Communication: Online
			Communication and Personal Relationships,
1	44	IV	Recent Trends in Business Communication: Online
			Communication and Personal Relationships,
	45	IV	Recent Trends in Business Communication: Online
			Communication and Personal Relationships,

			TECNIA INSTITU				JDIES										
			GRA		INSTITU	JTE											
AS PER MBA SCHEMI	E & SYLLABUS 2021	1-2022 ONWARDS GURI	U GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW		E PLAN												
Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)	Session:	2022-23	L	2	T/P	1	Credits	3						
Course Code:	MS-116	Course Name:	Professional Skill Development (NUES)			Туре:	Skill Enhancement										
management and eff	ectively relating to	others. The objective is	ills such that they not only develop a holistic personali to equip them with the requisite soft skills for smooth	ty but, are also campus to co	equipped to le rporate transition	ad in the face of con on and enhance thei	temporary challeng r digital readiness.	es. The stude	nts will be ex	posed to various tec	hniques that	help in self-					
Course Outcome & N	Mapping, Course Ar	rticulation					100	70									
				ment ly then ices	t and	omitan to to	their their te set	ata an		al social 8-term	work	rested rm and al,					
				nd app k pract	skills t onmen ss	s and anner	ecision ganiza on and ieve th	nanage evant o approa	nation achieve	agerial ood rate so f long-	ion and	h manii d reles ession.					
				ng qf n irles, a	inking enviro busine	develop trategie: ated ma hieve th tives.	ng of d the or bilizati to ach	alyze r lect rel olving	inform ins to a	d man so of go corpo tives o	runicat the ab	proad					
				standi d thec ization	ticalth usiness al and	strategies, devel perational strateg in an integrated i fectively achieve siness objectives.	standi vels of ces mo nd use	y to an nd coll blem-s	commend the inforsed interventions to goals	nal an rindplk nduct, mpera	comm well as	ning ag n, unle llence					
				under ples an forgan	and cri amic by eneuris	s strate peratic n in an ffective siness	under ious le esoure ment a	e abilit ntify a we pro	ommer d inter	t the prication ical color d the i	lective ills as v ams.	g learn to lear of exce cial life					
				ate an princig text of	ly fical ne dyna ntrepre ties an	usiness land og t them and ef the bur	ate an at van ect to r le ploy	ate the to ide	nd recomr sy based in onal goals	rk orga against ce, eth ility an elfare.	ate eff on al sk ead te	iffelor stude irsuito and soc					
				Demonstrate an understanding of management concepts, principles and theories, and apply the in the context of organizational work practices.	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entropreneurial and business opportunities and risks.	Vepare business strategies, develop concomi unctional and operational strategies and mplement them in an integrated manner to efficiently and effectively achieve the function topals and the business objectives.	Demonstrate an understanding of decision make processes at various levels of the organization with respect to resources mobilization and their with respect to resources and their efficient de ployment and use to achieve the set soals.	Demonstrate the ability to analyze managemen problems, to identify and collect relevant data is to apply a creative problem-solving approach.	identify and recommend the information technology based interventions to achiev organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-tal societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.					
					운 등 월 등 PO2	FD3	P04	ව කි. ව PO5	P06	8 E & E S PO7	원토동 P08	2 ⊆ ⊆ 8 PO9					
		CO1	To recognize, identify and foster self-capabilities for corporate readiness														
		CO2	Develop life skills such as communication, cooperation, teamwork, and resilience														
		CO3	Develop understanding of appropriate conduct m														
			professional environment														
		CO4	Develop corporate character and holistic personality														
S. No.	Lecture No.	Unit No.	Course Articulation (Average) Topic	Sessional	Experiential	Participative	Problem Solving	ICT Tools &	Mapping	Class Material	Additional	Mode of					
			•	Outcome	Learning	Learning	Methodologies	E- Resources	with CO	(PPT Faculty+ Students)	Material (Links/	Assessment					
								Utilization			Journals/ Articles/						
											NEWS)		REFEREN	Refrences Remar	ks		
1	L1 L2	1	Life Skills Understanding oneself (core self-evaluation, values,	Introduction	Sessional Outco	Experiential Learni able to Recognize th	Problem Solving N	Participative Brainstormin	ICT Tools/e- E-Book/Onl	Mapping with CO	Class Mater PPT/Notes	Additional Mat	Mode of A Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	2: Tour Roadmap to Employab	bility. Sage
2	L3		Understanding oneself (core self-evaluation, values,	Understandin		able to Recognize tr able to recognise se		Brainstormir	E-Book/Onl		PPT/Notes		ife Skills for Success.	Joshi, Gangadhar,	Campus to Corporate	: Tour Roadmap to Employab	bility. Sage
4	L4		Stress management	Stress Manag		able to recognise se		i Group Discu	E-Book/Onl	ico1	PPT/Notes	Wadkar, Alka, I	Class Participation th	Joshi, Gangadhar.	Campus to Corporate	:: Tour Roadmap to Employab	bility. Sage
5	L5	i	Stress management	Building posit	Student will be	Live Project	July Control Control	отобр візсо	E-Book/Onl	iCO2	PPT/Notes	Wadkar, Alka, I	Class Participation th	Joshi, Gangadhar.	Campus to Corporate	r: Tour Roadmap to Employab	bility. Sage
6	L 6	- 1	building positive mindset	Time Manage	Student will be	able to understand	importance of time	management	E-Book/Onl	i CO2	PPT/Notes	Wadkar, Alka. I	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	:: Tour Roadmap to Employab	bility. Sage
7	L7	- 1	time management	Work life bala	Student will be	able to understand	Doubts	clearing sessi	E-Book/Onl	iCO2	PPT/Notes	Wadkar, Alka. I	Class Participation th		Campus to Corporate	c Tour Roadmap to Employab	allity. Sage
8	L8	1	Work life balance	Personality D	Student will be	able to identify attri	butes that leads to p	Role play	E-Book/Onl	i CO2	PPT/Notes	Wadkar, Alka. I	ife Skills for Success.	Joshi, Gangadhar.	Campus to Corporate	c Tour Roadmap to Employab	bility. Sage
9	L9	- 1	Exercises on personality development and mindfulne	Mindefulnes	Student will be	able to foster self-ca	pabilities for corpo	rate readines:	E-Book/Onl	i CO2	PPT/Notes	Wadkar, Alka. I	Classroom Observation	Joshi, Gangadhar. Joshi, Gangadhar	Campus to Corporate	: Tour Roadmap to Employab	bility. Sagi
10	L 10	1	Exercises on personality development and mindfulne	qui.	Students will be	e able to evaluate th	eir performance		E-Book/Onl	iCO2	PPT/Notes	Wadkar, Alka. I	Classroom Observati	,	Campus to Corporate		bility. Sage
- 11	L 11	П	Relating to others: Interpersonal relationship assess	Clearing all de	The students w	ill be able ti clarify th	Doubts clearing se	Brainstormir	E-Book/Onl	iCO1,CO2	PPT/Notes	Wadkar, Alka. I	Assignment No. 1	Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	bility. Sage
12	L 12	II	Relating to others: Interpersonal relationship assessr	Interpersona	Student will be	able to develop tear	m spirit .	Lecture, Stin	E-Book/Onl	i CO2	PPT/Notes	Wadkar, Alka. I	Classroom Observati		Campus to Corporate	2: Tour Roadmap to Employab	bility. Sage
13	L 13	11	Management and transactional analysis Management and transactional analysis	Management	Student will be	describe the technic	ques of managemen	t analysis	E-Book/Onl	ijCO2 ine research papers	PPT/Notes PPT/Notes	Wadkar, Alka. I Wadkar, Alka. I	Classroom Observati		Campus to Corporate	r: Tour Roadmap to Employab	bility. Sage
15	L 14	"	Social intelligence	Tansactional	students will be	able to describe the	techniques of trans	ectional analys	E-Book/Onl	ine research papers	PPT/Notes	Wadkar, Alka I	Class room presentat	Joshi, Gangadhar.	Campus to Corporate	:: Tour Roadmap to Employab	bility. Sage
16	L 16		Johari window	Social Intellig	Students will be	e able to understand	components of ma	keting mix in	E-Book/Onl	ine research papers	PPT/Notes	Wadkar, Alka. I	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	:: Tour Roadmap to Employab	bility. Sage
17	L 17	П	Conflict management	Johari windo	Students will be	e able to comprehen	Detailed discussion	n on each que	E-Book/Onl	i CO2	PPT/Notes	Wadkar, Alka. I	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	oility. Sage
18	L 18	п	Conflict management	Conflict Mana	Students will be	e able to understand	techniques to over	Brainstormir	E-Book/Onl	iCO3	PPT/Notes	Wadkar, Alka. I	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	.c Tour Roadmap to Employab	allity. Sage
19	L 19	п	Conflict management	Relationship	Students will be	e able to understand	two way communi	cation Lecture.	E-Book/Onl	iCO3	PPT/Notes	Wadkar, Alka. I Wadkar, Alka.	Class Participation th Classroom Observation		Campus to Corporate	c Tour Roadmap to Employab	bility. Sage
20	L 20	п	Exercise on relationship management	Active listenin	Student will be	able to develop goo	d listening skills	Stimulate	E-Book/Onl	i CO3	PPT/Notes	Life Skills for Wadkar, Alka.	Class presentation	Inshi Gangadhar	Campus to Corporate	Tour Roadmap to Employab	bility Sapi
21	L 21	П	Active listening	Test	Student will be	hands-on session			E-Book/Onl	ine research papers	PPT/Notes	Life Skills for Wadkar, Alka. I	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	bility. Sage
22	L 22	III	Campus to Corporate: Success at group discussion	Revision Group Discus	Student will be	able to recapitulate			E-Book/Onl	iCO3	PPT/Notes	Wadkar, Alka.	Class Participation th	r Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	bility. Sage
23	L 23	III	Campus to Corporate: Success at group discussion	Determinants	Student will be		need a nd importan	ce of group d	E-Book/Onl	i CO3	PPT/Notes	Life Skills for Wadkar, Alka.	Class Participation th	r Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	bility. Sage
24	L 24		Campus to Corporate: Success at group discussion Resume writing	Resume writi	Student will be	able to identify fact		Lecture, Stin	E-Book/Onl	iCO3	PPT/Notes PPT/Notes	Life Skills for Wadkar, Alka.	Class presentation	Joshi, Gangadhar.	Campus to Corporate	r: Tour Roadmap to Employab	bility. Sage
26	L 25		Feedhark on secures	Feedback	students will be	able to create their	resume		E-Book/Onl		DDT /Notes	Life Skills for Wadkar, Alka. Life Skills for	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	bility. Sage
27	L 27		Success in personal interviews	Personal Inte	Student will be	able to learn how to	conduct in a interv	i Lecture. Stin	E-Book/Onl		PPT/Notes	Wadkar, Alka. I	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	:: Tour Roadmap to Employab	bility. Sage
28	L 28	Ш	Success in personal interviews	Success in pe	Student will be	able to understand	determinants of suc	Group Discu	E-Book/Onl		PPT/Notes	Wadkar, Alka. I	Class Participation th	r Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	oility. Sage
29	L 29	Ш	Success in personal interviews	public speaki	Student will be	hands-on session v	vith live example	Lecture, Stin	E-Book/Onl	iCO3	PPT/Notes	Wadkar, Alka. Life Skills for Wadkar, Alka.	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	.c Tour Roadmap to Employab	allity. Sage
30	L 30	Ш	Public speaking	Exempore	Students will be	e able to comprehen	Doubts clearing se	Lecture, Stin	E-Book/Onl	iCO3	PPT/Notes	Life Skills for				e: Tour Roadmap to Employab	
31	L 31	Ш	Public speaking	Life skills Quiz	Students will be	able to develop co	mmunication, coope	Brainstormir	E-Book/Onl	iCO3,CO4 CO3,CO4	PPT/Notes PPT/Notes	Wadkar, Alka. I Wadkar, Alka.				e: Tour Roadmap to Employab e: Tour Roadmap to Employab	
32	L 32	Ш	Extempore	Doubt	able to Students will	-	-		Book/Onlin E-	C03,C04	PPT/Notes	Life Skills for Wadkar, Alka.	Assignment 2			e: Tour Roadmap to Employab	
33	L 33	Ш	Job Readiness: Introduction to analytics using spread	clearing Introduction	be clear their student will be	able to understand a	analytics		Book/Onlin E-	CO3,CO4	PPT/Notes	Life Skills for Wadkar, Alka. I	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	bility. Sage
34	L 34	IV	Job Readiness: Introduction to analytics using spread	to analytics Analytics	Students will be	e able to undertake a	analytics using sprea	dsheet	Book/Onlin E-	CO3,CO4	PPT/Notes	Wadkar, Alka.	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	bility. Sage
35 36	L 35	IV IV	Job Readiness: Introduction to analytics using spread Introduction to Data Visualization		Student will be		Case study		Book/Onlin E-	CO3,CO4	PPT/Notes	Life Skills for Wadkar, Alka.	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	bility. Sage
36	L 36	IV	Introduction to Data Visualization Introduction to Data Visualization	to data Methods of data	Students will be	demonstration e able to understand	the different meth	ods of data vi	E- Book/Onlin	CO3,CO4	PPT/Notes	Life Skills for Wadkar, Alka. Life Skills for	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	bility. Sage
38	L 38	IV	Introduction to Data Visualization	Simulation	students will be able to				E- Book/Onlin	CO3,CO4	PPT/Notes	Wadkar, Alka. Life Skills for	Classroom Observati	Joshi, Gangadhar.	Campus to Corporate	e: Tour Roadmap to Employab	bility. Sage
39	L 39	IV	Simulation exercises through online platforms	Simulation exercises	students will be	able to understand	online platforms		E- Book/Onlin	CO3,CO4	PPT/Notes	Wadkar, Alka. Life Skills for				e: Tour Roadmap to Employab	
40	L 40	IV	Simulation exercises through online platforms	Dream Job analysis		able to comprehend			E- Book/Onlin	CO3,CO4	PPT/Notes	Wadkar, Alka. I				e: Tour Roadmap to Employab	. ,
41	L 41	IV	Simulation exercises through online platforms	Techniques of dream		able to understand	Doubts clearing se	ssion	E- Book/Onlin	CO3,CO4	PPT/Notes	Wadkar, Alka. I				e: Tour Roadmap to Employab	
42	L 42	IV	Dream job analysis	Test Revision	able to	Hands-on session able to recaptulate	all concents		E- Book/Onlin F-	CO3,CO4	PPT/Notes PPT/Notes	Wadkar, Alka. I Wadkar, Alka.				e: Tour Roadmap to Employab e: Tour Roadmap to Employab	. ,
43	L 43	IV	Rivision	cviai011	uocnts will be	to recapturate			Book/Onlin		,wotes	Life Skills for	en oupation th	, cangautar.	pus to corporate		y. 3481
44	L 44	IV	Rivision			-	-										
45	L 45	IV	Previous Years Question Paper Discussion	L	1	1		L	l	1	l	l					

- tee Readings: (All Latest Entinons)
 Worklaw, Alka, Life Shift of Success. Sage Publications
 Joshi, Gangadhar, Campus to Corporate: Tour Roadmap to Employability. Sage Publications
 Daniel, K. Thinking, Fast and Slow, Pengin Psychology.
 Covey, S. R. The 7 habits of highly effective people: Powerful lessons in personal change, Simon and Schuster.

 Berne, E. Games people play: The basic handbook of transactional analysis. Tantor eBooks.

 Narayana, D., Ranjan, S., & Tyagi, N. Basic. Computational Techniques for Data Analysis: An Exploration in MS Excel. Sage Publications

Name of Faculty: |s | 1 Credit (Theory): 15 Ins. in a sem | 1 Credit (Practical): 20 Ins. in a sem

GRADE 'A' INSTITUTE

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	COURSE PLAN													
AS PER MBA SCHEME	ER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.													
Programme Code:	039	Programme:	MASTER OF BUSINESS ADMINISTRATION (MBA)			Session:	2022-23	L	3	T/P	0			
Course Code:	MS-118	Course Name:	MOOC/Open Elective*			Туре:	Ability Enhancem	ent		Credits	3			
Name of Faculty:				1 Credit (Theory)= 15	hrs. in a sem	1 Credit (Practical) = 30 hrs. in a sem			em					

Objective: Managing h	usiness activities r	equires some level of an	quaintance with the laws and legal system, Laws are ϵ	enacted to regulate an	nd govern the re	elationshins hetween	husiness and vario	us stakeholders	i e governme	ent customers su	Innliers employ	vees and
			e a general understanding of the legal system in India								ippliers, emplo	yees and
Course Outcome & Ma	apping, Course Art	iculation										
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				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices.	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives	Demonstrate an understanding of decision making processes a tryatious levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Identify and recommend the information technology based interventions to achieve organizational goals	Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatures of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifetong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life
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		CO1	Apply Operating system tools for IT resources.									
		CO2	Create and analyze the database using SQL.									
		соз	Make use of Spreadsheet software such as MS-									
			Excel as a data analysis tool.									
		CO4	Create and develop web pages using HTML.									
			Course Articulation (Average)									
S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources	Mapping with CO	Class Material (PPT Faculty+	Additional Material	Mode of Assessment
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SEMESTER 1 FIRST	Code No. MS 101	Paper Management Process and Organizational Behavior	Type of Course Core/Open Elective	L	T/P	Credits	Div-A (Ist)	Div-B (Ist)	Div-A (IInd)	Div-E
2 FIRST	MS 103	Quantitative Techniques	Core	3		3	Dr. Sandeep Kumar			1
3 FIRST	MS 105	Managerial Economics	Core	3	-	3	Dr. Chaitali			
4 FIRST	MS 107	Accounting for Management	Core	3	-	3	Dr. Reema Sharma			
5 FIRST	MS 109	Information Technology Management	Skill Enhancement	3	-	3	Dr. Deepak Sonkar			
6 FIRST 7 FIRST	MS 111 MS 113	Marketing Management	Core/Open Elective Ability Enhancement	3	1	3	Mr. Rahul Tripathi	1	1	1
8 FIRST	MS 113 MS 115	Communication in Organizations Legal Aspects of Business	Ability Enhancement Core/Open Elective	3	-	3	Ms. Keenika Arora Dr. Ajay Kumar	1		1
9 FIRST	MS 117	Information Technology Management Lab	Skill Enhancement	-	2	1	Dr. Deepak Sonkar			t
		Total		23	3	25				
SEMESTER	Code No.	Paper	Type of Course	L	T/P	Credits				
10 SECOND	MS 102	Technology and Innovation Management	Core/Open Elective	3	-	3			Dr. MN Jha	
11 SECOND 12 SECOND	MS 104 MS 106	Financial Management	Core	3	-	3			Dr. Reema Sharma	-
13 SECOND	MS 108	Business Research Sustainable Operations Management	Core/Open Elective	3	-	3			Dr. Sandeep Kumar Dr. Rajesh Bajaj	-
SECOND	MS 110	Management of Information Systems	Core Core	3		3			Dr. Rajesii bajaj	+
14	11.5 110	management of mornation systems	core	_		Ĭ			Abhishek .K. Updhayay	,
15 SECOND	MS 112	Human Resources Management	Core/Open Elective	3	-	3			Ms. Keenika Arora	
16 SECOND	MS 114	Minor Project	Ability Enhancement	-	-	4			Dr. Reema Sharma	
17 SECOND	MS 116	Professional Skill Development (NUES)	Skill Enhancement	2	1	3			Ms. Keenika Arora	
18 SECOND	MS 118	MOOC/Open Elective*	Ability Enhancement	3	-	3				-
SEMESTER	Code No.	Total	Type of Course	23	T/P	28 Credits				
19 THIRD	MS 201	Paper Summer Training Report	Ability Enhancement			4				
20 THIRD	MS 203	Management of International Business	Core	3	-	3	Ms. Megha Sharma			
21 THIRD	MS 205	Managing E-Business	Core	3	-	3	Ms. Sania			
22 THIRD	MS 207	Entrepreneurship Development& Startup	Core/Open Elective	3	-	3	Dr. Rubeena Bano			
23 THIRD	MS 209	Strategic Management	Core	3	-	3				
24 THIRD	MS 211	Business Analytics	Skill Enhancement	2	<u> </u>	2		1		1
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25 THIRD	MS263	MOOC/Open Elective*	Ability Enhancement	3	-	3		1		
26 THIRD	MS265	Business Analytics Lab	Skill Enhancement	-	2	1		ļ		1
THIRD	1	Total ELECTIVES-I AND II	1	29	2	34				1
Electives	Code No.	Paper	Type of Course		T/P	Credits		-		+
27 Marketing	MS-213	Consumer Behavior	Discipline Specific Electives	3		credits 3		 		+
28 Marketing	MS-215	Sales and Distribution Management	Discipline Specific Electives	3	-	3				t
29 Marketing	MS-217	Services Marketing	Discipline Specific Electives	3	<u> </u>	3				L
30 Marketing	MS-219	Customer Relationship Management	Discipline Specific Electives	3	-	3				
Electives	Code No.	Paper	Type of Course	L	T/P	Credits	<u> </u>			L
31 Finance	MS-221	International Financial Management	Discipline Specific Electives	3	-	3				-
32 Finance 33 Finance	MS-223 MS-225	Financial Markets and Institutions Investment Analysis & Portfolio Management	Discipline Specific Electives Discipline Specific Electives	3	-	3				-
34 Finance	MS-227	Financial Econometric	Discipline Specific Electives	3		3		-		1
Electives	Code No.	Paper	Type of Course	Ĺ	T/P	Credits				
35 HR	MS-229	Management of Training, Learning and Development	Discipline Specific Electives	3	-	3				
36 HR	MS-231	Managing Industrial Relations	Discipline Specific Electives	3	-	3	NA			
37 HR	MS-233	Talent Management	Discipline Specific Electives	3	-	3	NA NA			
38 HR	MS-235	Compensation and Performance Management	Discipline Specific Electives	3	-	3				
Electives	Code No.	Paper	Type of Course	L	T/P	Credits				-
39 IT 40 IT	MS-237 MS-239	Digitalization and E-Governance Artificial Intelligence & Machine Learning	Discipline Specific Electives Discipline Specific Electives	3	[3		†		+
41 IT	MS-241	Database Management Systems	Discipline Specific Electives	3		3		-		1
42 IT	MS-243	Database Management Systems Lab	Discipline Specific Electives	3		3				+
43 IT	MS-245	Enterprise Systems	Discipline Specific Electives	3	-	3				
Electives	Code No.	Paper	Type of Course	L	T/P	Credits				
44 International Business	MS-247	International Business Environment and Strategy	Discipline Specific Electives	3	-	3				
45 International Business	MS-249	Export, Import Policies, Procedure s, and Documentation	Discipline Specific Electives	3	-	3				
46 International Business	MS-251 MS-253	International Financial Management	Discipline Specific Electives Discipline Specific Electives	3	-	3				-
47 International Business Electives		International Business Negotiation			-	3				
48 Operations & Analytics			Type of Course	1	T/D	Cradite				
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49 Operations & Analytics		Enterprise Systems	Type of Course Discipline Specific Electives Discipline Specific Electives	L 3	T/P - -	Credits 3				
49 Operations & Analytics	Code No. MS-255		Type of Course Discipline Specific Electives	3 3 3	T/P - -	Credits 3 3				
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics	MS-255 MS-257 MS-259 MS-261	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives	3 3 3 3		3 3 3 3				
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49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 52 FOURTH 53 FOURTH Electives 56 Marketing 57 Marketing 57 Marketing 58 Finance 58 Finance	Code No. MS-257 MS-257 MS-257 MS-259 MS-259 MS-260 Code No. MS-204 Code No. MS-206 MS-206 MS-206 MS-206 MS-206 MS-210 MS-211 Code No. MS-211 MS-212	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Pager Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization4 Elective-II Elective-II Elective-II Elective-II Elective-II Elective-II Operation And Project Analytics Advertising and Brand Management Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mergers, Acquisitions and Corporate Restructuring Financial Derivatives	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Type of Course Ability Enhancement Ability Enhancement Discipline Specific Electives	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3		3 3 3 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	NA.			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH FOUR	Code No. MS-255 MS-257 MS-259 MS-259 MS-259 MS-260 MS-204 MS-204 MS-204 MS-204 MS-204 MS-204 MS-205 MS-208 MS-208 MS-212 Code No. MS-212 MS-214 MS-214 MS-215 MS-215 MS-216 MS-216 MS-216 MS-216 MS-216 MS-216	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization-I Elective-II Elective-II Elective-II Elective-II Elective-II Otal Elective-II Elective-II Otal Elective-II Elective-II Elective-II Elective-II Elective-II Flower Analytics Resident Analytics Resident Analytics Resident Analytics Resident Analytics Resident Management Digital & Social Media Marketing Marketing Analytics Residi Management Paper	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Discipline Specific Electives	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3		3 3 3 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	NA NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH FOUR	Code No. MS-255 MS-257 MS-257 MS-259 MS-261 Code No. MS-204 MS-204 MS-204 MS-204 MS-205 MS-205 MS-205 MS-205 MS-205 MS-205 MS-205 MS-210 MS-212 Code No. MS-210 MS-213 MS-213 MS-213 MS-213 MS-214 MS-214 MS-218 MS-218	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Page Poject Discretization Corporate Social Responsibility, Human Values & Ethics Specialization+ Elective-II Elective-II Elective-II Elective-II Elective-II Operation Systems of Page Total Total Elective-II Digital & Social Media Management Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mergers, Acquisitions and Corporate Restructuring Financial Derivatives Behavioral Finance Financial Enervatives Behavioral Finance Finance	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Type of Course Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	T/P	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH FOUR	Code No. MS-255 MS-257 MS-259 MS-259 MS-259 MS-260 MS-204 MS-204 MS-204 MS-204 MS-204 MS-204 MS-205 MS-208 MS-208 MS-212 Code No. MS-212 MS-214 MS-214 MS-215 MS-215 MS-216 MS-216 MS-216 MS-216 MS-216 MS-216	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization-I Elective-II Elective-II Elective-II Elective-II Elective-II Otal ELECTIVE-SHI AND IV Paper Advertising and Brand Management Digital & Social Media Marketing Marketing Analytics Retail Management Paper	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Discipline Specific Electives	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3		3 3 3 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5				
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 52 OURTH 53 FOURTH FOU	Code No. MS-255 MS-257 MS-259 MS-259 MS-259 MS-260 MS-204 Code No. MS-204 Code No. MS-206 MS-208 MS-208 MS-210 MS-211 MS-212 Code No. MS-214 MS-215 MS-216 MS-218 MS-210 Code No.	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Page Poject Discretization Corporate Social Responsibility, Human Values & Ethics Specialization+ Elective-II Elective-II Elective-II Elective-II Elective-II Operation Systems of Page Total Total Elective-II Digital & Social Media Management Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mergers, Acquisitions and Corporate Restructuring Financial Derivatives Behavioral Finance Financial Enervatives Behavioral Finance Finance	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Discipline Specific Electives	L	T/P	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH FO	Code No. MS-255 MS-257 MS-257 MS-257 MS-261 Code No. MS-204 MS-204 Code No. MS-204 MS-204 MS-204 MS-205 MS-206 MS-206 MS-206 MS-210	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Popic Council Corporate Set Sig Data Popic Council Coun	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Type of Course Ability Enhancement Ability Enhancement Discipline Specific Electives	3 3 3 5 1 5 1 5 1 5 1 5 1 5 1 5 1 5 1 5	T/P	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	NA NA			
49 Operations & Analytics	Code No. MS-255 MS-257 MS-257 MS-257 MS-257 MS-261 Code No. MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-210 MS-206 MS-210 MS-220	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization-I Elective-III Elective-III Elective-III Elective-III Elective-III Elective-III Digital & Social Media Marketing Marketing Analytics Retail Management Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mergers, Acquisitions and Corporate Restructuring Financial Derivatives Behavioral Finance Finance Finance Managing Organizational Development Loadership and Teamwork in Blended Organizations People Analytics Nanaging Organizations In Blended Organizations People Analytics Nanaging Oversity and Inclusion	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	L	T/P	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH FO	Code No. MS-255 MS-257 MS-257 MS-257 MS-258 MS-261 Code No. MS-202 MS-204 Code No. MS-206 MS-208 MS-210 MS-210 MS-211 MS-214 MS-215 MS-215 MS-215 MS-216 MS-216 MS-216 MS-216 MS-218 MS-216 MS-218 MS-216 MS-218 MS-216 MS-218 MS-216 MS-218 MS-216 MS-218 MS-216 MS-218 MS-216 MS-218 MS-216 MS-218 MS-216 MS-218 MS-216 MS-218 MS-218 MS-228 MS-224 MS-224	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Pager Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization+ Elective-II Elective-II Elective-II Elective-II Elective-II Otal Elective-II Otal Elective-II Otal Advertising and Brand Management Digital & Social Media Marketing Marketing Analytics Retail Management Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mergers, Acquisitions and Corporate Restructuring Financial Derivatives Behavioral Finance Finance Finance II Finance	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Type of Course Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	T/P	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 53 FOURTH FOUR	Code No. MS-255 MS-257 MS-257 MS-257 MS-257 MS-261 Code No. MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-210 MS-206 MS-210 MS-220 Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization-I Elective-III Elective-III Elective-III Elective-III Elective-III Elective-III Digital & Social Media Marketing Marketing Analytics Retail Management Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mergers, Acquisitions and Corporate Restructuring Financial Derivatives Behavioral Finance Finance Finance Finance Managing Organizational Development Loadership and Teamwork in Blended Organizations Paper Managing Organizational Development Loadership and Teamwork in Blended Organizations Paper Managing Organizational Development Loadership and Teamwork in Blended Organizations Paper Paper	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	T/P	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	NA NA				
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH Electives 54 Marketing 55 Marketing 56 Marketing 56 Marketing 57 Marketing Flectives 59 Finance 60 Finance 61 Finance	Code No. MS-255 MS-257 MS-257 MS-257 MS-261 Code No. MS-202 MS-204 Code No. MS-204 Code No. MS-206 MS-206 MS-206 MS-207 MS-210 MS-208 MS-211 MS-218 MS-228 Code No. MS-228 MS-224 MS-224 MS-224 MS-224 MS-224 MS-228 MS-228	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Page Project Dispersion of Corporate Setting Setting Corporate Social Responsibility, Human Values & Ethics Specialization of Corporate Social Responsibility, Human Values & Ethics Specialization of Corporate Social Responsibility, Human Values & Ethics Specialization of Corporate Setting Elective II Elective II Elective II Elective III Elective III Elective III Digital & Social Media Management Digital & Social Media Marketing Marketing Analytics Retail Management Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mergers, Acquisitions and Corporate Restructuring Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Finance III Enance Finance Finance III Ena	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Type of Course Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	T/P	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	NA NA			
49 Operations & Analytics	Code No. MS-255 MS-257 MS-257 MS-257 MS-257 MS-261 Code No. MS-206 MS-206 MS-206 MS-206 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-21	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization+I Elective-III Elective-III Elective-III Elective-III Elective-III Elective-III Digital & Social Menagement Digital & Social Menagement Digital & Social Menagement Digital & Social Menagement Digital & Social Menagement Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mengers, Acquisitions and Corporate Restructuring Financial Denviatives Behavioral Finance Enrice Financial Denviatives Behavioral Finance Enrice Paper Managing Organizational Development Leadership and Tearnwork in Blended Organizations Paper Managing Organizational Development Leadership and Tearnwork in Blended Organizations Paper Managing Diversity and Inclusion Paper Advanced Business Analytics & Predictive Modeling Information Security Data Modeling with Python	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	T/P	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH FOUR	Code No. MS-255 MS-257 MS-257 MS-257 MS-258 MS-261 Code No. MS-204 MS-204 Code No. MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-210 MS-221 MS-221 MS-221 MS-221 MS-221 MS-231 MS-231 MS-231	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Page Project Dispersion of Corporate Setting Setting Corporate Social Responsibility, Human Values & Ethics Specialization of Corporate Social Responsibility, Human Values & Ethics Specialization of Corporate Social Responsibility, Human Values & Ethics Specialization of Corporate Setting Elective II Elective II Elective II Elective III Elective III Elective III Digital & Social Media Management Digital & Social Media Marketing Marketing Analytics Retail Management Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mergers, Acquisitions and Corporate Restructuring Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Finance III Enance Finance Finance III Ena	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	T/P T/P	3 3 3 Credits 6 3 3 3 2 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 53 FOURTH FOUR	Code No. MS-255 MS-257 MS-257 MS-257 MS-257 MS-261 Code No. MS-206 MS-206 MS-206 MS-206 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-208 MS-210 MS-21	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Pager Predictive Analytics & Big Data Pager Corporate Social Responsibility, Human Values & Ethics Specialization Corporate Social Responsibility, Human Values & Ethics Specialization-II Elective-II Elective-II Elective-II Elective-II Elective-II Elective-II Data Elective-II Data Elective-II Data Elective-II Data Elective-II Data Elective-II Elective-	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	3 3 3 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	T/P	3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 53 FOURTH FOUR	Code No. MS-235 MS-257 MS-257 MS-257 MS-257 MS-257 MS-257 MS-261 Code No. MS-208 MS-208 MS-210 Code No. MS-208 MS-210 MS-208 MS-212 MS-208 MS-212 MS-208 MS-212 MS-208 MS-213 MS-218 MS-	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization-I Elective-II Elective-II Elective-II Elective-II Elective-II Elective-II Digital & Social Menagement Digital & Social Menagement Digital & Social Menagement Digital & Social Menagement Digital & Social Menagement Digital & Social Menagement Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mengers, Acquisitions and Corporate Restructuring Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Finance Paper Mengers, Acquisitions and Corporate Restructuring Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Competitive Modeling Information Security Data Modeling with Python Business Intelligence and Applications Paper Global Competitiveness With Cond Intelligence and Applications Paper Global Competitiveness With Cond Intelligence and Applications Paper Global Competitiveness With Cond Intelligence and Applications Paper Global Competitiveness With Cond Intelligence and Applications Paper Global Competitiveness With Cond Intelligence and Applications Paper Global Competitiveness With Cond Intelligence and Applications	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	T/P T/P	3 3 3 Credits 6 3 3 3 2 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH FOUR	Code No. MS-255 MS-257 MS-257 MS-257 MS-258 MS-261 Code No. MS-202 MS-204 Code No. MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-207 MS-208 MS-210 MS-210 MS-210 MS-210 MS-210 MS-210 MS-210 MS-221 MS-221 MS-221 MS-221 MS-221 MS-221 MS-221 MS-221 MS-222 MS-223 MS-224 MS-224 MS-224 MS-224 MS-224 MS-224 MS-224 MS-224 MS-224 MS-224 MS-224 MS-224 MS-224 MS-224 MS-224 MS-225 MS-226 MS-226 MS-227 MS-227 MS-227 MS-228 MS-228 MS-228 MS-240 MS-230 MS	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Pager Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization I Corporate Social Responsibility, Human Values & Ethics Specialization I Elective III Sective III S	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	T/P T/P	3 3 3 Credits 6 3 3 3 2 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 53 FOURTH FOUR	Code No. MS-235 MS-257 MS-257 MS-257 MS-257 MS-257 MS-261 Code No. MS-202 MS-204 MS-208 MS-208 MS-208 MS-208 MS-212 Code No. MS-208 MS-212 Code No. MS-208 MS-212 Code No. MS-208 MS-213 MS-214 MS-216 MS-216 MS-218 MS-228 MS-228 MS-238 MS-248	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization4 Elective-III Elective-III Elective-III Elective-III Elective-III Elective-III Elective-III Elective-III Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Management Elective-III Ele	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	L	T/P	3 3 Credits 6 3 3 3 21 Credits 3 3 3 21 Credits 3 3 3 Credits 3 3 Credits 3 3 Credits	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH FOUR	Code No. MS-255 MS-257 MS-257 MS-257 MS-258 MS-261 Code No. MS-202 MS-204 Code No. MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-210 MS-221 MS	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Pager Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization I Elective II Elective II Elective II Elective III Elective	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 3 15 L 3 3 3 3 3 L 3 3 3 3 4 L 3 3 3 3 3 4 L 3 3 3 3	T/P T/P	3 3 3 Credits 6 3 3 3 2 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH 50 ORTH FOURTH F	Code No. MS-225 MS-257 MS-257 MS-257 MS-257 MS-257 MS-257 MS-261 Code No. MS-208 MS-208 MS-208 MS-212 Code No. MS-208 MS-212 Code No. MS-208 MS-212 Code No. MS-218 MS-228 MS-218	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization4 Elective-III Electi	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	3 3 3 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	T/P	3 3 Credits 6 3 3 3 21 Credits 3 3 3 21 Credits 3 3 3 Credits 3 3 Credits 3 3 Credits	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH 50 OURTH 50 Marketing 51 Marketing 52 Marketing 53 Marketing 54 Marketing 55 Marketing 56 Marketing 56 Ourthe 57 Ourthe 58 Finance 59 Finance 50 Finance 51 Finance 52 HR 53 HR 54 HR 55 HR 56 HR 57 Ourthe 58 Tr 59 Tr 50 Tr 50 Tr 51 International Business 71 International Business 73 International Business 74 Operations & Analytics 75 Operations & Analytics 50 Operations & Analytics 51 Operation	Code No. MS-255 MS-257 MS-257 MS-257 MS-258 MS-261 Code No. MS-202 MS-204 Code No. MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-206 MS-210 MS-221 MS-221 MS-221 MS-221 MS-224 MS-240 MS-240 MS-244 MS-244 MS-244 MS-244 MS-244 MS-246 MS-246	Enterprise Systems Operations Strategy Legistics and Supply Chain Management Predictive Analytics & Big Data Pager Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization I Elective II Elective III Electi	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	T/P	3 3 Credits 6 3 3 3 21 Credits 3 3 3 21 Credits 3 3 3 Credits 3 3 Credits 3 3 Credits	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH 50 ORTH FOURTH F	Code No. MS-225 MS-257 MS-257 MS-257 MS-257 MS-257 MS-257 MS-261 Code No. MS-208 MS-208 MS-208 MS-212 Code No. MS-208 MS-212 Code No. MS-208 MS-212 Code No. MS-218 MS-228 MS-218	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization4 Elective-III Electi	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	T/P	3 3 Credits 6 3 3 3 21 Credits 3 3 3 21 Credits 3 3 3 Credits 3 3 Credits 3 3 Credits	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 52 FOURTH 60 URTH 60	Code No. MS-225 MS-257 MS-257 MS-257 MS-257 MS-257 MS-257 MS-261 Code No. MS-208 MS-208 MS-208 MS-212 Code No. MS-208 MS-212 Code No. MS-208 MS-212 Code No. MS-218 MS-228 MS-218	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization4 Elective-III Electi	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	L	T/P	3 3 Credits 6 3 3 3 21 Credits 3 3 3 21 Credits 3 3 3 Credits 3 3 Credits 3 3 Credits	NA NA			
49 Operations & Analytics 50 Operations & Analytics 51 Operations & Analytics 51 Operations & Analytics 52 FOURTH 53 FOURTH FOUR	Code No. MS-235 MS-257 MS-257 MS-257 MS-257 MS-257 MS-261 Code No. MS-202 MS-204 MS-204 MS-208 MS-208 MS-212 Code No. MS-208 MS-212 Code No. MS-208 MS-212 Code No. MS-218 MS-228 MS-218 MS-228 MS-218 MS-228 MS-238 MS-248 MS-248 MS-248 MS-248	Enterprise Systems Operations Strategy Logistics and Supply Chain Management Predictive Analytics & Big Data Paper Project Dissertation Corporate Social Responsibility, Human Values & Ethics Specialization+ Elective-III Elective-III Elective-III Elective-III Elective-III Elective-III Elective-III Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Management Digital & Social Media Marketing Marketing Analytics Retail Management Paper Mergers, Acquisitions and Corporate Restructuring Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Financial Derivatives Behavioral Finance Hanagement Paper Advanced Business Analytics & Predictive Modeling Information Security Data Modeling with Typhon Susiness Intelligence and Applications Paper Global Competitivenes With January Company Company Company Business Intelligence and Applications Paper Global Competitivenes With Yahon Susiness Intelligence and Applications Paper Global Competitivenes With Yahon Susiness Management International Human Resource & Cross Cultural Management International Marketing Paper Paper Paper Project Management Advanced Business Analytics & Predictive Modeling Paper Project Management Advanced Business Analytics & Predictive Modeling Paper Project Management Advanced Business Analytics & Predictive Modeling	Type of Course Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Discipline Specific Electives Ability Enhancement Ability Enhancement Ability Enhancement Discipline Specific Electives	L 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	T/P	3 3 Credits 6 3 3 3 21 Credits 3 3 3 21 Credits 3 3 3 Credits 3 3 Credits 3 3 Credits	NA NA			

		TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN											
	E & SYLLA	BUS 2021-2022	ONWARDS GURU GOBI MASTER OF BUSINESS AI	ND SINGH IND	RAPRASTHA UI				,	T/P	0		
Course Code: Name of Faculty:	101	Course Name: Dr. Sandeep Ku	Management Process & C	Organizational E	ehaviour ory)= 15 hrs. in a	Туре:	Core/Open Ele 1 Credit (Practical)= 3	ective 80 hrs. in a ser	n	Credits	3		
	se is aimed	at providing exp	oosure and making the s							terprises.			
		<u> </u>		Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	A pply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Operane business strategies, develop Economient functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Demonstrate an understanding of detection making processe a twolfous levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.	Obemonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.	dentify and recommend the information of technology based interventions to achieve organizational goals	Od Benchmark organizational and managerial C practice against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	When the beginning appoint the beginning appoint the manufested in their attitude to learn, and in their pression and in their pression and in their pression and in their pression and in their pression and in their pression and pression and in their pression and pression and pression and and pression and and pression and and pression and and pression and and pression and and pression and and and and and and and and and an	
		CO1	Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.	3	3	3	2	1	1	1	1	3	
		CO2	Identify and discuss the functions of management i.e. planning, orgamzmg, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.	3	3	3	2	2	2	2	2	3	
		соз	Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness	3	3	3	3	3	3	3	3	3	
		CO4	Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational	3	3	3	3	3	3	3	3	3	
Sr. No.	Lecture No.	Course Unit No.	Articulation (Average) Topic	3 Sessional Outcome	3 Experiential Learning	3 Participative Learning	3 Problem Solving Methodologies	2 ICT Tools & E-Resources Utilization	Mapping with CO	2 Class Material (PPT Faculty+ Students)	Addition al Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	
1	L1	1	Unit-1: Marketing: Analytics, meaming	Attain basic knowledge of Marketing: A nalytics	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1	PPT			
2	L2	1	Scope	Understand fundamental Marketing analytics Scope		Presentation & Class Interaction	Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT			
3	L3	1	Data for Marketing Analytics	Understand Data for Marketing Analytics		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO1; CO2	PPT			
4	L4	1	Exploratry Analysis	Understand Exploratry Analysis	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2	PPT			
5	L5	1	Descriptive Analalysis	Understand Descriptive Analalysis	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		CO1; CO2				
7	L6	1	Predictive Analytics Prescriptive Analysis	Ability to analyze through Predictive Analytics Ability to	Live Experimental Application	Group discussion, Buzz Groups Group discussion,	Define & Evaluate Define & Evaluate		CO2; CO3				
				analyze through Prescriptive Analysis	Live Experimental Application	Buzz Groups							
8	L8 L9	1	Use of EXCEL in Data Analysic Excel for Summarizing	Ability to use Use of EXCEL in Data Analysic Demonstrating	Live Experimental Application	Group discussion, Buzz Groups Presentation & Class	Define & Evaluate		CO3;CO4				
9			Data	Excel for Summarizing Data		Interaction							
10	L10	1	Excel Commands	Demonstrating Excel Commands		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		CO3;CO4				

11	L11	1	Unit II: Segmentation Analysis	Understand Segmentation		Program Learning	Define & Evaluate	CO2; CO3	
12	L12	1	Positioning Analysis	Analytics Understand Postioning	Case Studies	Program Learning	Define & Evaluate	CO2; CO3	
13	L13	1	Marketing Mix Analysis	Analysis Ability to anlyze	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning	CO1; CO2; CO3; CO4	
	L14		Customer Analytics	Marketing Mix Define	Individual	Sacrosanct Focus	Brainstroming,	CO1; CO2;	
14	L15	2	Benefits from Customer	Customer Analytics Apply	Participation	Content Discussion Presentation & Class	Inquiry Based Learning	CO3; CO4	
15		-		Consumer Behaviour to measure appropriate Services Quality Parameter for innovative solution		Interaction			
	L16	2	Segmentation analytics	Apply Consumer		Presentation & Class Interaction		CO3	
16				Behaviour Decision Making Roles and Classification of Buyers in services	Case Studies				
17	L17	2	Cluster Analytics	Apply Consumer Decision Making, Factors Influencing Buyer Behaviour, Search, Experience and Credence Quality in services	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	cos	
18	L18	2	Perceptual Mapping	Apply Gronroos Service Quality Model applications on problem solution/situat ions	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	соз	
19	L19	2	Umbrella Brands	Apply Gronroos Service Quality Model to predict new situations	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	co3	
20	L20	2	Multi Dimensional Scaling	Apply and understand SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO3	
21	L21	2	Marketing Mix Analysis	Demonstrating correct usage of SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate	CO4	
22	L22	2	Marketing Mix Modelling	Understand and Apply	Live Experimental	Group discussion, Buzz Groups	Define & Evaluate	CO1; CO2	
	L23	2	Marketing Mix Variables	GAP's Model Demonstrating correct usage	Application	Group discussion, Buzz Groups	Define & Evaluate	CO3; CO4	
23				of GAP's Model to solve complex problem	Application	Buzz Groups			
24	124	2	Marketing Mix techniques	Understand the Importance of Customer Retention, Analyze Customer Switching, Averify Complaining and Service	Coolin	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method	CO1; CO2	
25	L25	3	UNIT 3 Pricing & Customer Journey	Recovery, Evaluate Service Recovery Strategies, Create Service Guarantee	Caselets Individual Partic	Sacrosanct Focus Cont	Brainstroming, Inquiry Based Learning	CO4	
26	L26	2	Goals of Pricing	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue			Brainstroming, Inquiry Based Learning	co2; co3	
27	L27	2	Bundling	Ability to Relate knowledge of several areas to predict and draw conclusions on the issue		Sacrosanct Focus Cont	Brainstroming, Inquiry Based Learning	CO2; CO3	
28	L28	2	Skimming	Revision of previous topics a quick		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic	CO1; CO2; CO3; CO4	
			l	recap		l	Method		

March Marc											
Second S		L29	3	Revenue Management	Understand and Apply			Lecture, Stimulate Discussion, Channel	CO1; CO2		
March Marc					concept of			Thinking, Socratic			
March Marc	20				Service Package,			Method			
March Marc	29				Service Price						
Marie Mari					strategies, Internal						
Marche March					Marketing of	Carolote					
March Marc	20	L30	3	Promotions		Caselets	Presentation & Class		CO3		
13	30	121			Domonstration		Interaction		CO3: CO4		
12		131	3	Mapping	correct usage				CO3, CO4		
123 123 124 125	31				of the 7 P's framework for						
12	31										
12 13 13 14 15 15 15 15 15 15 15					Marketing						
13		L32	3	Customer Loyalty					CO1; CO2;		
1							Interaction		CO3		
132 133 23 134 135					Service						
13											
133	32				formulate and						
13											
133 137 Account part of the control of the co					Offerings,						
Auto-					Service Branding and						
Manufacture Manufacture											
133 148		L33	3	Customer Lifetime Value	То		Presentation & Class		CO1; CO2;		
123				Meaning			Interaction		CO3		
133					Apply the						
23					actual			1			
1					mechanisms						
Michael Mich	33				and flow of						
Selected Try Selec					which the						
14	1				service is delivered - the						
Continue Clarification Value Presentation & Continue Clarification Value Presentation & Continue Clarification Presentation Presentation & Continue Clarification Presentation Pr	1				service						
134 3 Control United Vision (Septiment) Control Contro	1				gelivery and operating						
1.50		104		Contamonal Contamonal	system		December 0 00		601.600		
As the second of		L34	3	Calculation	Apply and		Interaction & Class		CO3; CO2;		
150	34				Analyze						
1.35 Unit Y Digital Analysis Construction of C											
25		135		Unit IV Digital Analytics	Demonstrating		Presentation & Class		CO3- CO4		
Procedure for Particular Procedure for Particu		233		One is Digital Analytics	Correct				co3, co4		
Selected Selected					Usage of Procedure for						
Terminology 136 137 137 138 139 139 139 139 139 139 139	35				Selected						
136 4 Digital Analysis Method Digital Analysis					Services, Price Terminology						
A Measurement Correct Dispersion of Princing Philosophy Control Princing Philosophy Correct Philosophy Corre					Objectives						
A Measurement Correct Dispersion of Princing Philosophy Control Princing Philosophy Correct Philosophy Corre		L36	4	Digital Analytics Metrics	Demonstrating		Presentation & Class		CO3; CO4		
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1.38		137	4	Digital Aplytics			Debate		CO3- CO4		
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Service Personal Service Personal	37				Usage method of						
Assignment of the company of the com					Pricing of						
Importance of Web Metrics Discriminate Discri	1	L38	4	Web Metrics &	Compare,			 	CO3; CO4		
Service Servic				Importance of Web	Analyze and						
Service Personnel L39 A SEO & SEM Ability to Consumer Role in Prize or Distribution Methods of in Services in Serv	38			wettics	between						
Ability to Analyze and Evaluate Consumer Role in Place Let A Social Media Analytes Ability to Methods of Outstribution in Services Oebate Let A Social Media Analytes Ability to Relate Role area of Services Ability to Services a guida and draw area of Services and Services a					Service	Case Studies		Define & Evaluation			
Evaluate Consumer Role in Place Consumer		L39	4	SEO & SEM	Ability to			= = valuetoli	CO3; CO4		
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L43 4 Revision Identify, Apply and Analyze Distribution, Communication is & Servicescape L44 4 Discussion of Previous Question Papers Gistribution of Influence on distribution of Influence on Influence On Influen	42			Mining					LO3; CO4		
and Analyze Distribution, Communicatio n 8 Servicescape L44 4 Discussion of Previous Identify and Question Papers Apply Influence on I					recap		Brainstorming				
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Question Papers Apply Influence on distribution of		L44	4					peline & Evaluation	CO3; CO4		
distribution of	AA				Apply						
Services Case Studies	***				distribution of						
					Services	Case Studies		1		1	

Γ		L45	4	Doubts clearance session	Ability to			CO3; CO4	
					identify the				
					usage of				
	45				methods for				
					distribution of				
					services in				
L					industries.	Case Studies			

Suggested Readings (Latest Edition)

TECNIA INSTITUTE OF ADVANCED STUDIES												
							IDIES					
			G		INSTITU	TE						
AS PER MBA SCHEME 8	& SYLLABUS 2021-	2022 ONWARDS GURU	GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DI		SE PLAN							
Programme Code:	039 MS-202	Programme: Course Name:	MASTER OF BUSINESS ADMINISTRATION (MBA) Project Dissertation			Session: Type:	2022-23 Ability Enhancement	L	3	T/P Credits	0 3	
Name of Faculty:	WI3-202	Course Name.	Froject Dissertation	1 Credit (Theory)	= 15 hrs. in a sem	туре.	1 Credit (Practical)=	30 hrs. in a sem		Credits	3	
Objective: NA Course Outcome & Ma	pping. Course Arti	culation							1			
				anagement apply them ork practices	king skills to onment and nd business es and risks.	oncomitant ategies and I manner to e functional s objectives.	sion making organization on and their leve the set go als.	anagement nt data and ig approach.	end the information ventions to achieve organizational goals	inciples of good corporate social ves of long-term societal welfare.	ication and lifty to work lead teams.	anifested in learn and in rofessional, social life.
				Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practice	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve he functional goals and the business objectives.		Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach	Identify and recomme technology based inter	Benchmark organizationa practices against the pr governance, ethical conduct, responsibility and the imperati	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and their pursuit of excellence in professional, personal and social life.
		CO1	Identify and articulate a clear research question or	PO1 3	PO2 3	PO3	PO4 2	PO5	PO6 2	PO7 2	PO8	PO9
		CO2	research problem. Perform a thorough literature review & formulate	-	-	-	_	-	-	_	-	_
		соз	a hypothesis. Distinguish between different research	3	3	3	1	2	2	2	3	3
		CO4	methodologies and know when to use them. Collect pertinent data, analyse it and communicate	3	3	3	3	3	2	2	3	3
			clearly and effectively the findings and conclusions.	3	3	3	3	3	3	3	3	3
		cos	Give recommendations based on research findings in the interest of benefitting industry and society.	3	3	3	3	3	2	3	3	3
			Course Articulation (Average)									
S. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/	Mode of Assessment
								Utilization		Students)	Journals/ Articles/	
	1	1	NA .					Utilization		Students)	Journals/	
	1 2 3	I I I	NA .					Utilization		Students)	Journals/ Articles/	
	1 2 3 4	1	NA .					Utilization		Students)	Journals/ Articles/	
	1 2 3 4 5 6	1 1 1 1 1	NA .					Utilization		Students)	Journals/ Articles/	
	1 2 3 4 5 6 7 8	1 1 1 1 1 1	NA.					Utilization		Students)	Journals/ Articles/	
	1 2 3 4 5 6 7 7 8	1 1 1 1 1 1 1 1	NA .					Utilization		Students)	Journals/ Articles/	
	1 2 3 4 5 6 7 8 9	1 1 1 1 1 1 1 1 1 1 1 1 1 1	NA.					Utilization		Students)	Journals/ Articles/	
	11 12	0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	NA .					Utilization		Students)	Journals/ Articles/	
	11	5	NA.					Utilization		Students)	Journals/ Articles/	
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	11 12 13 14 15 16 17	0	NA.					Utilization		Students)	Journals/ Articles/	
	11 12 13 14 15 16 17	II II II	NA .					Utilization		Students)	Journals/ Articles/	
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	11 12 13 14 15 16 17 18 19 20	III III III	NA .					Utilization		Students	Journals/ Articles/	
	11 12 13 14 15 16 17 18 19 20 21 22 23	11 	NA .					Utilization		Students	Journals/ Articles/	
	11 12 13 14 15 16 17 18 19 20 21 22 23 24	11 11 11 11 11 11 111 111	NA.					Utilization		students	Journals/ Articles/	
	11 12 13 14 15 16 17 17 18 19 20 21 22 23 24 25 26	10 11 11 11 11 11 11 11 11 11 11 11 11 1	NA .					Utilization		Students	Journals/ Articles/	
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	111 122 133 144 155 166 177 188 199 200 21 21 22 23 24 25 26 27 27 28 29 30 31 31 32 32 34 35 36		NA .					Utilization		Students	Journals/ Articles/	
	111 122 133 144 155 166 177 188 199 200 21 21 22 23 24 25 26 27 27 28 29 30 31 31 32 32 34 35 36		NA .					Utilization		Students	Journals/ Articles/	
	111 12 13 14 14 15 15 15 16 16 17 17 17 17 17 17 17 17 17 17 18 18 19 20 20 21 21 22 22 23 24 25 25 25 25 25 25 25 25 25 25 25 25 25	10 11 11 11 11 11 11 11 11 11 11 11 11 1	NA .					Utilization		Students	Journals/ Articles/	
	111 12 13 14 14 15 15 16 16 17 17 18 19 19 20 21 22 22 23 24 24 25 26 27 27 28 29 30 31 31 33 34 34 35 37 37 37 38 39 39 40	10 10 10 10 10 10 10 10 10 10 10 10 10 1	NA .					Utilization		Students	Journals/ Articles/	
	111 12 13 14 15 15 16 17 17 18 19 19 10 10 11 12 22 23 24 24 25 26 27 27 28 29 30 31 31 33 34 34 35 36 37 37 38 39 39 40 41	1	NA .					Utilization		Students	Journals/ Articles/	
	111 12 13 14 15 15 16 17 18 18 19 20 20 21 21 22 23 24 25 25 26 27 77 28 29 30 31 31 33 34 34 35 36 37 38 38 39 40 40 41 42 42		NA.					Utilization		Students	Journals/ Articles/	

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE COURSE PLAN AS PER MBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI. MASTER OF BUSINESS ADMINISTRATION (MBA) Corporate Social Responsibility, Human Values & Eti cessary for the application of human values and norm 100 Prepare business strategies, develop concomitant functional and operational strategies and implement their man implement and Objections of commentations and managerial processing and processi Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks. Identify and recommend the information technology based interventions to achieve organizational goals Demonstrate an understanding of management concepts, principles an theories, and apply them in the control organizational work practices Examine the association between corporate strategy, Corporate Social Responsibility (CSR) 3 , 2 1 and its influence on stakeholder engagemen Compare and contrast the multiple internati frameworks of CSR and Sustainability. Understand the issues that organizational leaders face as they develop their CSR and corporate governance programs 3 2 2 1 1 Analyze the impact of CSR implementation on corporate culture, in the realm of sustainable development, innovation, and solutions to 2 2 1 2 2 usiness, social and environmental problems Course Articulation (Average) Topic ICT Tools & E-S. No. Lecture No. Unit No. Experiential Learning ode of Materia (Links/ lass Material ICT Tools & E-L1 1 - 1 Introduction Outcome Students will (PPT) Resources https://youtu. Values, Concepts, Types and Formation of Values be able to Students will Concepts be/SCiYaatMJ https://youtu. be/ sF1CEAvalues. lonesty, uestion CO2 L3 Business Ethics: Ethical theories be able to Students will Ethical Decision Making Corporate Social responsibility (CSR): A Historical understand the Students will understand the Student can be/Z7pnuZod based https://youtu. The be/x3IWS-M- utilitarian https://youtu. Environm 5 L5 1 Perspective and emerging theories of CSR Comorate Social responsibility (CSR): A Historical L6 Social A Historic Perspecti CSR and explain the Student will understand a Students will be/1bpf sHeb ntal. https://youtu. The carrol be/olgR6BY8o theory, th Perspective and emerging theories of CSR UTORIAL L7 CSR and regulatory issues CO4 Extempor Companies Law 2013 L8 regulatory be able to Student can Incorpor on of a https://youtu. General Business Responsibility Report (SEBI) NVG Guidelines (Ministry of Corporate Affair) L 9 explain Student will be CO4 sentati able to discuss Students will be able to Students will L 10 10 Responsibility be/izKFLXulfp disclosure https://youtu. Re-inforce Ethical Dilemma, Implications of failed corporate L 11 Viva 12 L 12 Worker rights and health, , Human rights be assessed or Studenst will Sroun 13 L 13 Stockholders Right and Corporate Governance Unethical Issues in Sales, Marketing, Advertising be able to clea Debate and Supply Chain Unethical Issues in Sales, Marketing, Advertising problems Student will be 14 L14 П Solving Session question and Supply Chain able to Student will be e/J2vAXnX9 loss of Human case study failed Worker rights able to Student will be PPT 16 L16 ntellectual Property Rights COS ights at L 17 able to Student will be CO5 РРТ Corruption in Business and Administration Right and stakehold False https://voutu 18 L 18 Ш Technology and Privacy in the workplace sues in Sales able to assess Student will be CO2 PPT be/6elyu5JfJF 19 L 19 Technology and Privacy in the workplace соз Property Technology able to Student will be infringeme Internet-20 L 20 Big Data and analytics соз able to Student will be oased Process able to Ethical and Regulatory Framework CO3 21 L 21 analytics, question 22 L 22 Ethical and Regulatory Framework CO3 be able to clear CO3 23 L 23 Ш International Frameworks of CSR and Sustainabilit Discussion Problem role play Global Compact, Caux Round Table L 24 Solving Session problems Student will be https://youtu. Sustainable OECD Guidelines for Multinational Enterprises 25 L 25 rameworks of able to discuss CO3 e/ydPNQ7nT ntribut L 26 GRI, SA8000 Standard able to assess Student will be Guidelines for able to RS/ISO Student will be 27 L 27 Ш BS/ISO Guideline on CSR Management (ISO-26000 PPT e/04-Class test Social Audit ILO tri-partite declaration of principles on multinational enterprises and social policy ILO tri-partite declaration of principles on 28 L 28 PRACTICAL able to analyze Guideline on organizati Social Audit ILO tri-partite declaration of 29 L 29 , question 30 L 30 uidance multinational enterprises and social policy ILO tri-partite declaration of principles on able to Students will 31 L31 multinational enterprises and social policy ILO tri-partite declaration of principles on Revision be assessed on Studenst will L 32 32 Ш multinational enterprises and social policy Discussion be able to clea Discuss problems 33 L 33 Solving Session question CO1 34 L34 IV Challenges of Sustainable Development CSR as a Strategic Business tool for Sustainable Development be able to Students will be able to Student will be L 35 global Integrate social development Kyoto Protocol and Clean Development Sustainable question CO1 36 L36 IV Mechanism (COM) able to analyze Student will be Managing Environmental Quality and Clean able to explain Student will be ntal issues Social 38 L38 IV Green IT initiatives) able to question ssignme nts will L 39 Voluntarism, Judicial activism be able to Students will be able to Students will nt friendly Voluntary action, https://youtu. Courts' initiatives Voluntarism, Judicial activism Environmental. Social, and Governance (ESG) 40 L 40 IV Judicial CO1 41 L41 IV analysis Other emerging trends in Corporate Social activism Environm be able to Student will be able to analyze e/VdJThiPGR authority Corporate 42 L 42 IV

				trends in Corporate Social Responsibility	Student will be able to evaluate emerging trends in Corporate Social Responsibility	CO1			PRACTICALS	
43	L 43	IV	Rivision					the public		
					Students will be assessed on	CO1			observation	
					the basis of				, question & answer	
					previous					
44	L 44	IV	Rivision		lecture's					
44	L44	ıV		Group	knowledge Studenst will	CO1	1		DEBATE	
					be able to clear				DEDMIL	
					their doubts.					
45	L 45	IV	Previous Years Question Paper Discussion							
				Solving Session	problems	CO1			observatio n	
				DOINING 26221011	broneig	COI			0	

Suggested Readings: (Latest Editions)

- I. Lawrence, A. T., and Weber, J., Business and society: Stakeholders, Ethics, Public Policy. McGraw-Hill Education.
- 2. Blowfield, M., & Murray, A., Corporate Responsibility. Oxford University Press
- 3. Vertigans, S., & Idowu, S. O., Global Challenges to CSR and Sustainable Development Springer International Publishing.
- Mitra, N., & Schmidpeter, R., Corporate Social Responsibility in Rising Economies. Springer International Publishing.
 Hartman, L. P. and Deslardins J. & MacDonald C., Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, Mc Graw Hill Education.
 Manuel G. Velasquez, Business Ethics Concepts and Cases, Pearson Education

Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		

			TECNIA INSTI				JDIES						
			G		' INSTITU	TE							
ER MBA SCHEI	ME & SYLLABUS 20	21-2022 ONWARDS	GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, N		SE PLAN								-
ramme Code: se Code:	039 MS-210	Programme: Course Name:	MASTER OF BUSINESS ADMINISTRATION (MBA) Marketing Analytics		Session:	2022-23 Type:	L Discipline Specific I	3 Electives	T/P	0	Credits	3	-
			undation in marketing analytics so that students can ha	indle a variety of	marketing data, b	uild advanced analy	tical models, and de	liver effective vi	sualisation p	roducts and repo	orts.	1]
se Outcome &	Mapping, Course	Articulation		Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices	Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.	By Prepare business strategies, develop concomitant infection and infection and operations strategies, develop concomitant them in an integrated manner to efficiently and effectively as hiere the functional goals and the business objectives.	Define the state of the state o	Demonstrate the ability to analyze management of problems, to identify and collect relevant data and to apply a creative problem-solving approach.	Gidentify and recommend the information technology based interventions to achieve organizational goals	Observment organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societ al welfare.	Demonstrate effective communication and minerpersonal skills as well as the ability to work with and lead teams.	Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.	
		CO1	Understanding the basic concept of data management and data mining techniques m marketing management	3	2	2	2	3	3	2	3	3	
		CO2	Understand the importance of marketing analytics for planning and systematic allocation of marketing resources	3	3	2	2	3	3	2	3	3	
		CO4	Learn how to create a predictive marketing dashboard for an organisation using marketing analytics. Analyze data and draw conclusions from it to solve strategic marketing problems Course Articulation (Average)	3	3	3	3	3	3	2	3	3	
).	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	
1	L1	-	Introduction	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving	ICT Tools & E-	Mapping with CO	Class Material (PPT	Additional Material	Mod
2	L2		Marketing Analytics - meaning and scope)	Unit-1: Marketing:	Attain basic knowledge of	Caselets	Presentation & Class Interaction	Lecture, Stimulate		CO1; CO2	PPT		Ť
3	L3	1	Data for Marketing Analytics	Marketing analytics Scope	Understand fundamental		Presentation & Class Interaction	Lecture, Stimulate		CO1; CO2	PPT		T
4	L4		Exploratory analysis	Data for Marketing	Understand Data for		Presentation & Class Interaction	Lecture, Stimulate		CO1; CO2	PPT		T
5	L 5		Descriptive analysis	Exploratry	Understand	Individual	Sacrosanct Focus	Brainstroming, Inquiry Based		CO1; CO2	PPT		T
6	L6			Analysis Descriptive	Exploratry Understand	Participation Individual	Content Sacrosanct Focus	Brainstroming,		CO1; CO2			T
			Predictive analysis	Analalysis Predictive	Descriptive Ability to	Participation Live Experimental	Content Group discussion,	Inquiry Based Define &		CO2; CO3			╁
7	L7	1	Prescriptive analysis	Analytics Prescriptive	analyze through Ability to	Application Live Experimental	Buzz Groups Group discussion,	Evaluate Define &		CO2; CO3			╁
8	L 8	1	Use of Excel for summarising marketing data	Analysis Use of EXCEL	analyze through Ability to use	Application Live Experimental	Buzz Groups Group discussion,	Evaluate Define &		CO2; CO3			┿
9	L 9	- 1	Use of Excel for summarising marketing data	in Data Analysic Excel for	Use of EXCEL in Demonstrating	Application	Buzz Groups Presentation &	Evaluate		CO1: CO2			+
10	L 10	1	Use of Excel for summarising marketing data	Summarizing	Excel for Demonstrating		Class Interaction Presentation &	Lecture,		CO1; CO2			+
11	L 11	Ш	Segmentation, Positioning & Marketing Mix	Excel Commands	Excel Commands		Class Interaction	Stimulate					1
12	L 12	П	Customer analytics	Unit II: Segmentation	Understand Segmentation	Case Studies	Program Learning	Define & Evaluate		CO2; CO3			1
13	L 13	II	Benefits from customer analytics	Positioning Analysis	Understand Postioning	L	Program Learning	Define & Evaluate	L	CO2; CO3	<u> </u>		L
14	L 14	Ш	Benefits from customer analytics	Marketing Mix Analysis	Ability to anlyze Marketing Mix	Individual Participation	Sacrosanct Focus Content	Brainstroming, Inquiry Based		CO2; CO3			
15	L 15	п	Segmentation analytics	Customer Analytics	Define Customer	Individual Participation	Sacrosanct Focus Content	Brainstroming, Inquiry Based		CO2; CO3			Π
16	L 16		Cluster analysis)	Benefits from Customer	To discuss Benefits from		Presentation & Class Interaction			CO1; CO2			Ī
17	L 17	=	Perceptual mapping	Segmentation analytics	Apply Segmentation	Case Studies	Presentation & Class Interaction			CO2: CO3			T
18	L 18	П	Umbrella brands	Cluster Analytics	To discuss & Apply Cluster	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO2: CO3			T
19	L 19			Perceptual	To Apply Perceptual	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		CO2: CO3			T
			Multi dimensional scaling	Mapping Umbrella	To discuss	Application Live Experimental Application	Group discussion,	Define &					t
20	L 20		Marketing Mix Modelling	Brands Multi	Umbrella Brands Apply and	Live Experimental	Buzz Groups Group discussion,	Evaluate Define &		CO1; CO2			+
21	L 21	II	Variables and techniques	Dimensional Marketing Mix	understand To discuss	Application Live Experimental	Buzz Groups Group discussion,	Evaluate Define &		CO2; CO3			+
22	L 22	II	Variables and techniques	Analysis Marketing Mix	Demonstrating Understand and	Application Live Experimental	Buzz Groups Group discussion,	Evaluate Define &		CO3; CO4			+
23	L 23	III	Pricing & Customer Journey	Modelling Marketing Mix	Apply Marketing Demonstrating	Application Live Experimental	Buzz Groups Group discussion,	Evaluate Define &		CO1; CO2			+
24	L 24	III	Goals of Pricing, Bundling	Variables Marketing Mix	correct usage of Understand the	Application	Buzz Groups Presentation &	Evaluate Lecture,		CO3; CO4			+
25	L 25	Ш	Skimming, revenue management	techniques UNIT 3 Pricing	Marketing Mix To discuss	Caselets Individual	Class Interaction Sacrosanct Focus	Stimulate Brainstroming,		CO1; CO2			+
26	L 26	Ш	Skimming, revenue management	& Customer	Pricing & To discuss Goals	Participation Individual	Content Sacrosanct Focus	Inquiry Based Brainstroming,		CO1; CO2			+
27	L 27	Ш	Promotions	Goals of Pricing	of Pricing To discuss	Participation Individual	Content Sacrosanct Focus	Inquiry Based Brainstroming.		CO1; CO2			+
28	L 28	Ш	Customer journey mapping	Bundling	Bundling To describe	Participation	Content Presentation &	Inquiry Based Lecture.		CO1; CO2			1
29	L 29	Ш	Customer loyalty	Skimming	Skimming		Class Interaction	Stimulate		CO1; CO2			L
30	L 30	Ш	Customer lifetime value- meaning and calculation	Revenue Management	Understand and Apply concept of	Caselets	Presentation & Class Interaction	Lecture, Stimulate		CO1; CO2			L
31	L 31	=	Customer lifetime value- meaning and calculation	Promotions	To describe Promotions		Presentation & Class Interaction			CO1; CO2			l
32	L 32	=	Customer lifetime value- meaning and calculation	Customer Jjourney	To Demonstrating	L	Presentation & Class Interaction		L	CO1; CO2;CO3	L		╚
33	L 33	IV	Digital Analytics: Metrics and Measurement	Customer Loyalty	To Understand, Apply and	Caselets	Presentation & Class Interaction			CO1; CO2;			T
34	L 34	iv	Important web metrics	Customer	To Understand		Presentation &			CO1; CO2; CO3			T
35	L 35	IV	Important web metrics	Lifetime Value Customer Lifetime Value	Analyze and To Understand,		Class Interaction Presentation &			CO1; CO2;			t
36	L 36	IV	SEO and SEM	Unit IV Digital	Apply and To discuss	Caselets	Class Interaction Presentation & Class Interaction	Define &		CO1; CO2;			t
				Analytics Digital	Digital Analytics To Discuss		Presentation &	Evaluation Define &		CO3; CO4			t
37	L 37	IV IV	Social Media Analytics	Analytics Digital Anlytics	Digital Analytics To Discuss		Class Interaction Debate	Evaluation		CO3; CO4			t
38	L 38	IV	Social Media Analytics	Measurment Web Metrics &	Digital Anlytics Compare,			Define &		CO3; CO4			$^{+}$
39	L 39	IV	Networks	Importance of SEO & SEM	Analyze and To Analyze SEO	Case Studies	Debate	Evaluation Define &		CO1; CO2;			+
40	L 40	IV	Viral marketing	Social Media	& SEM To Analyze	-	-	Evaluation Define &		CO2; CO3			+
41	L 41	IV	Text Mining	Analytics Networks	Social Media To Interprets	1	1	Evaluation Define &		CO1; CO2;			+
42	L 42	IV IV	Text Mining Rivision	Viral Marketing & Text Mining	Networks To define Viral Marketing & Text Mining		Brainstorming	Evaluation		CO1; CO2; CO3; CO4			1
				Revision	Identify, Apply and Analyze Distribution, Communication			Define & Evaluation					T
44	L 44	IV	Rivision	Diamen' 1	& Servicescape								1
	1			Discussion of Previous	Identify and Apply Influence	1	1						
	L 45	IV	Previous Years Question Paper Discussion	Question	on distribution								
45			general rupu piacasion	Papers	of Services	+	+					t	+

Suggested Readings (Latest Editions):

- Winston, W.L., Marketing Analytics, Wiley India Pvt Ltd.
 Gupta, S., Jathar, A., Marketing Analytics, Wiley India Pvt Ltd.
 Gupta, S., Jathar, A., Marketing Analytics, Wiley India Pvt Ltd.
 Maity, M., Gurrazada, P., Marketing Analytics: For Strategic Decision-Making, Oxford University Press.
 Hemann, C., Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Pearson Education.
 Hair, J., Harrison, D.E., Ajlan, H., Essentials of Marketing Analytics, McGraw Hill Higher Education
 Mike, G., "Marketing Analytics: A Practical Guide to Real Marketing Science", Kogan Page Publishers

Name of Faculty:			1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		
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			TECNIA II	NSTITUTE OF A		STUDIES								
			RU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW	COURSE I		Jana an	1.		T 7/0	Ι .	I			
Objective: The object	MS-224 ctive of this course	Course Name: is to equip students wi	MASTER OF BUSINESS ADMINISTRATION (MBA) Leadership and Teamwork in Blended Organizations th the knowledge of leadership, its development for s	elf and others and how to devel	Session: op high performing wo		L Discipline Specific	Electives	T/P	0	Credits	3		
Course Outcome & A	Mapping, Course A	col	Asses potential leadership traits, skills & behaviours. Student will have an increased awareness of higher personal leadership style,	Demonstrate as undestanding of management covers, principles and channels, and apply them in the context of organizational work practices as	Apply analysis and offed thering sale to analyse the dynamic business withourment and dentify entrepresental and business apportunities and risks.	Dy inque to be benness strategies, develor economistral tractional and oppositional strategies, and includement from in an integration manner to efficiently and effectively, achieve the functional goals and the business on objectives.	Demonstrate an understanding of decision making processes at autorist beyone of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set golds.	Demonstrate the ability to analyze management problems, to identify and collect rieewant date and to apply a creative problem-solving approach.	(a) identify and recommend the information technology based interventions to achieve organizational goals	(D) Benchmark or genizational and mangerind practices against the principles of good governance, this accordart, corporate social responsibility and the imperatives of long-term societal welfare.	Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.	Develop a lifetong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excelence in professional, personal and oxical life.		
		CO2	e.g., interpersonal skills, team development etc. The student will have a broad understanding from a systems perspective to identify the ways in which organizational behaviour, structure, and culture can be changed effectively in present day blended workspace for ensuring the success of the organizations.	3	3	3	3	3	2	2	3	2		
		CO3	The student will understand the structure of teams, stages of its building and behavioural dynamics involved at all stages. The student will learn the nuances of building an effective team in the present-day blended work	3	3	3	3	3	2	2	3	2		
S. No.	Lecture No.	Unit No.	environment. Course Articulation (Average) Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/	Mode of Assessment		
1	L1		Fundamentals of Leadership	Topic	Sessional Outcome	Problem Solving Methodologies	Participative Learning	Experiential Learning	Mode of Delivery	ICT Tools	co	Class Material	Additiona Material	Mode of Assessme
2	L2	-	Defining Leadership	Defining Leadership, Leadership Traits	Student would be able to understand		Oral Discussion		Lecture	PPT	CO1	Class not:		
3	L 3	1	Leadership Traits	Defining Leadership , Styles Leadership Theories (Trait,	Student would be able to understand Make the student		Discussion	Group Discussion	Group Discussion Lecture	PPT	CO1	Class notes Video clips	https://w	Oral
4	L4	1	Leadership Traits	Skills) Leadership Theories (Trait,	understand the Make the student	Brain storming			Lecture	PPT	CO1	ppt	ww.youtu	Report
5	L5 L6	1	Styles	Skills,) Leadership Theories (Behavioural)	understand the student understand the concept			Story Telling	Lecture	PPT	CO1	ppt		
7	L7	i	Leadership Theories (Trait, Skills, Behavioural and Situational Approach)	Leadership Theories (Behavioural)	student understand the concept		Discussion		Discussion	PPT	CO1	ppt		
8	L8	1	Leadership Theories (Trait, Skills, Behavioural and Situational Approach) Leadership Theories (Trait, Skills, Behavioural and	Leadership Theories (Situational Approach) Leadership Strategies	student understand the concept Discussion on the	Brain storming Student			Brain storming Student	ppt	CO1	Case Study ppt	Case Study	Case study
9	L9	1	Situational Approach) Leadership Strategies.	Flip class	Leadership Strategies Students will develop	interaction	Flip Class		interaction Presentatio	PPT	CO1	ppt		
10	L 10	1	Practicing Leadership: Sights on the Right Target	Case Study	more clarity and Check the analytical		Case Study		n Case Study	PPT	CO1, CO2	Notes from		
12	L 12		and Vision as a Leader Empowering People, Building Trust, Coaching, Mentoring	Sights on the Right Target and Vision as a Leader	power of the students Discussion on Right target and Visions		Discussion		Lecture	PPT	CO1	Topics of GD		Group Discussio
13	L 13	п	Team Leadership, Collaboration: Fuel for High Performance	Empowering People	target and Visions Make the student understand the how	Demostration			Demostrati on (PPT)	PPT	CO1	Video	https://w ww.youtu	Observat on
14	L 14	п	Organizational Leadership: Determining the Appropriate Leadership Style for Your Organization Diagnosing Your Organization's Development Level,	Building Trust, Coaching, Mentoring	Make the student understand the Explain and develop			Story Telling	Discussion Group	PPT	CO2	PPT Video clips	https://w	Observat on
15	L 15	II	Matching Leadership Style to Your Organization's Applying the Appropriate Leadership Style at Each	Leadership,Collaboration: Organizational Leadership:	the team spirit for Make the students		Group Discussion		Discussion	PPT	CO2		ww.youtu	
16	L 16	11	Development Level The Importance of Diagnosis and Matching	Determining the Appropriate Diagnosing Your Organization's Development	understand and Make the students understand and	Demostration	Discussion		Lecture	PPT	CO2	Class Notes	Assignme	Assignme
18	L 18		Determining Your Leadership Point of View: Elements of a Leadership Point of View	Applying the Appropriate Leadership Style at Each	Make them understand and use		Oral discussion		Discussion	PPT	CO2	PPT	iii.	III.
19	L 19	п	Determining Your Leadership Point of View: Elements of a Leadership Point of View	Management Games The Importance of Diagnosis	Students will learn the practical of Make the student	Student interaction			Lecture	PPT	CO2	PPT		
20	L 20	п	Developing Your Own Leadership Point of View	and Matching, Determining Leadership	understand the right Make the student			Story telling	Lecture	PPT	CO2	ppt	Case	case
21	L 21	II .	Become a Higher Level Leader	Point of View, Becoming Leading Blended	understand the right Explain the students	Student		Case Study	Case Study	PPT	CO2		Study	study
22	L 22		Leading Blended Organizations Understanding Basics of Teams	Organizations Role Play	about the blended Make the student analyze the critical	interaction	Role Play	Role Play	Lecture	PPT	CO2		Role Play (Theme)	Role play
24	L 24		Workgroup Vs. Teams	Concept of Work and Team	Make the student understand the		Presentation		Presentatio n	PPT	CO1, CO2	Notes from Book		Presental on
25	L 25	Ш	Transforming Groups to Teams	Workgroup Vs. Teams: Transforming Groups to	Make the Student understand and To develop the			Story Telling	story telling Group	PPT	CO2	Research	https://w	<u> </u>
26	L 26	Ш	Types of Teams	Group Discussion	confidence and Students will develop		Group Discussion		Discussion Presentatio	PPT	CO2	Paper PPT	ww.resea	
27	L 27	III	Stages of Team Building and its Behavioral Dynamics Team Role: Interpersonal Processes	Flip Class Stages of Team Building	more clarity and Describe the student about the stages of	Student interaction	Flip class		n Lecture	PPT	CO2 CO3	PPT		Class Performa
28	L 28 L 29		Goal Setting and Problem Solving	Behavioral Dynamics; Team Role; Interpersonal	Describe the student about the	/ocrestion	Discussion		Lecture	PPT	CO3	PPT		Oral Assessme
30	L 30	III	Team Networking and Social Capital Processes and Issues in Teams : Factors of Team	Team Networking and Social Capital	make them understand of Team				Lecture	PPT	CO3	PPT	Video clips	
31	L 31	IV	Processes and Issues in Teams : Factors of Team Effectiveness	Case Study Factors of Team Effectiveness	Develop the analytical power in Tell the students		Case Discussion	Case Study	Case Study Video clips	PPT Video Clips	CO3	ppt		Assignme nt
32	L 32	IV	Team Communication and Collective Intelligence	Team Communication and	about the factors of Tell the students		nuscessor		Lecture	(Youtube) PPT	CO3	PPT		-
33	L 33	IV IV	Managing Team Conflicts Creativity and Innovation in Teams: Delphi Technique; Nominal Group Technique	Collective Intelligence Managing Team Conflicts,	about need and Explain the concept	 	Class debate		Discussion	PPT	CO3	Research	http://w	Class Test
34	L 34	IV	Technique; Nominal Group Technique Creativity and Innovation in Teams: Delphi Technique; Nominal Group Technique	Creativity and Innovation in Delphi Technique; Nominal Group Technique; Brain	of team conflicts and Explain the students about Delhi		Class interaction		Lecture	PPT	CO2, CO3	paper PPT	ww.ijrbs	
36	L 36	IV	Brain Storming (Traditional, Electronic and Negative)	Developing Collaboration in Teams	Make the student understood about	Student interaction			Lecture	PPT	CO3	PPT	Case study	
37	L 37	IV	Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition	Functional and Dysfunctional Cooperation and Interventions to Build	Students to analyze the Functional and Make the Student	Student	Discussion		Discussion	PPT	CO4	Scanned Notes from	https://w	Oral Quiz
38	L 38	IV	Interventions to Build Collaboration in Organizations	Interventions to Build Collaboration in Organizations Mnagement Games	Make the Student understand the Students will learn	Student interaction		Management	Lecture Discussion	PPT	CO4	Video clips PPT	https://w ww.youtu	
39	L 39	IV	Social Loafing, Synergy in Teams	Social Loafing, Synergy in	the practical of Students to analyze	 	Discussion	Games	Lecture	ppt	CO4	PPT	Case	Case
40	L 40	IV	Evaluating and Rewarding Teams	Teams Group Discussion	the Social Loafing, To develop the	 	Group Discussion		Group	ppt	CO4	PPT	Study	Study
41	L 41	IV	Virtual Teamwork	Evaluating and Rewarding Teams	confidence and communication skill in the students Make the student understood about	Brainstorming			Discussion	ppt	CO4	PPT	Managem ent Games	performa nce in M
42	L 42	IV	Self-Managed Teams	Virtual Teamwork, Self-	how to evaluate and reward the teams Explain the students	Student			Student	PPT	CO4	PPT		<u> </u>
43	L 43	IV	Rivision	Virtual Teamwork, Self- Managed Teams Presentation	the various types of Team and its importance Students will develop	Student interaction	Presentation		Interaction Presentatio		CO4	PPT		
44	L 44	IV	Rivision		more clarity and confidence				n					Presental on
45	L 45	IV	Previous Years Question Paper Discussion	Revision	Students will develop more clarity of the subject		Discussion		Discussion	PPT	CO4			

Revision	Students will develop	Discussion	Discussion	Case Study	CO3, CO4	video clips	https://w	
	more clarity of the						ww.youtu	
	subject						be.com/w	
							atch?v=f6	
							0dhel4AR	
							g	

- Suggested Readings: (Latest Editions)

 1. Northouse, P.G. Leadership: Theory and Practice. Sage Publishers

 2. Blanchard, K. Leading at a Higher Level: Blanchard on Leadership and Creating High Performing Organizations. Pearson Education

 3. Thompson, L.L. Making the Team: A Guide for Manager. Pearson Education

 4. Griffith, B.A. & Dunham, E.B. Working in Teams: Moving from High Potentials to High Performance. Sage Publications.

 5. AIMAL Leaders on Leadership: Insights from Corporate India. Sage Publications

 6. Singh, P., Bhandarkar, A. & Ru, S. The Leadership Odyrase; Frem Earlness to Light. Sage Publications

 11. Credit (Theoroic):

Name of Earliby 1 Credit (Phanty) - 15 hrs in a sem						
	Name of Faculty:		1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		

TECNIA INSTITUTE OF ADVANCED STUDIES GRADE 'A' INSTITUTE													
			GRA	DE 'A' IN									
Programme Code: Course Code:	039 MS-226	Programme: Course Name:	U GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW MASTER OF BUSINESS ADMINISTRATION (MBA) People Analytics			2022-23 Type:	L Discipline Specifi	3 ic Electives	T/P		Credits	3	
Course Outcome & I	Mapping, Course A	rticulation	h the knowledge of people analytics to improve hum		_		anced analytics an	_	e coogles and			c'	
				Chemontrate an understanding of management covergis, principles and interries, and apply them in the context of organizational work practices.	Apply analytical and critical thinking skills to analyse the dynamic business environment and identify entreprenantial and business opportunities and risks.	Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.	Ourseast trace an understading of decision making processes at we trace. Pievels of the organization with respect to resources mobilisation and their efficient deployment and use to achieve the set goals.	Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problems olving suproach.	Identify and recommend the information technology based intervention of to achieve organizational goals	Od tenchmark organizational and managerial practices against the principle of good governance, ethical conduct, corporale aocial responsibility and the imperatives of fore-them societal welfare.	Demonstrate effective communication and interpresonal skills as well as the ability to work with and lead fearns.	Develop a lifetong learning approach manifested in their attitude to learn under and relearn and in their pursuit of excellence in professional, personal and social life.	
		CO1	Secure the right piece of information through analytics and take an informed decision that will benefit organization or business.	3	3	3	3	3	3	1	1	1	
		CO2	Develop ability to resourcefully use analytical information to improve the organization and its people Develop a culture and of analytical and critical	3	3	3	3	3	3	1	1	1	
		CO4	uevelop a cuture and or analytical and critical thinking by applying analytics in the people functions of the organization Effectively measure the success of people activities and processes by overall performance and efficiency generated out of successful implementation of analytics. Course Articulation (Average)	3	2	3	3	3	3	1	1	1	
S. No.	Lecture No.	Unit No.	Торіс	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodologies	ICT Tools & E- Resources Utilization	Mapping with CO	Class Material (PPT Faculty+ Students)	Additional Material (Links/ Journals/ Articles/ NEWS)	Mode of Assessment	
1	L1	ı	Understanding the Fundamentals: Why People Analytics?	Topic What is People	Sessional Outcome students will	Problem Solving	Participative Learning Group	Experiential Learning	ICT PPT	Mapping with CO CO1	Mode of Assessment class test	Mode of Delivery Lecturer	Additional Material https://theintactone.com/2022/11/14/ms226-
2	L2	1	Adoption of Analytics	Analytics? Why People	get the basics This topic		Discussion Group		PPT	CO1	Presentation	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226-
3	L3	1	HR's Contribution to Business Value HR's Contribution to Business Value	Analytics? Adoption of	covers the this topic	Discussion	Discussion		PPT	CO1	Presentation	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226- people-analytics/
5	L5	1	HR Decision Making and Analytics	Analytics HR's contribution to	covers the students will get the		Group Discussion	Live Examples	PPT	CO1	Assignment	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226- people-analytics/
6	L6	1	HR Decision Making and Analytics	Theories of Business Values	students will get aware	Discussion			PPT	CO1	Assignment	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
7	L7	1	HR Business Process and Analytics	HR Decision Making and Theories of	Students will get the Awareness		Group Discussion	Student Direct	PPT	CO1	Assignment	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/ https://theintactone.com/2022/11/14/ms226-
	L8	1	HR Business Process and Analytics	Decision Making HR Business	about decision Students will	Discussion	Group	Participation	PPT	CO1	Assignment Assignment	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226-
9	L9	II .	Establishing an Analytics Culturex	Process And Revision	get the		Discussion				Assignment	Lecturer	people-analytics/
10	L 10	п	Enable Analytical Thinking Role of Leader in creating analytic culture	Estabilishing an	Students will		Group	Case Study	PPT	CO3	Assignment	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
12	L 12		Role of Leader in creating analytic culture	Analytics Culture Theories for Analytics Culture	know how to Student will get the	Discussion	Discussion Group Discussion		PPT	CO3	class test	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
13	L 13	п	Overcoming Resistance to People Analytics	Enable Analytical Theories of	Students will get the Student will	Discussion		Case Study	PPT	CO3	class test	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
14	L 14	П	Overcoming Resistance to People Analytics	Analytical Role of Leader	get the Students will	Discussion	Group Discussion		PPT	CO3	Quiz	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/ https://theintactone.com/2022/11/14/ms226-
15	L 15	П	Communicate with Storytelling and Visualization	in creating Theories of	get the Students will		Group	Role Play	PPT	CO3	Quiz Assignment	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226-
16	L 16		Communicate with Storytelling and Visualization Understanding Data and Basic Analytic Tools: Know Your Data	Leadership Overcoming Resistance of	learn about Student will be learn about		Discussion	Case Study	PPT	CO2		Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226- people-analytics/
18	L 17		Your Data A Pragmatic View of Data	It's Theories	Student will be learn about It's	Discussion	Group Discussion	Case Study	PPT	CO2	Assignment Assignment	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226- people-analytics/
19	L 19		Solving Data Quality Challenges]	Communicate with Storytelling	Student will learn about	Discussion	Group Discussion		PPT	CO2	Presentation	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
20	L 20	Ш	Data Types and Sources	It's Theories	student will learn about			Practical	PPT	CO2	Presentation	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
21	L 21	Ш	Data Governance	Revision Data,	Student will		Group					Lecturer	https://theintactone.com/2022/11/14/ms226-
22	L 22		Creating HR Dashboards using Microsoft Excel Creating HR Dashboards using Microsoft Excel	Information and Understanding	get Student will get the		Discussion Group	Practical Practical	PPT	CO3	Assignment	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226-
23	L 23		Creating HR Dashboards using Microsoft Excel Applying Pivot Tables to HR data	Data and Basic Solving Data Quality	students will know, how to	Discussion	Discussion	Practical Practical	PPT	CO3	Assignment Assignment	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226- people-analytics/
25	L 25	Ш	Applying Pivot Tables to HR data	Data Types and Sources for	Student will get the	Discussion	Group Discussion		PPT	CO3	Assignment	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
26	L 26	Ш	Application of Tableau in HR Data Visualization	Data Governance Theories of	Student will get the Student will		Group Discussion Group		PPT	CO3	class test	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/ https://theintactone.com/2022/11/14/ms226-
27	L 27	Ш	Application of Tableau in HR Data Visualization	Data Creating HR	get the Student will		Discussion		PPT Spreadshee	CO3	Presentation	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226-
28	L 28	III IV	Application of Tableau in HR Data Visualization Analytics in Various Functions and Processes	Dashboards Applying Pivot Tables to HR	get the Student will get the			Practical Practical	t Spreadshee	CO3	Presentation Ouiz	Quiz	people-analytics/ https://theintactone.com/2022/11/14/ms226- people-analytics/
30	L 29 L 30	IV IV	Staffing Analytics	Application of Tableau in HR	get the Student will get the			Practical Practical	t Spreadshee t	CO3	Quiz	Quiz Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226- people-analytics/
31	L 31	IV	Analytics in Manpower Planning Analytics in Manpower Planning	Revision Staffing Analytics	Student will get the		Group Discussion		PPT	CO4	Assignment	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
33	L 33	IV	Training and Development Analytics	Theories of Staffing	Student will get the	Discussion	Group Discussion		PPT	CO4	class test	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
34	L 34	IV	Training and Development Analytics	Analytics in Manpower Theories of	Student will get the Student will	Discussion	Group Discussion Group		PPT	CO4	Presentation Ouiz	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/ https://theintactone.com/2022/11/14/ms226-
35	L 35	IV	Analytics in Performance Management	Analytics Training and	Student will get the Student will	DISCUSSION	Group Discussion Group		PPT	CO4	Assignment	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226-
36	L 36	IV	Analytics in Performance Management	Development Theories of	get the Student will	Discussion	Discussion Group		PPT	CO4	Assignment	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226-
37	L 37	IV IV	Engagement Analytics Analytics in Absenteeism	Analytics in	get the Student will		Discussion Group		PPT	CO4	Assignment	Lecturer	people-analytics/ https://theintactone.com/2022/11/14/ms226- people-analytics/
38	L 38	IV	Turnover	Performance Theories of Analytics in	get the Student will get the	Discussion	Discussion Group Discussion		PPT	CO4	Assignment	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
40	L 40	IV	Case Studies on various analytics Case Studies on various analytics	Employee Engagement	Student will get the	Disc.	Group Discussion		PPT	CO4	Assignment	Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
41	L 41	IV	Case Studies on various analytics Case Studies on various analytics	Theories of Engagement Analytics in	Student will get the Student will	Discussion	Group Discussion Group		PPT	CO4 CO4	Assignment Assignment	Lecturer Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/ https://theintactone.com/2022/11/14/ms226-
42	L 42	IV	The state of the s	Analytics in Absenteeism. It's Theories	get the Itudent will get the knowledge about It's	Discussion	Discussion Group Discussion		PPT	CO4	Assignment	Lecturer	people-analytics/
43 44 45	L 43 L 44 L 45	IV IV	Rivision Rivision Previous Years Question Paper Discussion	Revision Revision	Theories							Lecturer Lecturer	https://theintactone.com/2022/11/14/ms226- people-analytics/
46	L 46	l .	I.	Revision	1	l	1		·		l	Lecturer	1

- Suggested Readings: (Latest Editions)

 1. Binstitchurya, D.K. HB Analytics: Understanding Theories and Applications. Sage

 2. Banerige, P., Pandey, J. & Gupta, M. Practical Applications of HB Analytics: A Step- by-Step Guide. Sage

 3. Guenole, N., Ferrar, J. & Feining; S. The Power of People: Learn How Successful Organizations Use Worldorie Analytics to Improve Business Performance. Pearson

 4. Sestil, J.C. Applying Advanced Analytics to HB Management Decisions: Methods for Selection, Developing Incentives, and Improving Collaboration (Paperback), Pearson FT Press

5	Dhir, S. & Pal, S.	Human Resource A	nalytics: Theory and Appli	ication Techniques. Cengage				
				ng the HR metric. Kogan Page				
Name	e of Faculty:				1 Credit (Theory)= 15 hrs. in a sem	1 Credit (Practical)= 30 hrs. in a sem		

TECHNOLOGY AND INNOVATION

• Managing Technology and Innovation Chapter 17McGraw-Hill/IrwinCopyright © 2011 by the McGraw-Hill Companies, Inc. All rights reserved.

- Learning ObjectivesLO 1 List the types of processes that spur development of new technologies LO 2 Describe how technologies proceed through a life cycle LO 3 Discuss ways to manage technology for competitive advantage LO 4 Summarize how to assess technology needs
- LO 5 Identify alternative methods of pursuing technological innovationLO 6 Define key roles in managing technologyLO 7 Describe the elements of an innovative organizationLO 8 List characteristics of successful development projects

- The systematic application of scientific knowledge to a new product, process, or service.
- Forces Driving Technological Development
 Must be a need, or demand, for the technologyMeeting the need must be theoretically possible, and the knowledge to do
 so must be available from basic scienceMust be able to convert the scientific knowledge into practice in both engineering
 and economic terms

• The funding, skilled labor, time, space, and other resources needed to develop the technology must be availableEntrepreneurial initiative is needed to identify and pull all the necessary elements together.

Technology Life Cycle Technology life cycle

A predictable pattern followed by a technological innovation, from its inception and development to market saturation and replacement.

Diffusion of Technological Innovations

InnovatorsEarly AdoptersEarly MajorityLate MajorityLaggards

Diffusion of Technological Innovations

An innovation will spread quickly if itHas a great advantage over its predecessorls compatible with existing systems, procedures, infrastructures, and ways of thinkingHas less rather than greater complexityCan be tried and tested easily without significant cost or commitmentCan be observed and copied easily

Technology Followership

A manager's decision on when to adopt new technology also depends on the potential benefits of the new technology, as well as the organization's technology skillsFollowing the technology leader can save development expense

• Assessing Technology Needs
Technology auditProcess of clarifying the key technologies on which an organization depends

Measuring Current Technologies

Emerging technologies are still under development and thus are unprovedPacing technologies have yet to prove their full value but have the potential to alter the rules of competition by providing significant advantage

Measuring Current Technologies

Key technologies have proved effective, but they also provide a strategic advantage because not everyone uses them Base technologies are those that are commonplace in the industry; everyone must have them to be able to operate

• Assessing External Technological Trends
Benchmarkingthe process of comparing the organization's practices and technologies with those of other companies

• Assessing External Technological Trends

Scanningfocuses on what can be done and what is being developed places greater emphasis on identifying and monitoring the sources of new technologies for an industry

• Key Factors to Consider in Technology Decisions
Anticipated market receptivenessTechnology feasibilityEconomic viabilityAnticipated competency developmentOrganizational suitability

• Sourcing and Acquiring New Technologies

Make-or-buy decisionThe question an organization asks itself about whether to acquire new technology from an outside source or develop it itself.

• Sourcing and Acquiring New Technologies
Internal developmentPurchaseContracted developmentLicensingTechnology tradingResearch partnerships and joint venturesAcquisition of the owner of the technology

Sourcing and Acquiring New Technologies

Managers should ask the following basic questions: Is it important (and possible) in terms of competitive advantage that the technology remain proprietary? Are the time, skills, and resources for internal development available? Is the technology readily available outside the company?

• Technology and Managerial Roles

Chief information officer (CIO) executive in charge of information technology strategy and development.coordinate the technological efforts of the various business unitsidentify ways that technology can support the company's strategy supervise new-technology development

• Technology and Managerial Roles

Technical innovatorA person who develops a new technology or has the key skills to install and operate the technologyProduct championA person who promotes a new technology throughout the organization in an effort to obtain acceptance of and support for it.

- Technology and Managerial Roles
 Executive championAn executive who supports a new technology and protects the product champion of the innovation.
- Organizing for Innovation
 Unleashing creativity involves encouraging creativity and celebrating failureBureaucracy busting is necessary because bureaucracy is the enemy of innovation

- 3M's Rules for an Innovative Culture
- Organizing for Innovation

 Development projectA focused organizational effort to create a new product or process via technological advances
- Organizing for Innovation
 Sociotechnical systemsAn approach to job design that attempts to redesign tasks to optimize operation of a new technology while preserving employees' interpersonal relationships and other human aspects of the work

Financial Management

INTRODUCTION TO FINANCIAL MANAGEMENT

Types of Business Firms



Meaning and Scope of Finance

- Finance means funds required for operation of a business.
- Three main activities of a firm are finance, production and marketing.
- Finance activity is all pervasive.
- Besides the basic functions of procurement of funds, deployment of funds and distribution of dividend, the finance activity also involves interacting with other functions.

Accounting Vs Finance



Finance deals with money related decision making mainly with respect to procurement of funds, deployment of funds and dividend decisions.



Accounting deals with recording the transactions, report making and analysis of the financial decisions made in the past.

Real and Financial Assets



Real assets include tangible real assets like land, buildings, plant, machinery, office, furniture, computers, etc., and intangible assets like knowledge, designs, technology collaboration agreements, patents, copyrights etc.



Financial assets are securities or instruments like shares, bonds, debentures, etc. These securities are issued by the firm to investors to raise funds, and the securities are traded in the capital markets, i.e., stock exchanges.

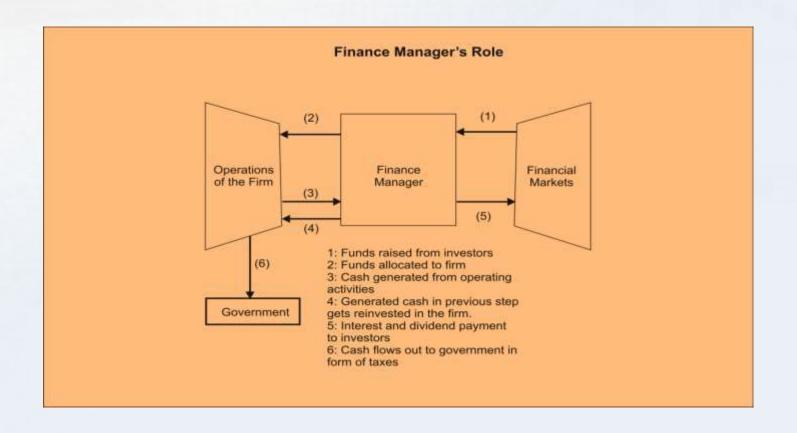
Finance Functions

- Finance functions and all other management functions are very closely interlinked.
- Finance function has to assess the various requirements and priorities the allocation of funds depending upon the available resources
- Strategies of production, marketing, research and development, human resources etc., are to be aligned to the funds positions and financial policy of the firm.

Role of Finance Function

Procurement of funds (Financing decision) **Finance Deployment Ensuring** liquidity of funds (Liquidity (Investment **Functions** decisions) decisions) Distribution of dividend (Dividend decisions)

Functions of Finance Manager



Profit Vs Shareholders' Wealth

- Two very important concepts which indicate the well being of shareholders are the profitability of the firm and the wealth of shareholders.
- Profits are determined by Profit and Loss account statement of the firm for different accounting periods and shareholders' wealth is represented by the market price of equity shares of the firm.
- It has now been well established by the experts that maximisation of shareholders' wealth is a superior aim of the organisation.

Measuring Shareholders' Value Creation

Two methods commonly employed for measuring the value added are:

Economic value added (EVA)

- •EVA is a concept which compares return on capital employed with opportunity cost of capital of the firm.
- •EVA = Net Operating Profit after Tax Cost of Capital Employed

Market value added (MVA)

- •This concept is based on comparing the market value of the securities (equity and debt together) with the funds that have been invested in the firm.
- If the figure is positive, it would mean value has been created.

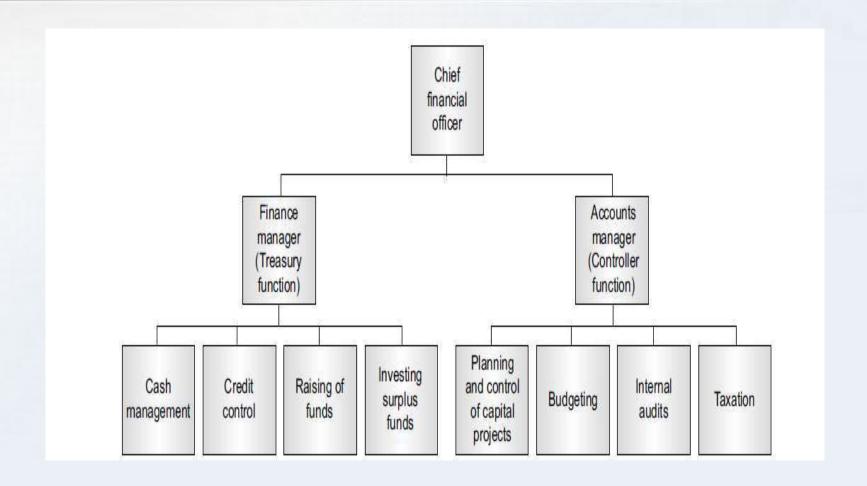
Agency Issue

- Agency refers to a system where management of the firm is assigned by shareholders to its agents.
- When managers take all decisions for the firm, there is a possibility that their actions may not truly reflect the best interest of the shareholders.
- It is normal to believe that the managers would take undue benefit for themselves and the shareholders would need to continuously monitor and control managers' actions and decisions, this is really not required.
- The conflict of interest between managers and shareholders is generally referred as agency problem.

Firm's Vision, Mission, Values and Financial Goal

- Vision, as the word indicates is the general business philosophy and long term guidance for the firm.
- Mission are the concrete plans in the medium term indicating areas of activity which the firm would attempt to undertake, and associated milestones.
- Values are the code of conduct which will guide all actions of the firm.

Role of CFO as Controller



Thank You

Financial Management

TIME VALUE OF MONEY

Rationale (Basis of Time Value of Money)

- Value of money at different times is different.
- Theoretically, the value of money can change in both ways, i.e. increase or decrease with time
- In real life it is found that the value of money invariably diminishes with time.
- The declining value of money is commonly denoted by the term "inflation".

Reasons for Declining Value of Money with Time

- More the money available in the system less will be its value and vice versa.
- More money starts flowing within the system, the value of money will reduce.
- If the developmental projects funded by the additional printed currency are highly efficient and productive, then the effect on inflation will be less and the value of money may not decline much.
- If the production of goods and services is less than its requirement value of money may reduce.
- For individuals the value of money today is more than the value of money in future.

Important Basic Concepts to Solve Time Value of Money Problems

Important concepts to solve time value of money problems are the required rate of return and time line

Required Rate of Return:

 The required rate of return or the interest to be earned is the percentage return which the firm must get on all its investments.

Time Line:

 A graphical depiction of the cash flows while solving a "time value of money problem" is known as time line.

Future Value: Compounding

- If you have `100 today, you will invest it, earn interest on it, and hence end up having more money than `100 in future.
- When the present value of money is to be converted to some future time, it is called compounding.
- The value that is obtained in future is known as Future Value.
- The increased amount depends upon the present amount, the rate of return and the compounding period.

Methods to Work Out Future Value by Compounding

Future Value of a Single Cash Flow

Future Value of Annuity

Future Value of a Series of Uneven Payments (Cash Flows)

Future Value Interest Factor (FVIF)

The FVIF are given in Table 1A at the end of the book. We can use the table and easily find the FVIF (8%, 5), by looking for period as 5 years and interest as 8 per cent we get the factor as 1.469.

If we look at the table, the two important interpretations that we can make are as follows:

- As we go across the rows in the table, the interest rate goes on increasing and for same time period, the FVIF also goes on increasing.
- As we move down the columns in the table, the time period goes on increasing and for the same interest rate, the FVIF also goes on increasing.

Future Value Interest Factor of an Annuity and Sinking Fund

• The term
$$\frac{(1+r)^n-1}{r}$$

is the Future Value (Compound Value) interest factor of an annuity, commonly referred as FVIFA or CVFA.

The FVIFA are given in Table 1B at the end of the book.

Sinking Fund:

This is generally a large amount which the firm is required to pay on some specified future date.

 Sinking fund factor (SFF) is the reciprocal of future value interest factor of annuity. It ranges between 0 and 1. This factor when multiplied by future value gives the sinking fund annuity.

Present Value: Discounting

- Present value refers to the amount of money which is equivalent of a certain amount on a future date.
- Discounting is the current equivalent of some future amount of money.
- Present value will always be less than the future value.
- The rate applicable for discounting is commonly known as 'discounting rate', 'cost of capital' or 'opportunity cost'.

Methods to Work Out Future Value by Discounting

Present Value of Single Cash Flow

Present Value of an Annuity

Present Value of Series of Uneven Cash Flows

Present Value Interest Factor (PVIF)

Present value interest factors are given in Table 2A.

If we look at the table, the two important interpretations that we can make are:

- As we go across the rows, the interest rate goes on increasing and for the same time period, the PVIF goes on decreasing.
- As we move down the columns, the time period goes on increasing and for the same interest rate, the PVIF goes on decreasing.

Present Value Interest Factor of an Annuity and Capital Recovery

• The term, $\{\frac{1}{r} - \frac{1}{r^*(1+r)^n}\}$

is present value interest factor of annuity of 1, which we call PVIFA

- The annuity of an investment made today at a given rate of interest and for a specified period is known as capital recovery.
- A Capital Recovery Factor (CRF) basically converts a present value into a stream of equal annual payments at a specified interest over a specified period of time.

Examples of Annuity

Few Other examples of annuity include:

- Equated Monthly Instalments (EMIs)
- Pension Annuity
- Present Value of Future Perpetuities (Perpetual Annuities)

Present Value of Growing Annuity and Growing Perpetuity

Present Value of Growing Annuity can be calculated using the formula given below:

$$PV = \frac{A}{r-g} \left\{ 1 - \left(\frac{1+g}{1+r} \right)^n \right\}$$

Present Value of Growing Perpetuity can be calculated using the formula given below:

$$PV = \frac{A}{r - g}$$

Where,

PV = Present Value, A = Annuity, g = Growth rate, r = Discount rate

Value of Annuity Due

- There are many situations in business and personal life of individuals when payments are made at the beginning of the period.
- Annuity due refers to a series of payments for a given duration, occurring at the beginning of each period.
- When the cash flows take place at the beginning of each period, we work out the future value of such annuity due.
- When payments are made on the first day of each period and each payment is converted to its equivalent present value using discount rate, the sum of all such values is called present value of annuity due.

Continuous Compounding and Discounting

- In continuous compounding, very short periods of time are considered and compounding takes place regularly.
- Continuous Compounding:

Future value (F) =
$$P * e^{r * n}$$

- In continuous discounting also very short periods of time are taken into consideration and discounting is happening every elemental time.
- Continuous Discounting:

Present value =
$$P = \frac{F}{e^{r^*n}}$$

Rule of 72

- For determining the time to double your money, you can use the Rule of "72"
- According to this Rule, simply divide 72 by the interest rate (in percent form) and you can calculate the time.
- i.e., Doubling Period = $\frac{72}{\text{Interest rate (i)}}$

Thank You

PRODUCTION AND OPERATION MANAGEMENT

Introduction

Production/operations management is the process, which combines and transforms various resources used in the production/operations subsystem of the organization into value added product/services in a controlled manner as per the policies of the organization. Therefore, it is that part of an organization, which is concerned with the transformation of a range of inputs into the required (products/services) having the requisite quality level.

Evolution

- 1. Manufacturing Management (1776-1930)
 - Division of Labour Adam Smith 1776
 - Specialization of job assignment- Charges Babbage 1832
 - Time and Motion Study F. W. Taylor 1900
- 2. Production management (1930-1950)
 - Inventory Control F. W. Harris
 - Human Relation Elton Mayor
 - SQC- Statistical Quality Control Walter
- 3. Production / Operation Management (1950- 1970)
 - Operation Research
 - Application Mathematical
 - Digital Computer
- 4. Operation Management (1970- onwards)
 - Scheduling, Control
 - MRP- Material Requirement Planning
 - Material Management waste control
 - JIT- Just in Time

Historical Evolution of Production and Operations Management

Date	Contribution	Contributor
1776	Specialization of labour in manufacturing	Adam Smith
1799	Interchangeable parts, cost accounting	Eli Whitney and others
1832	Division of labour by skill; assignment of jobs by skill; basics of time study	Charles Babbage
1900	Scientific management time study and work study developed; dividing planning and doing of work	Frederick W. Taylor
1900	Motion of study of jobs	Frank B. Gilbreth
1901	Scheduling techniques for employees, machines jobs in manufacturing	Henry L. Gantt
1915	Economic lot sizes for inventory control	F. W. Harris

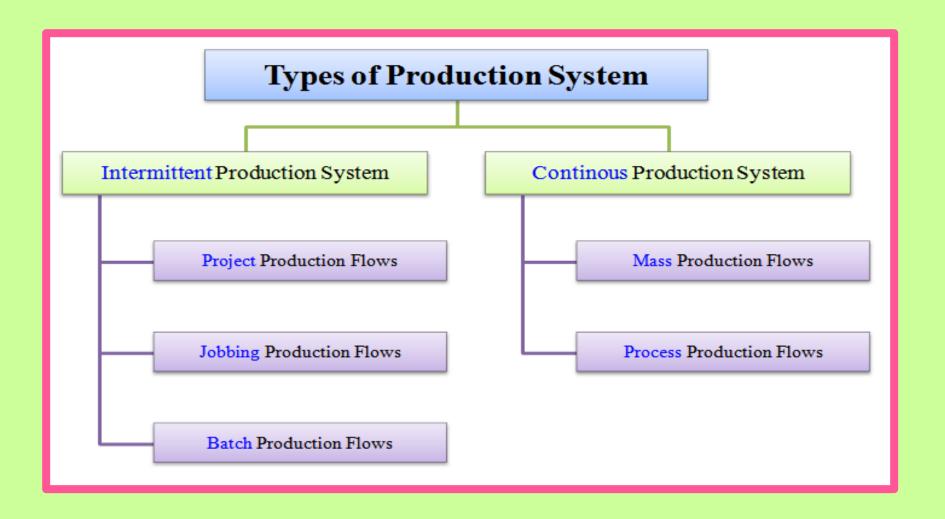
Date	Contribution	Contributor
1927	Human relations; the Hawthorne studies	Elton Mayo
1931	Statistical inference applied to product quality: quality control charts	W. A. Shewart
1935	Statistical sampling applied to quality control: inspection sampling plans	H. F. Dodge and H. G. Roming
1940	Operations research applications in World War II	P. M. Blacker and Others.
1946	Digital Computer	John Mauchlly and J. P. Eckert
1947	Linear Programming	G. B. Dantzig, William & others.
1950	Mathematical programming, on-linear and stochastic processes	A. Charnes, W. W. Cooper & others
1951	Commercial digital computer: large-scale computations available.	Sperry Univac

Date	Contribution	Contributor
1960	Organizational behaviour: continued study of people at work	L. Cummings, L. Porter
1970	Integrating operations into overall strategy and policy, Computer applications to manufacturing, Scheduling and control, Material requirement planning (MRP)	W. Skinner J. Orlicky and G. Wright
1980	Quality and productivity applications from Japan: robotics, CAD-CAM	W. E. Deming and J. Juran

Production System

The production system is that activity whereby resources, flowing within a defined system, are combined and transformed in a controlled manner to add value in accordance with the policies communicated by management.

Types of Production systems



Production Management

E.S. Buffa defines production management as, "**Production** management deals with decision making related to production processes so that the resulting goods or services are produced according to specifications, in the amount and by the schedule demanded and out of minimum cost." **Production** and operation management

Objectives of Production Management

The objective of the production management is 'to produce goods services of right quality and quantity at the right time and right manufacturing cost'.

- 1. Right Quality
- 2. Right Quantity
- 3. Right Time
- 4. Right Manufacturing Cost

5 P's of Production Management

5 P's of Production Management are:

- 1. Product
- 2. Plant
- 3. Programme,
- 4. Processes
- 5. People

Operations Management

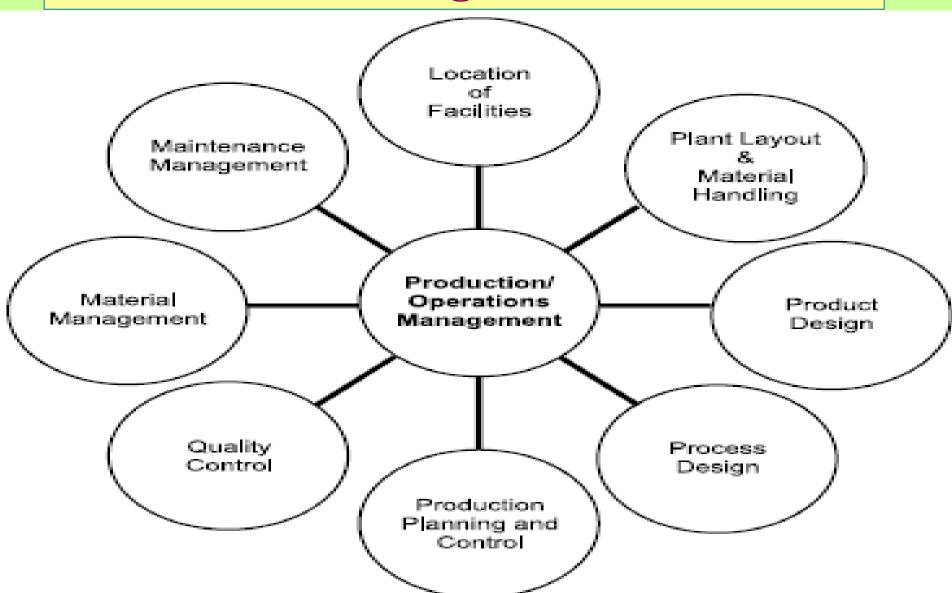
A Framework for Managing Operations

- 1. Planning
- 2. Organising
- 3. Controlling
- 4. Behaviour

Objectives of Operation Management

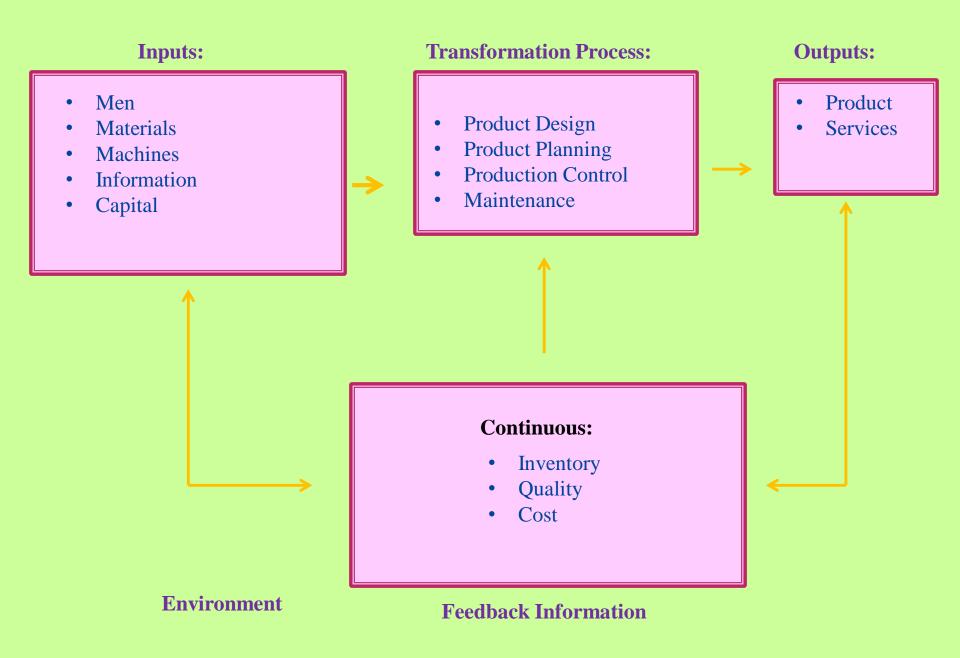
- 1. Customer Service
- 2. Resource Utilisation

Scope of Production and Operations Management



Objectives of Production and Operations Management

- •To attain maximum output with lowest cost.
- •To control pollution and wastage.
- To ensure optimum capacity and resources utilization.
- •To ensure quality of products.
- To suggest changes in machinery and equipment.
- To ensure timely delivery of output.
- •To maintain inventory.



Relationship with other functional areas

Operation Manager:

- Planning
- Direction
- Coordination
- Resources

Production Manager:

- Accountants
- Financial Manager
- Marketing Manager
- Human Resource Manager

THANK YOU

MANAGEMENT INFORMATION SYSTEMMISLEVELS OF MANAGEMENTMiddle mangement levelOperational levelTop
managementStrategic informationFor long term planningFor making control related decisionsTactical informationFor
making day to day decisions & short term planningOperational information

MISInformation at various level of management. To run the business organization successfully a manager has to work in differentfunctional area of planning, organizing, staffing, directing & controlling. To perform these activities efficiently and effectively he needs information. The specific need varies from level to level. Information can be gathered from internal As well as external environment. Top Level management: The non programmed (unstructured) decision making process are found here that are required to design and redesign the entire system. The information need of top management from external environment is more. Top management needs information from external environment like economics, political & social aspect etc and on the internal functioning of the organizational subsystem. It needs historical information along with ongoing or current information which is generated through forecast. The information used is futuristic and external in nature. The decision at this level are non-programmed & strategic

MISMiddle level:- Middle level is concerned with elaboration, classification and transformation of organizational goal into action plan and policies. It formulate the operating policies and procedures for the guidance of supervisory staff. It needs the information for short term planning. Information is internal in nature. Operational level:- It is concerned with the implementation of operational plan, policies and procedures for converting the inputs to output. Decision are routine in nature and taken by manager and are mostly programmed and function and process at this level are standardized and structured. Amt of structure:- means the amount of human judgement and evaluation required in the activityStructured activitiesUnstructured activitiesRequire little judgement, evaluation & human creativityrequire considerable judgement, evaluation and human creativity

NATURE AND SCOPE OF MIS MANAGEMENT INFORMATION SYSTEM MIS

MIS extract the management concept from various disciplines such as accounting, computing, organizations, management and operations to provide management solutions to the organization. This interdisciplinary nature of MIS allow us to consider MIS both as art and science.

The main task of management are:-

MANAGEMENT INFORMATION SYSTEMMISMANAGEMENT:- Management is the art of getting things done through an individual or group of individuals to achieve the goal and objective of the organization efficiently. The key person involved in the management of an organization is the manager. The main task of management are:-Planning-It involves establishing organizational goal & developing strategies to achieve goal. It bridges the gap between where we are and where we want to go. Following questions are answered at the time of planning process:-What to do? When to do? Who is to do? How is it to be done? Where is it to be done. Why it is to be done?

• MISOrganizing:- It refer to grouping of people activities in order to facilitates the achievement of organizational goal. It involves identifying the activities divide them into convenient jobs and delegating the authority to each individual so that the job is carried out as planned. Staffing:- It is the process of putting the right person at right job. This involves recruitment- defining the requirement for the people with respect to the job to be done, Selection- selecting the right person for the position, Training & development- train them so that they can accomplish their task efficiently and effectively. Directing:- It is the process of activating the plan, structure and group efforts in the desired direction. It is needed for the implementation of plans by providing the desired leadership, motivation and proper communication. Controlling:- Evaluating the resources & controlling the organizational resources. INFORMATION:- It is defined as the data which can be organized and presented so that the decision maker may take necessary action. SYSTEM:- System can be defined as set of elements joined together for a common objective.

• Fixing the standard for measuring the work performance.

MANAGEMENT INFORMATION SYSTEMMISControlling:- Controlling is the mode of checking the progress of plans and also correcting any deviations that may occur along the way. It involves Fixing the standard for measuring the work performance. Measurement of the actual performance. Comparing the actual with standards & find the deviations. Taking the corrective actions INFORMATION:- Data is a set of isolated raw facts, figures, statistics unrelated and uninterpreted. Information is the result of processed data It is defined as the data which can be organized and presented so that the decision maker may take necessary action. This relationship can be explained as follow:-MIS is the acronym of two terms viz Management Information (MI) and system. MI refer to the quality of information in terms of its timeliness, accuracy, completeness, relevance, adequacy, explicitness. Thus MIS provide the information which is required by mgt for decision making.processing Datainformation

MISSYSTEM:- System means an organized relationship among the functioning units or components. System can be
defined as set of elements joined together for a common objective. Or System is a group of interrelated components
working towards a common goal by accepting input thereby producing output in an organized transformation
process. When the feedback and control are attached to any system to make it self-regulating and self monitoring it is
known as Cybernetic system. processInputoutputInputprocessoutputfeedback

• MI:-Management Information means Information regarding management.

MANAGEMENT INFORMATION SYSTEMMISMI:-Management Information means Information regarding management.MS:Management System means basic structure of management like hierarchylS: Information system which provides informationSM: System Management means how to manage a systemSI: System Information. information regarding system like what are the different parts of systemIM: Information Management means how to manage a particular information.

MISINFORMATION SYSTEM AT VARIOUS LEVEL OF MANAGEMENT*Management information system*Decision support
system*Transaction support system*Office automation system*Knowledge work system*Executive support
systemTactical / Management levelTop/Strategic LevelOperational informationESS-Executive support systemMISManagement information systemDSS-Decision support systemTSS-Transaction support systemOAS-Office automation
systemKWS-Knowledge work system

MIS*Management information system*Decision support system*Transaction support system*Office automation system*Knowledge work system*Executive support systemTactical / Management levelTop/Strategic LevelOperational informationESSMISDSSTSSOASKWSExecutive support System:- Used by top level management to make strategic decision by using internal & external information.Decision support system:-It is responsible for taking decision under uncertain conditions. It collect data from MIS ,TPS & external sources to reach at the best alternative.Management information system:-It basically deals with internal level information. It retrieve information from TPS & then summarize the information to generate report.Knowledge work system:-Used by operational level managers and require technical knowledge and expertise.Office Automation system:-It involves storing data, electronic transfer of data & information management of the organization.Transactional Processing system:-required at operational level to perform their business operation. Type of TPS areSales marketing system, Manufacturing system, finance system, Human resource system & other systems.

MISQ. What do you understand by MIS? Ans. Management Information system is a well structured method which combine
the principles ,theories and practices of management and plays an important role in business organization for planning
and decision making process. MIS is an integrated system which collects, maintains, correlates and selectively displays
information to meet the specific need of various level of management

• MISAccording to G.B. Davis:- A management information system is an integrated user machine for providing information, to support the operation management analysis and decision making function. The system uses :- 1) Computer hardware & software 2) Manual procedure 3) Model & analysis, planning, control and decision making 4) a database.

MISAccording to Jarome kanter:- MIS is a system that aid management in making, carrying out and controlling decisions.
 Here MIS is a system that aid management in performing the job. In other words we can define MIS as a system that consist of people, equipment, procedure together, sort, analyze, evaluate and distribute timely & accurate information to decision maker

CHARACTERISITICS OF MIS

MANAGEMENT INFORMATION SYSTEMMISCHARACTERISITICS OF MISManagement Oriented:-MIS is to provide the information support to the management in the organization for decision making. It means that the efforts for the development of the information system should start from an appraisal of management needs and overall business objective. It may be individual or collective goals of the business organization. It serves all the level of management in an organization i.e. Top, Middle and operational level. Need based:- MIS design and development should be as per the information need of managers at different level viz Strategic planning level, Management control level and operational level. In other words MIS should cater to the specific needs of managers in an organization hierarchy.

• MIS3. Exception Based:- MIS should be developed on the exception – based reporting principle, which means an abnormal situation i.e. the maximum, minimum or expected value vary beyond tolerance limits. In such situation, there should be exception reporting to the decision maker at the required level.4. Future Oriented:- Besides exception – based reporting, MIS should also look future. In other words MIS should not merely provide past or historical. Information rather it should provide information on the basis of projection based on which actions may be initiated.5. Central Database:- It is the mortar that hold the functional system together. Each system require access to the master file of the data covering inventory, personnel, vendors, customers etc. If the data is stored efficiently and with the common usage in mind, one master file can provide the data needed by any of the functional system. It seems logical to gather data once, to properly validate it and to place it on a central storage medium that can be accessed by any other system.

• MIS6. Sub system concept:- The process of MIS development is quite complex and one is likely to lose insight frequently. Thus the system though viewed as a single entity, must be broken down into digestible sub system.7.Long Term Planning:- MIS is developed over relatively long period. Such system do not develop overnight. A heavy element of planning is involved. The MIS designer must have the future objectives and needs of the company in mind. The designer must avoid the possibility of the system going obsolete before its time.8. Integrated:- It is necessary characteristic of a management information system. Integration is significant because of its ability to produce more meaningful information. Ex. In order to develop an effective production scheduling system, it is necessary to balance such factors as:-a) Set up cost. b) Workforce c) Overtime rates d) Production capacity e) Inventory level f) Capital requirement g) Customer Services.

• FUNCTIONS OF MIS MANAGEMENT INFORMATION SYSTEM MIS Collecting data

Processing dataStoring informationRetrieving informationDisseminating information

MISIt is set up by an organization with the pair objective to obtain management information to be used by its managers in decision making. Thus MIS must perform the following in order to meet its objectives. Data Capturing: - MIS capture data from the various internal and external sources of an organization data. Capturing may be manual or through computer terminals. End users typically ,records data about transactions on same physical medium, such as paper form or enter it directly into a computer system. Processing of Data: - The captured data is processed to convert it into the required management information. Processing of data is done by such activities as calculating, comparing, sorting, classifying and summarizing. These activities organize, analyse and manipulate data using various statistical, mathematical, operations research and / or other business model. Storage of information: - MIS stores processed or unprocessed data for future use. If any information is not immediately required it is saved as an organizational record. In this activity data and information are retained in an organized manner for later use. Stored data is commonly used into fields, records, files and databases.

• MIS4. Retrieval of information:- MIS retrieve information from its stores as and when required by various users. As per the requirement by various users the retrieval of information is either disseminated as such or it is processed again to meet the exact MI demand.5. Dissemination of Information:- Information which is finished products of MIS is disseminated to the users in the organization. It could be periodic, through reports or online through computer terminal.

 MISEvolution of MISEarlier one Man showNow GlobalizationIncrease need for InformationWhy MIS is required 1. Dynamic and competitive nature of Market 2. Globalization of resources 3. Increasing complexities of business organization 4.
 Information Revolution

MISEarlier all business were mostly local and small in operation. A single individual could perform all the functions of its own.MIS operated manually in which human being were major source for providing information. He know how much stock he had, how much surplus he had made etc.But over the year business grew in size and complexities from sole trading to global competition from one or two commodities to several thousand products from localized operations to global competition. Therefore business start growing and along with growth business complexities also increases. Civilized system of state government also require the business of keeping accounts and paying dues to the state. So the chief executive of the firm has to depend upon the reports for information, as it is very difficult to use all the facilities. Here arises the need for full fledged information system that keep him informed of his cooperation activities. So Why MIS is required: Dynamic and competitive nature of market. Globalization of resources Increasing complexities of business organization The information revolution.

MISBenefits of management information system:-It provides timely and accurate, scientific, reliable and permanent information. It avoids duplication of efforts. Coordinate the whole organization. It provides the information in form and formats required by the information system. It helps in making the better and scientific decisions by the management. Speed of processing and fast retrieval of data is possible. The scope for the use of information system has expanded information to remote area users

• MIS is not a substitute for effective management.

MANAGEMENT INFORMATION SYSTEMMISLimitations of MIS:-The quality of the operations of MIS depends on the quality of the input process.MIS is not a substitute for effective management.MIS may not have requisite flexibility to quickly update itself with the changing needs of time .MIS cannot provide tailor-made information packages suitable for the purpose of every type of decision made by executives.MIS takes into account only quantitative factors. It cannot consider the qualitative factors like moral and attitude of managers, which have the major impact on the decision making by the managers.MIS is less useful in non-programmed decisions which are not routine nature.MIS is not useful where secrecy is maintained in disseminating information to their workers.The effectiveness of MIS is also affected or reduced in case of a change in top management ,organizational structure and operational team.

• Transaction Processing system:-

MANAGEMENT INFORMATION SYSTEMMISTransaction Processing system:-Transaction is any event or activity that affect the organization. The type of transaction varies from organization to organization. But all the firms have to process some type of transaction as a major part of their business activity. The most successful firm carry out the work in an orderly and efficient manner. Transaction processing:- is a set of handling the transactions. TPS can perform the following functions:- Storing transaction data to create file of transaction record. Sorting, sequencing or arranging records. Merging the content of two or more files Performing calculation on the file data Accumulating amount of develop summary total Storing data for future use. Retrieving stored data Displaying or printing out data and report from the files for use by employees and managers Data Processing

MISTransaction Processing system(TPS):- It lies at the operational level of management. It is responsible for recording & processing of data resulting from business transaction. It provides the base for MIS,DSS& EIS. It comprises data entry, listing or recording, sorting – merging and updating. It records the transactions in both the way:- Online mode:- Each transaction is recorded at the time of its occurrence. Batch mode:- updating the files periodically. It perform the routine and repetitive type of tasks.

Comparison of TPS & MIS TPS MIS MANAGEMENT INFORMATION SYSTEM MIS
 InputTransaction/eventsOutput from TPSProcessingData entry, listing, sorting, merging & updatingRoutine reports, simple models, low level analysisOutputDetailed report list, summary transactionSummary & exception reportUsersOperational personnel, Lower level manager, supervisorsMiddle level managerGoalRecords and process transactionProduction of summary & exception reportsDecision & supportProvide decision support to lower level managersProvide decision supports to tactical level manager

• Decision support system:-

MANAGEMENT INFORMATION SYSTEMMISDecision support system:-Decision means to "Cut off" or "Come to a conclusion". More precisely decision is a course of action consciously selected from available alternatives to achieve the desired course of action. According to Scott Morton:- DSS is an interactive computer based system which help decision maker to utilize data and model to solve unstructured problems. It is an intelligent support system designed to provide information to Top and middle level mangers to make decisions that require judgement and intuition. It uses the sophisticated analysis and modeling tools

Comparison b/w MIS & DSS

MANAGEMENT INFORMATION SYSTEMMISComparison b/w MIS & DSSMISDSSInputOutput of TPSOutput of TPS & MIS Low volume dataProcessingExtraction & manipulation of business dataAnalytical modeling of business dataOutputPeriodic,exceptions,demand and past reports and responsesInteractive queries and responsesUsersMiddle level managerTop Level manager`GoalProduction of summary and exception reportsAd-hoc query handlingDecision & supportProvide information about the performance of the organizationProvide decision support technique to analyse specific problem /opportunities

• Executive information system:-

MANAGEMENT INFORMATION SYSTEMMISExecutive information system:-It is hybrid Information system of both MIS & DSS.Purpose of EIS is to provide the Top management with immediate and easy access to information about the firms critical success factors.EIS provide the tailor made information to end user to serve their diverse needs.EIS uses the graphical method to represent the things so it stresses the graphical user interface.It is a user friendly information system that lay emphasis on presentation summary information and integration of internal and external information.ESS also stresses trend analysis and exception reporting.

• Expert System:- MANAGEMENT INFORMATION SYSTEM MIS

An Expert system is computer based information system in which knowledge is presented data, in which processing of knowledge is directed primarily by computer programs. Artificial intelligence + Information system = Expert systemIt is the knowledge about a specific area to act as an expert system to the user. It is not the replacement of human being rather they help them in using their expertise more efficiently. It has three components-Knowledge base, the inference engine and user inference. It is used in the field of medicines, physical science and business. Expert system employs human knowledge captured in a computer to solve problem that ordinarily require human expertise. These can be used by Non-experts to improve their problem solving abilities. ES becomes a knowledgeable assistant to human expert. Such system can work better than any single human being.

Office Automation System (OAS)

MANAGEMENT INFORMATION SYSTEMMISOffice Automation System (OAS)Office Automation system refers to the use of mechanical, electrical and electronic devices to enhance communication in the workplace and increase the efficiency and productivity of the knowledge workers and clerical workers. Office automation includes:-Work processing:- it is the use of an electronic device that automatically perform many of the tasks necessary to create the written documents such as letters, memos and reports that are directed to the manager. Electronic mail:- electronic mail popularly known as is the use of a networked computer that allows user to send, store and receive messages using the computer terminals and storage devices. It sends mail electronically from one computer to others. Voice mail:- voice mail is just like electronic mail and performs storing, accessing, retrieving and distributing messages using the telephone. Electronic calendaring:- it is the use of networked computer to store and retrieve a manager's appointment calendar. Audio conferencing:- audio conferencing is the use of voice communication equipment to establish an audio link between geographically dispersed person for conducting a conference.

MANAGEMENT INFORMATION SYSTEM

MISVideo conferencing:- video conferencing is the use of television equipment to link geographically dispersed conference participants to engaged in face to face communication. The equipment provides both the audio as well as video linkage. Computer conferencing:- computer conferencing is the use of network computer to all the members of a problem-solving team to exchange the information concerning the problem being solved. Facsimiles transmission:- facsimiles transmission popularly known as fax is the transfer of written information by use of special equipment that can read a document image at one end of communication channel and make a copy at the other end. Desktop publishing:- desktop publishing is the use of computer to prepare output, using software with sophisticated publishing capabilities. Etc.

 MISQuestions:-Define:- Management information system, transaction processing system, decision support system, executive support system, expert system. Evolution of MIS. Characteristics/objectives of MISFunctions/role of MIS. Advantages of MISDisadvantages of MIS

Meaning of Job Evaluation

- Job evaluation: Systematic way of determining the value or worth of a job in relation to other jobs in an organization.
- It tries to make a systematic comparison b/w jobs to assess their relative worth for the purpose of establishing a rational pay structure.

Features of Job Evaluation

- ☐ Tries to assess jobs, not people.
- ☐ Standards of J/E are relative, not absolute.
- Basis of Job Evaluation is job analysis.
- Carried on by groups not individuals.
- Degree of Subjectivity is always present.

Job Evaluation Vs Performance Appraisal

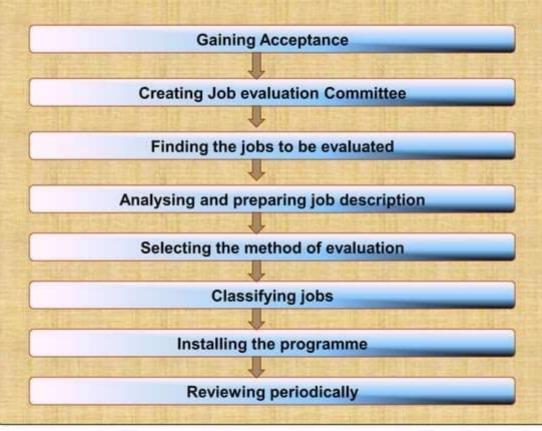
Point	Job Evaluation	Job Appraisal	
1.Meaning	Finding the relative worth of a job.	Finding the worth of a jobholder.	
2.Aim	Determine wage rates of different jobs.	Determining incentives and rewards for superior performance.	
3.Shows	How much a job is worth	How well an individual is doing an assigned work.	

Job Evaluation Vs Job Analysis

 Job Analysis: A systematic way of gathering information about a job.

 Job Evaluation begins with job analysis and ends at the point of determination of worth of a job.

Process of Job Evaluation

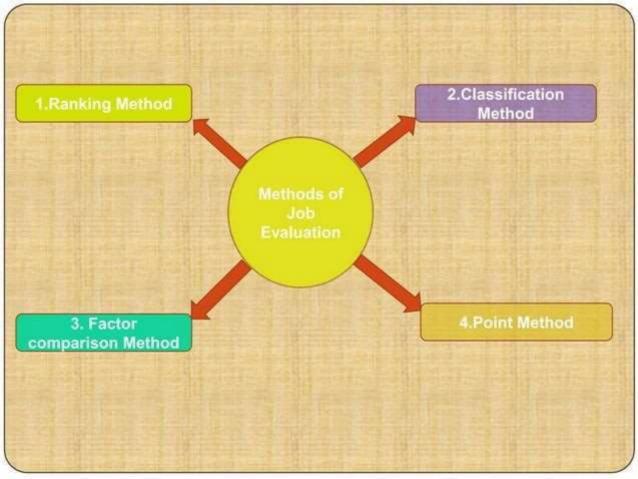


Conducting Job Evaluation: Guidelines

- *Rate the job-not the person or employee on the job.
- Strive to collect all the facts accurately.
- Look especially for distinguishing features of jobs and relationship to other jobs.
- Job evaluation must be conducted systematically, based on factual and accurate information.
- The result must be fair, rational and unbiased to the individuals being affected.

Benefits of Job Evaluation

- > Link pay with the requirements of the job.
- Systematic procedure for determination the relative worth of jobs.
- Outcome is an equitable wage structure.
- Employees and unions are also an active part of the Job evaluation process.
- Helps in evaluation of new jobs.
- Points out possibilities of more appropriate use of the plant's labour force.



1. Ranking Method

- As per this method, jobs are arranged from highest to lowest, in order of their values or merit to the organisation.
- Jobs can also be arranged according to the relative difficulty in performing them.
- The job at the top has the highest value and job at the lowest has the lowest value.
- Jobs are arranged in each department and then department ranking are combined to develop an organisation ranking.

Cont....

e.g.- Ranking of jobs in any department can be done as

	Rank	Monthly Salaries(in INR)
1.	Accountant	3000
2.	Accounts Clerk	1800
3.	Purchase Assistant	1700
4.	Machine- operator	1400
5.	Typist	900
6.	Office boy	600

The variation in payment of salaries depends upon the nature of the job performed by the employees. Also the ranking shows the variation in type of job being performed.

Cont....

■Merits of Ranking Method

- Simple to understand and practice.
- Best suited for small organisation.

□ Demerits of Ranking Method-

- Ranks are highly subjective in nature.
- Rankings are difficult to develop in large, complex organisation.
- May offend employees.

2. Classification Method

As per this method, a predetermined group of jobs are assigned to their classification.

(Class	Rank	Employees			
Class1	Executives	Office manager, Deputy office manager, Office superintendent etc.			
Class2	Skilled Workers	Purchasing Assistant, Cashier, Receipts clerk etc.			
Class3	Semiskilled Stenotypists, Machine-operat workers etc.				
Class4	Less skilled workers	Daftaris, File clerks, Office boys etc.			

nature of the job performed by the employees. Also the class shows the variation in type of job being performed.

Cont...

Merits of Classification method-

- Less subjective as compared to ranking method.
- Very easy to understand
- Acceptable to all employees without hesitation.
- Takes into account all the factors that a job comprises.

Demerits of Classification Method-

- Requirement of jobs is not taken into account.
- Difficult to write all-inclusive descriptions of a grade.
- Oversimplifies sharp differences b/w different jobs and grades.
- Due to mismatch of jobs and grades, the evaluator have the tendency to classify the job using their subjective judgment.

3. Factor comparison method

- Under this method, instead of ranking complete jobs, each job is ranked according to a series of factors. These factors include mental effort, physical effort, skill needed, responsibility, working conditions etc.
- Pay will be assigned in this method by comparing the weights of factors required for each job
- Wages are assigned to the job in comparison to its ranking on each job factor.

Steps in Factor Comparison method-

- Select key jobs (say 15 to 20), representing wage/salary levels across the organisation. The selected jobs must represent as many departments as possible.
- Find the factors in terms of which the jobs are evaluated (such as skill, mental effort, responsibility, physical effort etc.)
- Rank the selected jobs under each factor (by each and every member of the job evaluation committee) independently.
- Assign money value to each level of each factor (example: consider problem solving is one of the factor, what level of problem solving is required {basic, intermediate or advance}) and determine the wage rates for each key job.
- *The wage rate for a job is apportioned along the

An Example of Factor comparison method

Key job	Daily Wage Rate	Physical Effort	Factors Mental Effort	Skill	Responsibilit y	Working condition s
Electrician	60	11(3)	14(1)	15(1)	12(1)	8(2)
Fitter	50	14(1)	10(2)	9(2)	8(2)	9(1)
Welder	40	12(2)	7(3)	8(3)	7(3)	6(3)
Cleaner	30	9(4)	6(4)	4(5)	6(4)	5(4)
Labourer	25	8(5)	4(5)	6(4)	3(5)	4(5)

Suppose the job of a painter is found to be similar to electrician in skill (15), fitter in mental effort(10), welder in physical effort (12), cleaner in responsibility (6) and labourer in working conditions(4). The wage rate for this job would be (15+10+12+6+4) is 47.

4. Point Method

- Jobs are expressed in terms of key factors
- Points are assigned to each factor after prioritizing each factor in order of importance.
- The points are summed up to determine the wage rate for the job
- Jobs with similar point totals are placed in similar pay grades.

Procedure of Point method

- Select key jobs. Identify the factors common to all the identified jobs such as skill, effort, responsibility, etc
- Divide each major factor into a number of sub factors. Each sub factor is defined and expressed clearly in the order of importance, preferably along a scale.
- Find the maximum number of points assigned to each job (after adding up the point values of all sub-factors of such a job).
- 4. Once the worth of a job in terms of total points is expressed, the points are converted into money values keeping in view the hourly/daily wage

Point method of Job Evaluation

Degree	Define
1	Able to carry out simple calculations; High School educated
2	Does all the clerical operations; computer literate; graduate
3	Handles mail, develop contacts, takes initiative and does work independently; post graduate.

Points Values for Degrees					TOTAL
1	2	3	4	5	
10	20	30	40	50	150
8	16	24	32	40	120
5	10	15	20	25	75
7	14	21	28	35	105
6	12	18	24	30	90
	1 10 8 5 7	1 2 10 20 8 16 5 10 7 14	1 2 3 10 20 30 8 16 24 5 10 15 7 14 21	1 2 3 4 10 20 30 40 8 16 24 32 5 10 15 20 7 14 21 28	1 2 3 4 5 10 20 30 40 50 8 16 24 32 40 5 10 15 20 25 7 14 21 28 35

Cont....

job=150

Point Range	Daily Wage Rate(Rs.)	Job Grade of Key bank officials
500-600	300-400	1 Officer
600-700	400-500	2 Accountant
700-800	500-600	3 Manager I Scale
800-900	600-700	4 Manager II Scale
900-1000	700-800	5 Manager III Scale

Merits of Point Method :-

- Superior and widely used method of evaluating jobs.
- Forces raters to look into all key factors and subfactors of a job.
- The methodology underlying the approach contributes to a minimum of rating error.

Demerits of Point Method:-

- Complex method.
- Time consuming process.
- May be too taxing, especially while evaluating managerial jobs where the nature of work is such that it cannot be expressed in quantifiable numbers.

Major Evaluation Method: Comparative Study What fact Method How is job Types of Major Major of job is **Evaluated** Methods Advantag Disadvanta **Evaluated** ge Ranking Whole job(Jobs are Non-Relatively Entirely Compensab subjectively Quantitativ quick and subjective le factors ordered expensive e are implicit) according to relative worth. Classificatio Whole job Readily Cumbersom Compare job Non-Quantitativ to descriptions available e system and e expensive Factor Compensab Compare job Quantitativ Easy to Hard to le factors of to key jobs on comparison use construct; e scale of inaccurate job over time compensable factors Point Compensab Compare job Quantitativ Accurate May be Method le factors of costly and to e Standardized job overtime description

n

Job Evaluation: Demerits

- Not exactly scientific
- Factors taken by the programme are not exhaustive.
- There may be wide fluctuations in compensable factors in view of changes in technology, values and aspirations of employer, etc.
- Employees, trade union leaders, management and the programme operators may assign weight to different factors, thus creating grounds for dispute.



Human Resource Management

Unit-1

Human resources: Meaning

Human resources means the collection of people and their characteristics at work. These are distinct and unique to an organization in several ways.



Human resources: Definition

• Human Resource are "A whole consisting of inter-related, inter-dependent & interacting psychological, sociological & ethical components".

-Michael J. Jucius

What is HRM?

• Human Resource Management is "the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational, and social objectives are accomplished."



Human resource management: Definition

Human resource management is concerned with policies and practices that ensure the best use of the human resources for fulfilling the organizational and individual goals.

-Edwin B. Flippo

Characteristics of HRM

- People oriented
- Action- oriented
- Individual- oriented
- Development oriented
- Pervasive Function
- Continuous Function
- Future- oriented
- Challenging function
- Science as well as art
- Staff function

- Young discipline
- Nervous system



Scope of HRM

1. Personnel or Labour Aspect

Planning, recruiting, selection, placement, transfer, promotion, training and development, Lay-offs, retrenchment, remuneration, incentives and productivity

2. Welfare Aspect

Housing, transport, medical assistance, canteen, rest rooms, health and safety, education, etc.

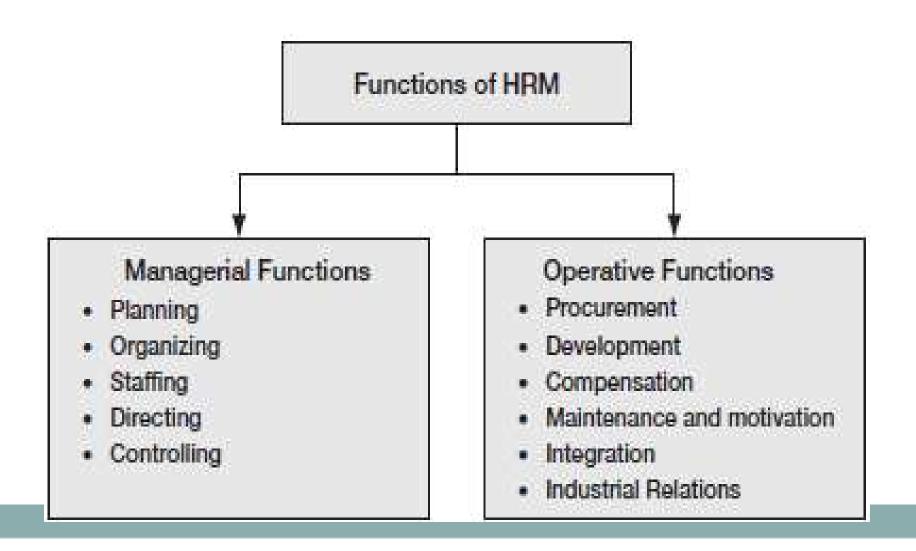
3. Industrial Relation Aspect

Union-management relations, collective bargaining, grievance and disciplinary actions, settlement of disputes.

Objectives of HRM

- To act as a liaison between the top management and the employees.
- To arrange and maintain adequate manpower inventory
- To devise employee benefit schemes
- To ensure and enhance the quality of work life
- To offer training
- To help keep up ethical values and behaviour amongst employees both within and outside the organization.
- To maintain high morale and good human relations within the organization.

Functions of human resource management



Operative functions of HRM

Difference between HRM and PM

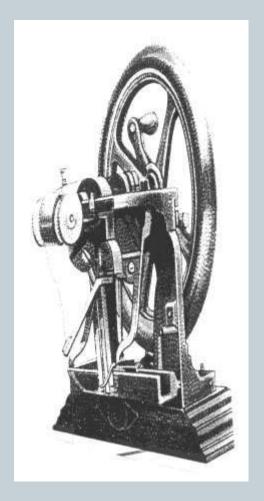
Dimension	Personnel Management	HRM				
Philosophy	Employees are made for rules & regulations	Rules & regulations are made for employees				
Nature	Confined to procurement & training of personnel	Integrated with the corporate management				
Communication	Slow & downward	Fast & both upward & downward				
Decision-making	Slow	Fast				
Approach	Work oriented	People oriented				
Job Design	Division of labor	Team –work				
Management's Role	Transactional	Transformational				
Level of Trust	Low	High				

Evolution of HRM

- 1. The Industrial Revolution (beyond 1820 to 1840)
- 2. Trade unionism(1841 to 1909)
- Scientific Management (1910 evolve & 1920 implementation to 1940)
- 4. Industrial Psychology (1945 to 1970)
- 5. Human Relation Movement Era(1971 to 1980)
- 6. Behavioural Science (1980 to 1990)
- 7. The Contemporary HRM Era (1990 onwards)

The Industrial Revolution (beyond 1820 to 1840)

- Usages of the machinery
- Mass level of production
- To satisfied the human need
- Profit maximization form the factor of production like land, labour, capital, entrepreneur



Trade unionism(1841 to 1909)

World have been separated in two type of economy one is capitalization which has a motive of profit maximization other other side labour intensive economy

Labour class reflected their provouge by strike, slowdown, pen down, boycott & sabotage of the work for resolution of the problem where new redressal procedure had been developed to subside the chaos like collective bargaining, grievance handling system, arbitration, disciplinary practices





Scientific Management (1910 evolve & 1920 implementation to 1949)

- Development of true science
- Scientific selection & training
- Friendly co-operation between management
- Development of every worker to his fullest aspects.

- Draw back
- Man become machine human factors were completely avoided.

Industrial psychology era (1945 to 1970)

• Mainly focused on the part on IQ of the employees through MMPIT(Minnesotta multiple personality test)or MBTI(Myer Brigg Jung topology) & assigned them skill & aptitude based job.

Human relation movement (1971 to 1980)

- Hawthorne experiment
- Interaction with the employee increase the productivity
- Basic facilities are required for the production
- Empathized view towards workes have increased productivity of worker

Behavioural Science era (1980 to 1990)

- Multiple branch discipline like sociology, anthropology, psychology, economics & politics
- Contributors:- Abraham Maslow, Douglas mc gregeor, Fredrik Herzberg, Rensis Likert, Robert black, Robert Owen, kurt lewin, burke letwin, fidler contingent theory, victor vroom theory, grid theory, Aldofer ERG theory, Mclland N-ach theory

The Contemporary HRM era (1990 onwards)

- More focused on gaining competitive advantage in market through HR.
- Focuses on developing HR strategies, aligning them with corporate strategy and achieving organizational goals effectively.

Qualities of an HR manager

- Knowledge
- Intelligence
- Communication skills
- Objectivity and fairness
- Leadership and motivational qualities
- Emotional maturity and
- Empathy



CHALLENGES OF HRM

Advancement in technology

Changes in Legal environment

Globalization

Conflict Managing

Retaining Employee

Work Life Balance

Need for quality human resources Managing workforce Diversity

Flexi Time

- Flexitime, sometimes also called flextime, is a working schedule which allows employees to choose when to start and end their workday, and/or how long to take their break for, within agreed limits set by management.
- It's one of the key ways to increase work flexibility and attractiveness of a workplace.

Example of Flexi Time

An example of a flexitime working policy would be:

- Flexitime arrival: 7am 10 am
- Flexible lunch hours: 12am 2pm
- Flexible leave: 4pm 6pm
- Core hours (must be in the office): 10am 12am,
 2pm 4pm

Advantages of Flexi Time

- A better work environment with greater satisfaction and motivation
- Reduced stress and fatigue
- Easier and faster commuting, rush hours can be avoided
- Easier planning of quiet time in the office
- Full pay and benefits are kept
- Extended office hours
- Better fit of working hours with school hours, college hours, or care arrangements

Strategic HRM

- Strategic human resource management is the process of linking the human resource function with the organization's strategic objectives to improve performance.
- Strategic Human Resource Management is an approach relates to decisions about the nature of employment relationship, recruitment, training, development, performance management, reward,& employee relationship.

Objectives of Strategic HRM

- To focus the HR policies, programmes and practices as the means through which the people can be deployed to gain better and competitive advantages;
- To manage and maintain human capital resources, skill, knowledge, efficiency and intelligence of the employees;
- To find out the ways and means for effective and efficient utilisation of human resources;
- To emphasise that human resources treated as the primary source of competitive advantages of the organisation;
- To integrate the HR strategies with the Business strategies for the betterment of organisation;

Objectives of Strategic HRM

- To make an appropriate direction for people, practices and performance towards the achievements of the goals of the organisation;
- To develop stable employee relations by way of effective resource utilisation, optimizing remuneration, better productivity and better work culture; etc.
- To recognise the needs and customised services of different market segments and try to fulfil them properly;
- To make an appropriate 'cost optimisation' with increase the efficiency of resources; and
- To make an appropriate and feasible plan for change environment.

Traditional HRM vs. Strategic HRM

	Traditional HRM	Strategic HRM
Responsibility for HRM	Staff specialists	Line managers
Focus	Employee relations	Partnership with internal and external customers
Role of HR	Transactional, change follower and respondent	Transformational, change leader and initiator
Initiatives	Slow, reactive, fragmented	Fast, proactive, integrated
Time horizon	Short term	Short, medium, long
Control	Bureaucratic roles, policies, procedures	Organic-flexible, whatever is necessary to succeed
Job design	Tight division of labour, independence, specialisation	Broad, flexible, cross-training teams
Key investments	Capital, products	People, knowledge
Accountability	Cost centre	Investment centre

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Brand Management



Course Objectives



In this module, you will learn to:

Explain what is a Brand

Explain the importance of Brands

Describe the attributes of a strong brand

Explain what is **Brand Management**

Describe the Purpose of Brand Management

Explain the Brand Equity Concept

Describe the Strategic Brand Management Process

List the Strategic Brand Management Guidelines





Introduction

DEMO

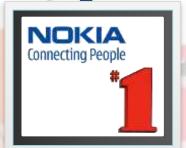
The market is crowded with Nokia, Motorola, and Ericsson fighting it out at the top.

However, Nokia replaced all its competitors and it is now the number one brand in many markets around the world, effectively dislodging Motorola from that position.











The world of the mobile phone market is crowded. The diverse products available range from the simple to the complex and every manufacturer offers the latest features.

Also, several less successful brands like Samsung, Philips, Siemens and Panasonic are trying hard to make it into the top competitors' market share.

So what made Nokia special from others? Why did customers choose Nokia? The answer lies in what the 'brand Nokia' means to customers.

Introduction

It has made a conscious effort to manage consumer perceptions of its brand.

It escalated its position to become the number one brand in several markets around the world. Nokia has succeeded by putting across the human face technology-taking and dominating the emotional high ground.















Nokia Group, a Finlandbased manufacturer of mobile phones, has been steadily and consistently working on its corporate brand name over the years. These efforts of creating a 'brand' image in the customer's minds paid off for Nokia.

Nokia has successfully built a corporate brand that associates 'trust' and 'strong technology' with the word 'Nokia'. Thus, you can see that a strong brand leaves an imprint on the customer's minds. Let us understand more about brands and brand management.

What is a Brand?



Nokia brand promises 'trust' and 'strong technology'

The popular Starbucks has earned its brand image from the **opinions of its customers.**

The brand Starbucks stands for **bolder**, **more flavorful** coffee.

Thus, you can see that Brands are "what the consumers buy", while products are "what concern/companies make".

Brand is a promise that the product will perform as per customer's expectations.

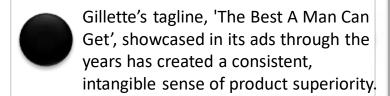
It is a **name**, **term**, **sign**, **symbol** or a **combination of all these** which differentiate the goods/services of one seller or group of sellers from those of competitors.

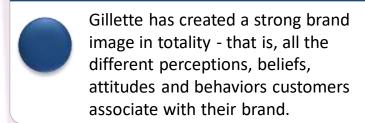
Some examples of well known brands are Wrangler, Audi, Samsung, Coca Cola, etc.



Gillette as a Strong Brand

DEMO



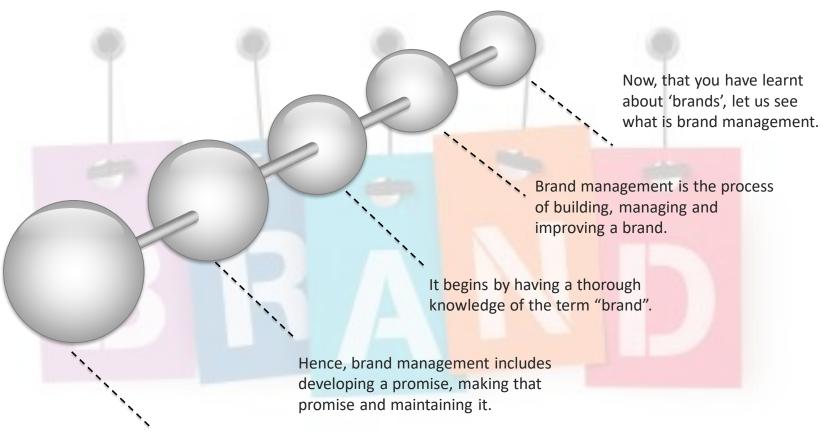


To keep this strong brand presence,
Gillette is very protective of the name
carried by its razors, blades and
associated toiletries. Hence, Braun is
used for the company's electric razors
and its oral care products are
marketed under the name, Oral B.



What is Brand Management?





It means defining the brand, positioning the brand, and delivering the brand. It is an art of creating and sustaining the brand.

Brand Equity Concept

DEMO

Brand Equity is the value, both tangible a intangible, that a brand adds to a product/service; the added value a brand name identity brings to a product or service beyond the functional benefits provided.

Brand Equity

The concept of brand equity is measured in two terms:

Customerbased

Market - based

The customer – based brand equity focuses exclusively on the relationship customers have with the brand

The market – based brand equity aims at producing measures in dollars, euros or yen.

Strategic Brand Management Propil

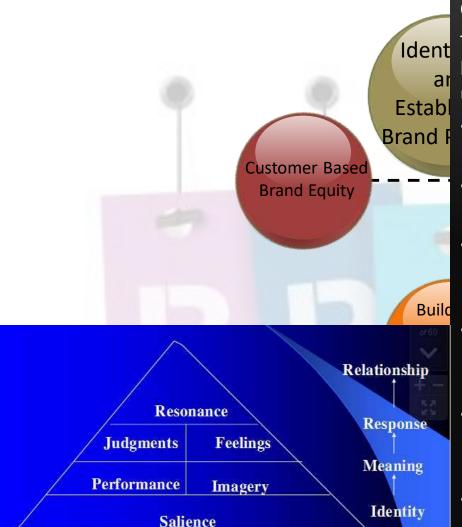
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The Strategic Brand Management Process consists of the following four steps:



Step 1: Identifying & Establishing Brand





Customer Based Brand Equity

The Brand position can be identified and established by determining the customer-based brand equity using the pyramid.

- **Brand Salience:** This relates to aspects of awareness of the brand.
- **Brand Performance:** This relates to ways in which product/ service meets customers' needs.
- Brand Imagery: It's how customers visualize a brand abstractly, with no relevance to what the brand actually does.
- Brand Judgments: The customers' personal opinions and evaluations with regard to the brand.
- Brand Feelings: The customers' emotional responses and reactions with respect to the brand.
- **Brand Resonance:** The ultimate relationship &level of identification that the customer has with the brand.



Choosing Brand Elements to Build Brand Equity -

Options and Tactics for Brand Elements



Brand Elements

Options and Tactics for Brand Elements:

The following are few options and tactics for Brand Elements:

Brand Names:

Descriptive brand names in which the function is described literally in brand name.



Suggestive brand names in which the name is suggestive of a benefit provided by the brand to the customer.

BLUE DART



URLs:

- Keep the URLs as simple as possible,
- · Avoid clichés,
- Use a new term for the real word
- Use catchy phrases









Logos and Symbols:

Various kinds that can be used are:

Family Shields



· Fonts Cadbury

• Symbols

Abstract – shapes and image



Brand Management Guidelines

7

5

3



Affix Products & Services

An effective strategy of brand management is to ensure that the brand is associated to the most popular products and services offered by the licensee's products and services.

Decide about License Agreements:

The decision of whether the license agreement --- should be exclusive or non-exclusive will have important implications for all of the business.

Select Proper License Partners

The profile of the ideal license partner should be developed and the focus should be to ensure long-term relationships with the licensors and licensees.

Establish and Maintain the Brand

It is necessary that for establishing and maintaining a brand, a holistic approach, or an "overall brand strategy" is used.

Actively Integrate the Brand Management Strategy into Product Development and Launch Activities

It is important that the Companies actively integrate the brand strategy into product development and launch activities by using a clear and proactive strategy.

Enforce Key Provisions through License agreements

Enforcing various important concerns such as quality control standards and reporting standards can be done through a properly charted out license agreements.

Maximize the Strategic Advantage of the Brand

It is important that organizations focus on maximizing the leverage of the brand.

Maintain Consistency between the Brand Strategy and Overall Business Goals

The brand strategy should be in line with the overall business goals of the organization.





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BACK

What is Sales Management?

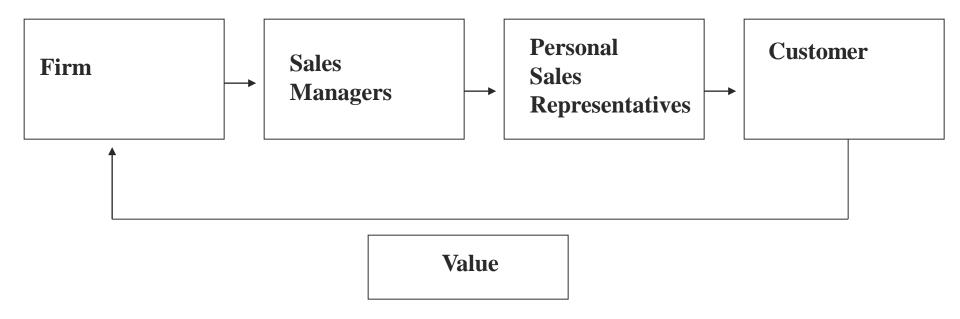
Introduction to Personal Selling

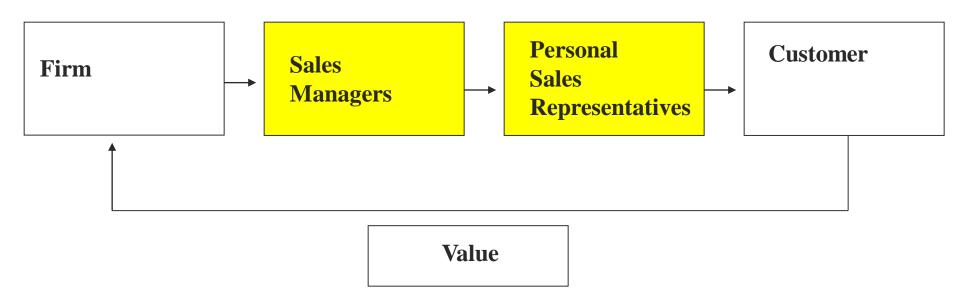
Objectives

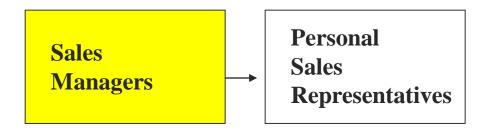
- Provide an introduction to sales management
- Who does a sales manager manage?
- Where does sales management fit into the integrated marketing communication process

The Sales Force

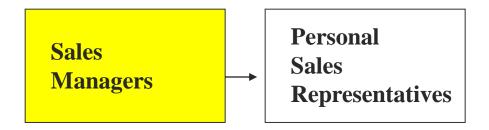
- Sales Management- is the attainment of sales force goals in an effective and efficient manner through planning, staffing, training, leading, and controlling organizational resources (Futrell1998)
- Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.



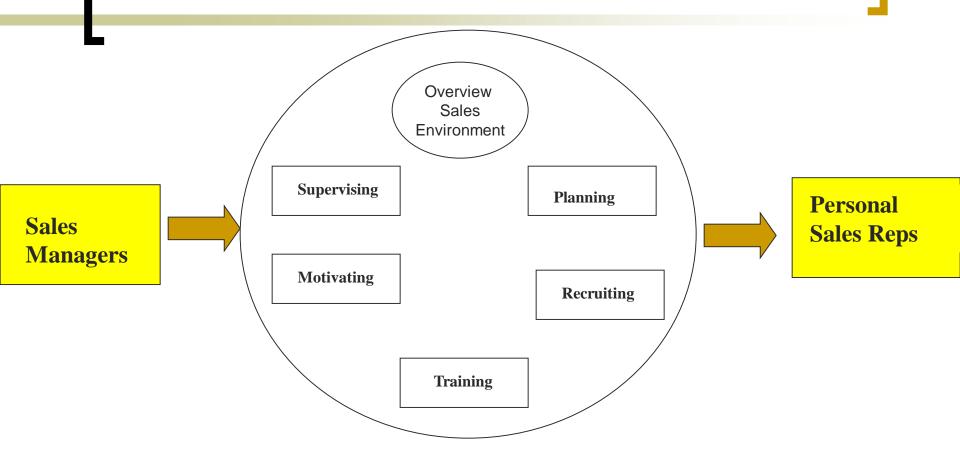




- What are the sales managers goals?
 - Sales
 - Revenues
 - Profits
 - Market Share
 - Controlling internal costs



- How do they obtain their goals?
 - Knowledge of the sales environment
 - Planning for sales
 - Recruiting the sales force
 - Training the sales force
 - Motivating the sales force
 - Supervising the sales force



•Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.



•Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

Sales Environment

- **■ Past** (**L9**)
 - Industrial Revolution
 - After WWI the need for mass distribution became evident
 - 1950s and the marketing concept

Present (L9)

- Relational Approach
- Current Jobs in Sales
- Opportunities in Sales Management

- Organizing the Sales Force (L10)
 - Organizing- the assignment of tasks, the grouping of task into departments, and the allocation of resources to departments

(Source: Futrell)

- Structure of the sales managers job
- Chain of command

■ The Sales Environment (L11)

Legal Issues

- Consumer protection laws
- Antitrust laws
- Unfair trade practices
- Fraud and misrepresentation
- Uniform Commercial Code
- Direct-to-consumer sales
- Antidiscrimination laws

Ethical Issues

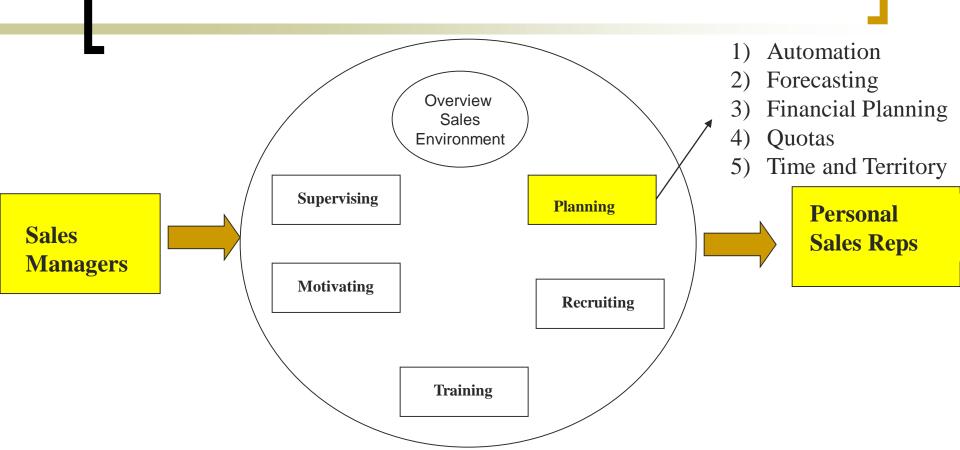
- Creating ethical corporate structures
- Relationships with customers
- Relationships with competitors
- Relationships with the firm
- Relationships with society

International (L12)

- Ethnic composition
- Religious orientation
- Social class environment.
- Education
- Gender bias
- Differences in negotiating styles
- Differences in decision making
- Job status and company protocol
- Social aspects
- Perceptions of time
- Personal relationships

- **Future (L27)**
- What does the sales organization of the future look like?

Sales Management



•Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

Planning-is the conscious, systemic process of making decisions about goals and activities that an individual, group, work unit, or organization will pursue in the future and the use of resources needed to attain them

(Source: Futrell)

- Automating the Sales Force (L13)
- Hardware
 - O Type of computers, printers, copiers, phones, etc.

- Software
 - What type software does the sales force need?

Sales Forecasting (L14)

- How do we forecast sales?
 - Sales force composite
 - Jury of executive opinion
 - Survey of buyer intentions
 - Trend projections
 - Moving averages
 - Exponential smoothing
 - Regression
 - Econometric models

■ Financial Planning for Sales (15)

Budgeting

- Salespeople expenses
- Administrative expenses
- Other selling payroll
- Other selling expenses
- Communication expenses

Profit objectives

- Break-even analysis
- Controlling the budget
- Selling the budget to top management

Quotas (L16)

• Sales quota- the specific sales or profit objective a salesperson is expected to achieve

(Source: Perreault and McCarthy)

- Dollar sales
- Unit volume
- Margin
- Selling effort
- Product type

Other types of quotas

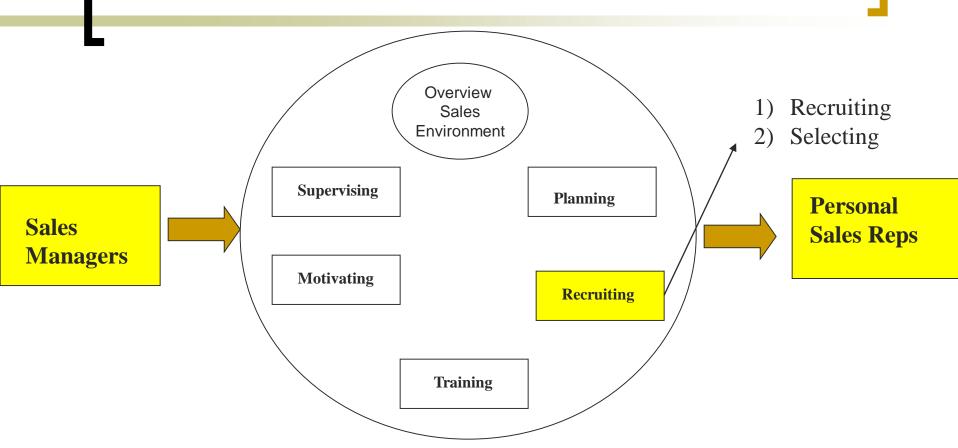
- Expense quotas
- Profit quotas
- Activity quotas

(Source: Hite and Johnston)

(Source: Kotler)

- Time and Territory Management (L17)
 - Optimum time must be spent with those prospects with the greatest potential
 - o Territory management involves:
 - Identification and classification of prospects
 - Analysis and development of the salespeople's work loads
 - How many salespeople will the territory support
 - Territory's boundaries
 - Optimum way to travel from one prospect to the next

Sales Management



■Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

Recruiting

Recruitment- set of activities and processes used to legally obtain a sufficient number of individuals that takes the people's and the sales force's best interests into consideration

(Source: Futrell)

Recruiting

- Recruiting (L18)
 - The sales manager should recruit individuals whose values and goals match those of the firm

(Source: Hoffman et al)

Where do you find sales recruits

Other departments Recommendations Institutions

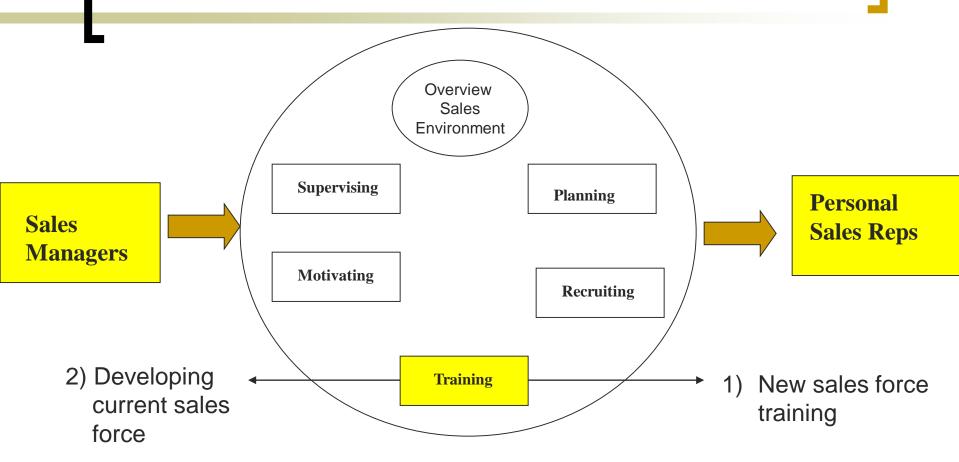
Professional associations Armed Forces Classifieds

Employment agencies Unsolicited applicants

Recruiting

- Selecting (L19)
- What is the firm looking for?
 - People that can sell successfully
 - Remain with the company over a long period of time
- Problems
 - Legal and ethical restrictions
 - o Firm must maintain a good image
 - Must have a valid job description

Sales Management



■Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

Training

Sales Training- effort put forth by an employer to provide the salesperson job related culture, skill, knowledge, and attitudes that result in improved performance in the selling environment

(Source: Futrell)

Training

■ Training (L20)

- What is needed for a training program to work?
 - Provide a job description
 - Provide product knowledge
 - Provide company knowledge
 - Provide market knowledge
 - Selling techniques

Why train

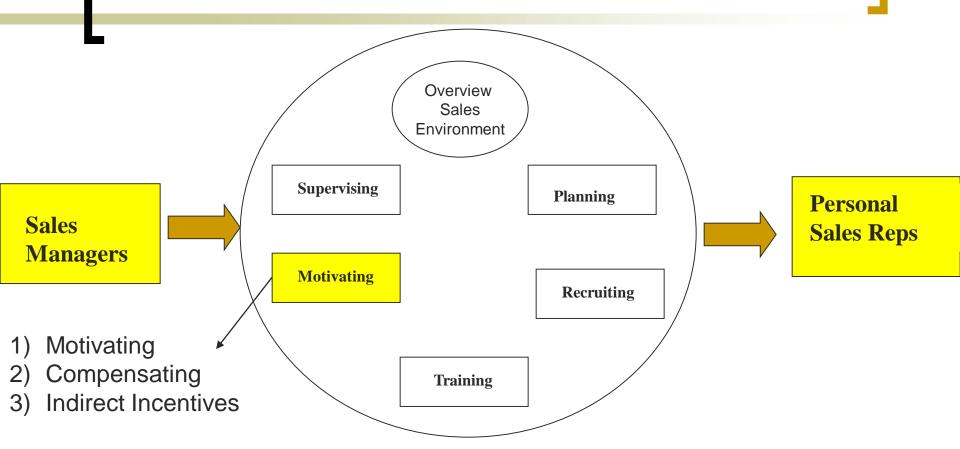
- Decreased turnover
- Increased sales
- Enhanced customer relationships
- Decreased costs

Training

Developing (L21)

- Everything changes over time so constant training is needed
- When can advanced training techniques be used?

Sales Management



•Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

The most commonly used definitions of salesperson motivation include three dimensions: (1) **intensity**, referring to the amount of mental and physical effort put forth by salespeople, (2) **persistence**, describing the salesperson's choice to expend effort over a period of time, and (3) **direction**, implying that salespeople choose where their efforts will be spent among various activities.

(Source: Ford, Walker, and Churchill)

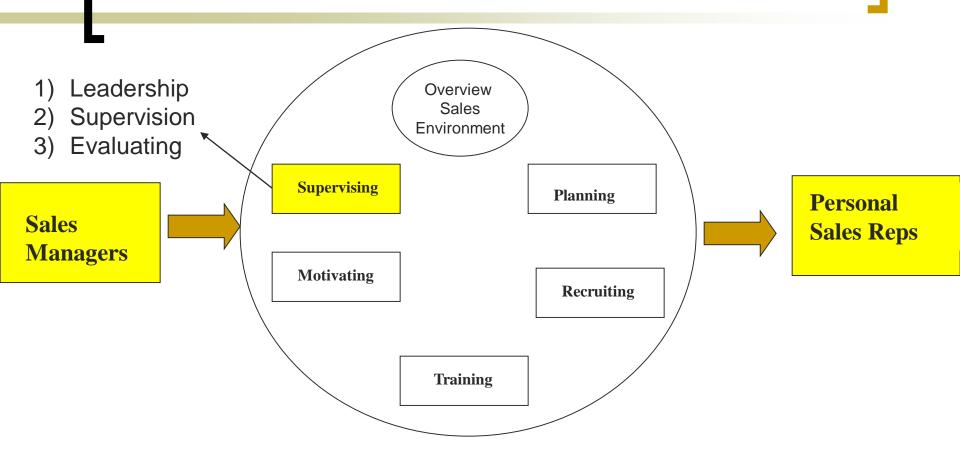
- Motivating (L22)
 - Recognition
 - Awards
 - Special communications

■ Compensating (L23)

- Salary
- Commission
- Bonus
- Combinations

- Indirect Incentives (L24)
 - Expenses allowances
 - Sales contests
 - Themes
 - Prizes
 - Advantages
 - Disadvantages

Sales Management



•Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

Supervising

Leadership (L25)

- Leadership- the process of getting things done through others
- Leadership Styles
- Types of leadership

(Source: Hite and Johnston)

Supervision (L25)

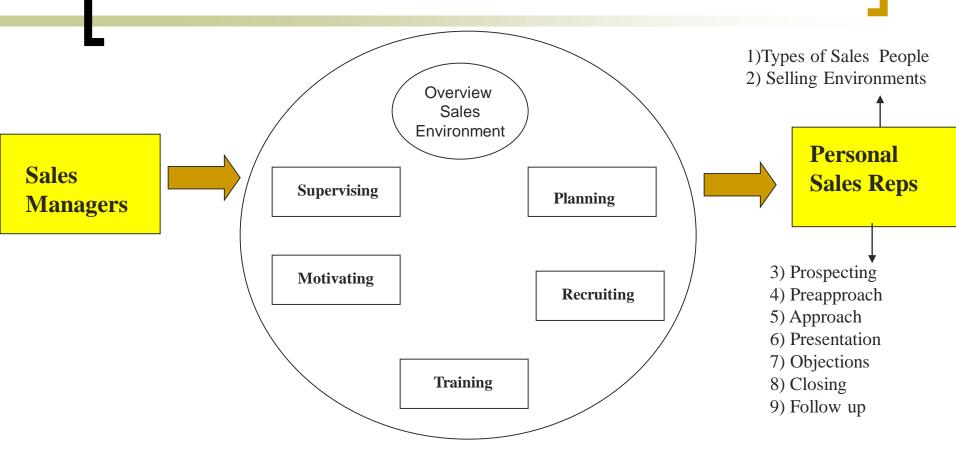
 Supervision- the actual oversee and directing of the day-to-day activities of salespeople

(Source: Futrell)

Supervising

- **Evaluating (L26)**
 - Analysis of sales volume
 - Marketing cost analysis

Sales Management



•Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

Definition

- Personal Selling (L4)
- Personal Selling- is direct oral communication designed to explain how an individual's or firm's goods, services, or ideas fit the needs of one or more prospective customers

(Source: Hoffman et al)

The Sales Process

Identifying Needs

Prospecting/ Qualifying (L5)

Preapproach/ Planning (L6)

Approach (L7)

Presentation (L7)

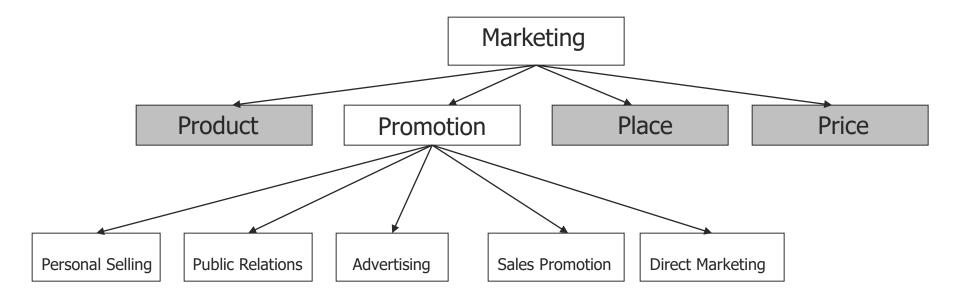
Handling Objections (L8)

Closing the Sale (L8)

Follow up

Identifying Needs

Types of Communication



Managing the Marketing Communication Process

Integrated marketing communications (L3)

■ Integrated marketing communications- the intentional coordination of every communication from a firm to a target customer to convey a consistent and complete message

(Source: Hoffman et al)

