SANJAY GHODAWAT UNIVERSITY KOLHAPUR

Sanjay Ghodawat University (SGU) is established in the Academic Year 2017-18, as a State Private University under Govt. of Maharashtra Act No. XL of 2017 dated 3rd May 2017, with the approval of the UGC and the state Government. "For the true measure of giving is giving without measure." Spread across 150 Acres, Sou. Sushila Danchand Ghodawat Charitable Trust's Sanjay Ghodawat University (SGU) is situated in serene atmosphere amidst idyllic hills and lush green meadows to study in harmony with Nature. The Institution aspires to run along the lines of best-in- the-world education and become a world-class institution where teaching-learning process gets a far deeper meaning. SGU always stands as the guiding star of brilliance, quality and deliverance beyond expectations. Innovativeness and Creativity are the hallmarks of a genius enterprise and SGU stands to be a stage where these qualities would be nurtured, encouraged and blossomed. The genius is incomplete without the sense of social responsibility and SGU's ultimate goal remains the development of an attitude of gratitude that freely gives back without expectations.

The Sanjay Ghodawat University stands as a beacon of light to guide the younger generation of the day on the right path to fulfilment in career and life. The USP of the University is its research based curriculum and academically oriented teaching staff. The world class ambience and infrastructure helps the students to easily accommodate themselves in an environment that is conducive to the teaching- learning process. Hands on experience, challenge based case studies, maximum participation of students in the classroom, use of modern digital technology, smart classrooms, solution oriented thinking promotion, stress on research and innovation, international tie ups, choice based credit system for flexibility in choosing areas of interest etc. are some of the features of the University.

The university will help students develop as a unique individual-to be educated as a whole person, intellectually, emotionally, socially, ethically, and spiritually. The educational program designs are worked out meticulously in line with best in class universities with special focus on:

- Flexible Choice Based Credit System
- OBE - Outcome Based Education System
- Experiential Learning
- Project Based Learning
- Case Based Learning

- Training need analysis based on Performance Appraisal System
- Active Learning tools for effective delivery
- Mentoring / Proctorship
- On line learning /Self learning platforms
- Flipped Classroom concept
- Effective Student Feedback Mechanism

VISION

Internationally recognized university of excellence in creating and disseminating knowledge through value-based quality education leading to betterment of mankind.

MISSION

- To prepare students for life-long learning and leadership in a global academic culture
- To create intellectual manpower relevant to the industry and society at large
- To collaborate with institutions of international repute for academic excellence
- To promote research and development through conducive environment
- To encourage entrepreneurship and skill development programs

CORE VALUES

- Integrity
- Transparency
- Accountability
- Equality
- Empathy
- Stewardship

QUALITY POLICY

Sanjay Ghodawat University is committed to establish high standards in value-based quality education to enhance and nurture young minds to excel in their chosen profession and develop into socially responsible citizens through resourceful collaboration, innovation and research

CHOICE BASED CREDIT SYSTEM (CBCS)

The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a 'cafeteria' type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning.

University Grants Commission has come up with the Choice Based Credit System (CBCS) programme in which the students have a choice to choose from the prescribed courses, which are referred as core, elective or minor or soft skill courses and they can learn at their own pace and the entire assessment is graded-based on a credit system. The basic idea is to look into the needs of the students so as to keep up-to-date with development of higher education in India and abroad. CBCS aims to redefine the curriculum keeping pace with the liberalization and globalization in education. CBCS allows students an easy mode of mobility to various educational institutions spread across the world along with the facility of transfer of credits earned by students.

Where the students can choose the prescribed courses, as the core, and elective or soft skill courses, from a range of options, rather than to simply consume what the curriculum offers. They can learn at their own pace and the assessments are graded based on a credit system. It provides an opportunity for students to have a choice of courses or subjects within a programmed resembling a buffet, against the mostly fixed set of subjects now being offered (except for the limited choice of electives in professional degrees and postgraduate programmers) with the flexibility to complete the programmed by earning the required number of credits at a pace decided by the students.

The UGC has always initiated measures to bring efficiency and excellence in the Higher Education System of India. The basic motive is to expand academic quality in all aspects, right from the curriculum to the learning-teaching process to examination and evaluation systems. However, so far multiple methods are followed by different universities across the country towards examination, evaluation and grading system. Considering this diversity, the implementation of the choice based credit system seems to be a good system in assessing the overall performance of a student in a universal way of a single grading system.

OUTCOME BASED EDUCATION (OBE) MODEL

Sanjay Ghodawat University (SGU) has implemented OBE model of education, which is a learner centered approach. SGU has witnessed a sea change in the entire academic systems with implementation of all three components of OBE – Design, Delivery and Assessment. The SGU model of autonomy focuses on experiential learning which believes in learning by doing. This is achieved through hands on experience, industrial assignments, mini projects and live problem solving and collaboration with industries.

SGU is set in to dynamics of transformation and witnessing a shift in focus from teaching to learning and entire academic system of SGU is designed to provide multiple learning opportunities for students to acquire and demonstrate the Knowledge, Skills and Attitudes (KSA) for rewarding career.

The Vision and Mission of the Management, contribution from eminent BOG members and knowledgeable members of Academic Council and Board of Studies, the motivation and drive of the Director, the relentless efforts of the fellow Deans and Head of Departments and all teaching and non teaching staff along with commitment to learning of students made it possible to successfully transform the institute and stand out to carve a niche for itself as an Institute of repute.

OBE is an approach of curriculum design and teaching that focuses on what students should be able to do (attained) at the end of course/ program. Outcome based education (OBE) is student-centered instruction model that focuses on measuring student performance through outcomes. Outcomes include knowledge, skills and attitudes (KSA). Its focus remains on evaluation of outcomes of the program by stating the knowledge, skill and behavior a graduate is expected to attain upon completion of a program and after 4 – 5 years of graduation. In the OBE model, the required knowledge and skill sets for a particular degree is predetermined and the students are evaluated for all the required parameters (Outcomes) during the course of the program.

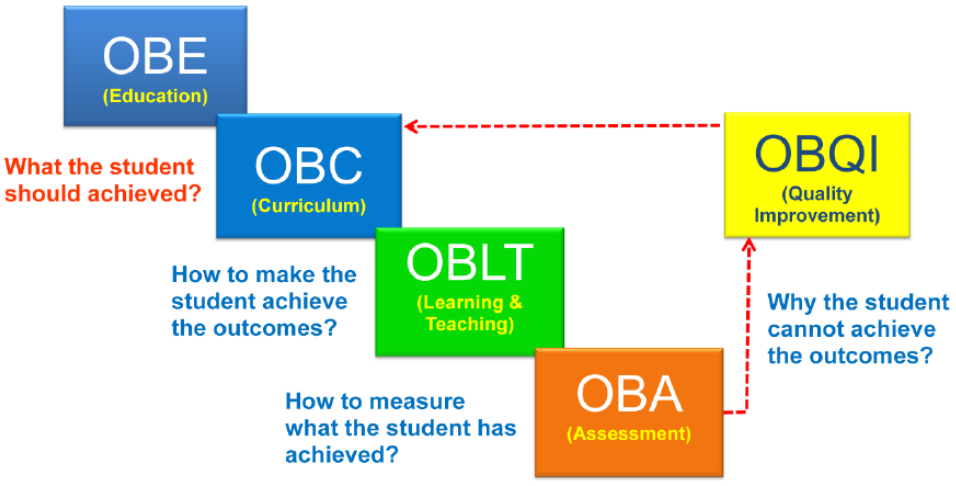
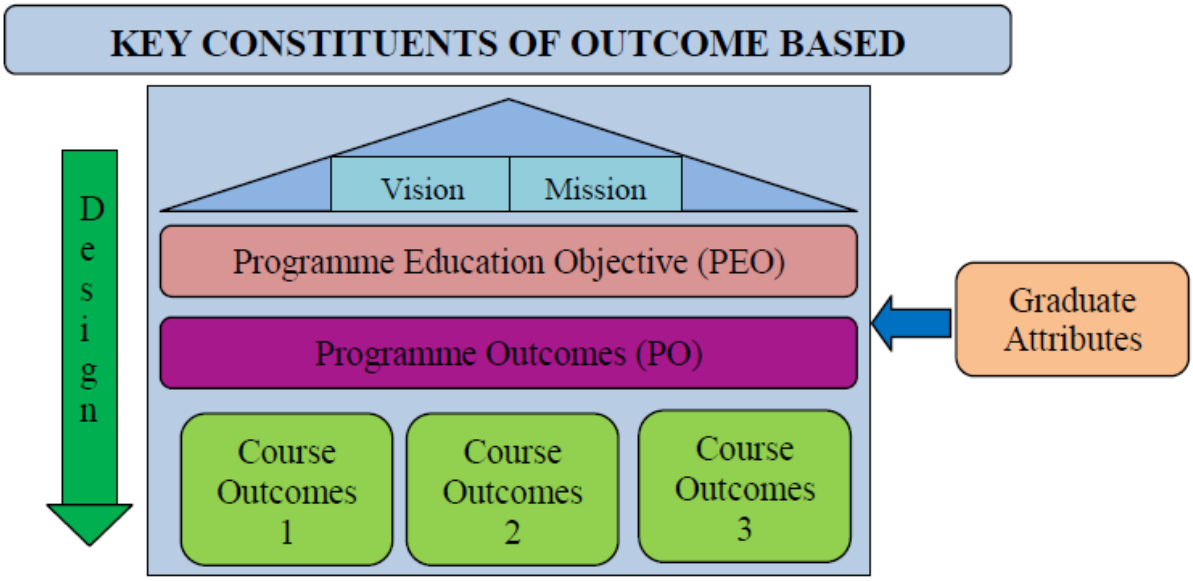


Figure 1: OBE flows and desciption

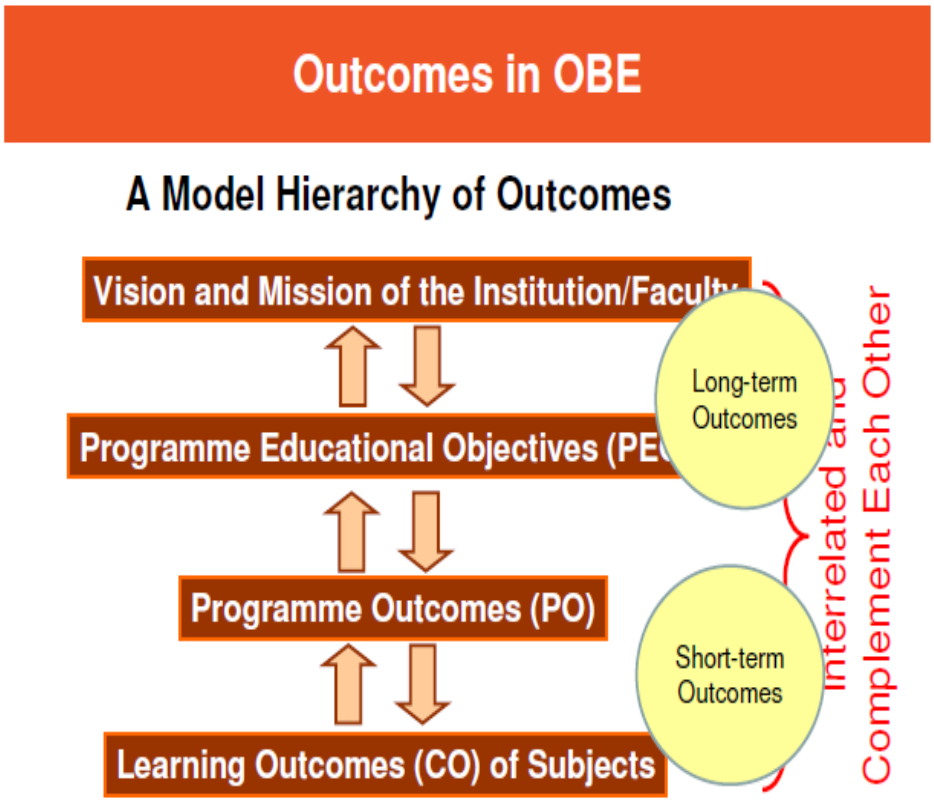


The OBE model measures the progress of the graduate in three parameters, which are

- Program Educational Objectives (PEO)
- Program Outcomes (PO)
- Course Outcomes (CO)

Program Educational Objectives (PEO) are broad statements that describe the career and professional accomplishments that the program is preparing the graduates to achieve. PEO's are measured 4-5 years after graduation. Program outcomes are narrower statements that describe what students are expected to know and be able to do by the time of graduation. They must reflect the Graduate attributes. Course outcomes are the measurable parameters which evaluates each students performance for each course that the student undertakes in every semester.

The various assessment tools for measuring Course Outcomes include Tests and End Semester Examinations, Tutorials, Assignments, Project work, Labs, Presentations, Employer/Alumni Feedback etc,. These course outcomes are mapped to Graduate attributes and Program outcomes based on relevance. This evaluation pattern helps Institutions to measure the Program Outcome. The Program Educational Objective is measure through Employer satisfaction survey (Yearly), Alumni survey (Yearly), Placement records and higher education records.



Special Features of OBE

- OBE is an educational process that focuses on what students **can do** or the **qualities** they should develop after they are taught.
- OBE involves the restructuring of curriculum, assessment and reporting practices in education to reflect the achievement of high order learning and mastery rather than accumulation of course credits.
- Both structures and curricula are designed to achieve those **capabilities** or **qualities**.
- Discourages traditional education approaches based on direct instruction of facts and standard methods.
- It requires that the students demonstrate that they have learnt the required skills and content.

Sanjay Ghodawat University Kolhapur

(Established as a State University under Government of Maharashtra Act No XL dated 3rd May 2017)

Academic and Examination Rules and Regulations

Approved in the second Academic Council Meeting held on 9th May, 2018 and to be implemented from academic year 2018-19. [Version R0]

Sanjay Ghodawat University Kolhapur

Kolhapur - Sangli Highway, A/p Atigre - 416 118,
Tal. - Hatkanangale, Dist. Kolhapur,
Maharashtra, India

(Implemented from Academic year 2018-19)

Academic and Examination Rules and Regulations

1.0 Preamble

The Sanjay Ghodawat University (SGU) stands for quality and excellence. It aims at nurturing the young talent and gromming them into responsible citizen and a value added human resource. Outcome Based Education (OBE) model is adopted to enhance the effectiveness of teaching learning process and Credit Based semester system is implemented.

The focus of the University is its research based curriculum and academically oriented teaching staff. The world class ambience and infrastructure helps the students to easily accommodate themselves in an environment that is conducive to the teaching- learning process. Hands on experience, challenge based case studies, maximum participation of students in the classroom, use of modern digital technology, smart classrooms, solution oriented thinking promotion, stress on research and innovation, international tie ups, choice based credit system for flexibility in choosing areas of interest etc. are some of the features of the University.

Vision of SGU is internationally recognized university of excellence in creating and disseminating knowledge through value-based quality education leading to betterment of mankind. To achieve the vision SGU has developed state-of-the-art infrastructure that promotes conducive ambience promoting innovation and research. Create intellectual manpower relevant to the industry and society at large. Foster mutually beneficial partnership with alumni, industry and academia. Inculcate ethics and values to develop socially responsible citizens and promote entrepreneurship.

SGU is offering various programs through schools such as School of Technology, School of Commerce and Management, School of Sciences and School of Arts.

SGU has implemented the outcome-based Education (OBE) system and Credit based Evaluation System in all the schools.

The rules and regulations mentioned in this document are applicable to all the Under Graduate (UG) and Post Graduate programs offered by the Sanjay Ghodawat University from the academic year 2018-19. The rules and regulations stated under here are subject to revisions / refinements, updates and modifications and amendments by Academic Council (AC) from time to time and applicable to all batches including those already undergoing programs in different year and are binding on all stakeholders including students, faculty, parents and University authorities.

The academic programs of the University shall be governed by rules and regulations approved by the Academic Council from time to time. Academic council is the supreme and statutory academic body that governs all academic matters of the university and the decisions of the academic council are final and binding in the matters related to academics.

2.0 Definition of Terms

1. University: University means Sanjay Ghodawat University, Kolhapur
2. Academic Year: The period of the year during which students attend university for all academic activities, usually it starts from first of July and ends on 30th of June next year.
3. **Semester:** Academic Year is divided in to 2 parts called Semester, Odd Semester which starts from July and Even Semester which starts from January.
4. **Duration of Semester**: Total duration of semester is usually 20weeks per semester including instructions, examination and evaluation. Total instructional days are 90 per semester.
5. **Course:** It is a Subject that is in a semester. The course may consist of Theory/Practical/Project/Seminar during semester. Usually taught by instructor in a class. e.g. Physics, Chemistry, Engineering Mechanics, Workshop etc.
6. **Program:** Collection of Courses is called Program. B Tech in Mechanical Engineering,
7. M Tech in Civil Engineering, Bachelor of Business Administration. Bachelor of Science etc.
8. **Department:** Department is a unit of the school which offers one or more programs.
9. **Contact Hours:** Time of students in class/laboratory with instructor. Usually in the range of 26-30 Hrs./Week. For the purpose of uniformity one contact hour is measured as 60 minutes
10. **Academic Council (AC):** Means apex academic body governing the academic programs responsible for framing policy , rules and regulations.
11. **Board of Examination (BOE):** Central body responsible for framing policy ,rules and regulations for Examination.
12. **Board of Studies (BOS):**Departmental academic body to govern the academics of programs(BOS)offered by department.

3.0 Curriculum:

3.1. Curriculum:

Every program has a prescribed structure which, in general, is known as Curriculum. It prescribes courses to be studied in each semester. The booklet containing courses structure along with detail syllabus for each course of each program is updated periodically and made available on the website.

3.2. Semesters:

SGU implements a credit based semester system. The academic year is divided into two regular semesters. The semesters that begin in July are known as Odd semester and the semester that begin in January are known as Even semesters. Total duration of each semester is generally of 20 weeks including the period of examination, evaluation and grade declaration.

3.3. Course Credit System/Structure:

In general, a certain quantum of work measured in terms of credits is laid down as the requirement for a particular program. Calculation of number of credits for a course in any semester is as per Table 3.1

Table 3.1: Calculation of number of credits for a course

Sr. No.	Course	Credits
1	Lecture of 1 hour/week	**1**
2	Tutorial of 1 hour/week	**1**
3	Practical / Laboratory / Drawing/mini-project of two hours/ week	**1**
4	Seminar (1 hour per week)	**1**

There are mainly two types of courses- viz. Theory courses and Laboratory courses. Generally a theory course consists of Lecture hours (L) and Tutorial hours (T). Tutorial hours may not be assigned to a particular theory course if it has a separate laboratory course. Laboratory course consists of practical hours (P) for which a student works in a Laboratory/Drawing Hall/Workshop. The other courses required to be taken by a student include seminar, mini project, and project at various levels of the program.

A student shall earn credits for a particular course by fulfilling the minimum academic requirements for attendance and evaluation. No credits shall be awarded if a student satisfies the minimum attendance requirements but fails to meet minimum evaluation requirements.

The total number of credits required for completing a program shall be mentioned in the course structure. The total number of credits in a semester which a student registers shall generally be 20--25. The maximum number of credits per semester shall not exceed 30.

3.4 Audit Course:

3.4.1 A student may have to register for an audit course in a semester which could be institute requirement or department requirement.

3.4.2 An audit course may include either a) a regular course required to be done as per structure or required as pre-requisite of any higher level course or b) the programmes like practical training, industry visits, societal activities etc.

3.4.3 Audit course shall not carry any credits but shall be reflected in Grade Card as "PP"/"NP" depending upon the satisfactory performance in the semester evaluation as per the course curriculum structure.

4.0 Course Registration:

4.1 Every student must register for the courses that he/she wants to study for earning credits at the beginning of each semester on the prescribed dates announced from time to time and shall be mandatory for every student till he/she completes the program. Only after registration his/her name shall appear in the roll list of each of such courses.

4.2 Students shall be required to fill up a Course Registration Form which shall be made available to them by the Student section of Administration office after payment of required fees.

4.3 Registration, according to rules, should be carried out as per the schedule given in academic calendar. Late registration may be permitted only for valid reasons and on payment of late registration fees. In any case, registration must be completed before the prescribed last date for registration, failing which his/her studentship shall be liable to be cancelled. Students having dues outstanding towards the institute or hostel shall be permitted to register only after clearing such dues.

4.4 In-absentia registration may be allowed only in rare cases at the discretion of the Dean Academics and with prior permission.

4.5 For registration in an odd semester, the student must have earned all the credits of the pre-previous year and at least 2/3rd credits of the previous year. For example, for registration of the 5^{th} semester courses (i.e. 3^{rd} year of program), a student must have earned all the credits of the first year and 2/3rd credits of the second year. Similarly for registration of the 7^{th} semester courses (i.e. 4^{th} year of program), a student must have earned all the credits of the second year and 2/3rd credits of the third year. However, if 2/3rd calculation turns out to be a mixed number (integer + fraction) then only the integer part of that number shall be considered for taking decision related with this clause.

4.6 A student registered in odd semester shall be eligible to register for the courses offered in the even semester of that year irrespective of his/her SGPI or the number of credits earned by him/her in that odd semester.

5 .0 Lateral Entry For B Tech Programs

Post diploma students in engineering and B.Sc. Graduates can have lateral entry at third semester of the program. Such admissions are governed by the rules of regulatory bodies like AICTE New Delhi and Directorate of Technical Education Maharashtra state and Sanjay Ghodawat University for Admission criteria and shall undergo all academic requirements as specified by the Academic council.

For such students there shall not be First Year Performance Index (FYPI). Semester Performance Index (SGPI) and Cumulative Performance Index (CGPI) shall be calculated from the third semester onwards taking into consideration the courses undergone by them at Sanjay Ghodawat University Kolhapur.
Registration of the students not covered by the cases mentioned above shall be decided by the Academic Council. Such students shall undergo the academic program as specified by the Academic Council. Such odd entry students shall not be eligible for any medals or awards instituted by the institute.

6.0 Change of Program:

This is applicable to B Tech Program only. Students shall be eligible to apply for Change of Program after completing the first two semesters. The following rules/ guidelines shall be used for considering their applications for change:

6.1 The change of program shall be permitted strictly on merit basis subject to the rules of admissions prevailing at the time of such change.

6.2 Students without fail grades and/or backlogs shall be eligible to apply for change of program and can give their choices in the order of preference.

6.3 The request for change of program by a student from program A to program B shall be considered if number of students of program B does not exceed the sanctioned capacity of program B and also the minimum strength required to run the program as decided by Academic Council.

6.4 All such transfers can be effected only once at the beginning of the second academic year of the 4-year UG program. No application for change of program during subsequent academic years shall be entertained.

7. 0 Facilitation to Students:

7.1 Faculty Advisor:

On joining the institute, a student or a group of students shall be assigned to a faculty advisor who shall be mentor for a student throughout his/her tenure in the institute. A student shall be expected to consult the faculty advisor on any matter relating to his/her academic performance and the courses he/she may take in various semesters / summer term. A Faculty advisor shall be the person to whom the parents/guardians should contact for performance related issues of their ward. The role of a faculty advisor is as outlined below:

The role of the Faculty Adviser is outlined below:

a. Guide the students about the rules and regulations governing the courses of study for a particular degree.
b. Advise the students for registering courses as per curriculum given. For this purpose the Faculty Adviser has to discuss with the student his/her academic performance during the previous semester and then decide the number and nature of the courses for which s/he can register during the semester as per the curriculum.
c. Approve the registration of the students.
d. Advice students to overload/ drop one or more courses/activities based on her/his academic performance as per the prescribed rules.
e. At the end of the first semester/year, the Faculty Adviser may even advise a reduced load program for a poorly performing student.
f. Pay special attention to weak students and carefully monitor performance of students recommended for slow track option.
g. Advice students for Course Adjustment / Dropping of courses during the Semester within the stipulated time frame given in the Academic calendar.
h. Advice students seeking semester drop either during the ongoing semester or before the commencement of the semester. FA has to ensure strict compliance of rules and regulations laid down for this purpose. Recommend the cases to the appropriate authorities for consideration.
i. Make revised plan of study for weak/bright students based on their semester wise performance.
j. Suggest modalities for course/credit requirements for the students recommended for exchange program.
k. Guidance and liaison with parents of students for their performance.
l. To ensure that students are not permitted to re-register for courses, which they have already passed.
m. Inform students that any academic activity (course / Lab. / seminar / project / noncredit requirement etc.) undergone without proper registration will not be counted towards the requirements of his/her degree.
n. Strictly warn students that if she/he fails to register during any semester without prior approval, his/her studentship is liable to be cancelled.

- Keep the students updated about the Academic Administration of the University.

7 .2. Helping Weaker Students:

A student with backlog/s should continuously seek help from his/her faculty advisor, Head of the Department and the Dean of respective schools. Additionally, he/she must also be in constant touch with his/her parents/local guardians for keeping them informed about academic performance. The university also shall communicate to the parents/guardians of such student at least once during each semester regarding his/her performance in in-in various tests and examination and also about his/her attendance. It shall be expected that the parents/guardians too keep constant touch with the concerned faculty advisor or Head of the Department, and if necessary - the Dean of the respective school.

8. 0 Discipline And Conduct:

8.1 Every student shall be required to observe discipline and decorous behavior both inside

and outside the campus and not to indulge in any activity, which shall tend to bring down the prestige of the university.

8.2 Any act of indiscipline of a student reported to the Dean, Student Development, shall be discussed in a Disciplinary Action Committee of the institute. The Committee shall enquire into the charges and recommend suitable punishment if the charges are substantiated.

8.3 If a student while studying in the university is found indulging in anti-national activities contrary to the provisions of acts and laws enforced by Government he/she shall be liable to be expelled from the institute without any notice.

8.4 If a student is involved in any kind of ragging, the student shall be liable for strict action as per provisions in the Maharashtra anti-ragging act.

8.5 If any statement/information supplied by the student in connection with his/her admission is found to be false/ incorrect at any time, his/ her admission shall be cancelled and he/she shall be expelled from the university and fees paid shall be forfeited.

8.6If a student is found guilty of malpractice in examinations then he/she shall be punished as per the recommendations of the Grievance Redressed Committee (CRC) constituted by Board of Examinations.

8.7Every admitted student shall be issued photo identification (ID) card which must be retained by the student while he/she is registered at Sanjay Ghodawat University Kolhapur. The student must have valid ID card with him/her while in the University Campus.

8.8 Any student who alters or intentionally mutilates an ID card or who uses the ID card of another student or allows his/her ID card to be used by another, student shall be subjected to disciplinary action.

8.9The valid ID card must be presented for identification purpose as and when demanded by authorities. Any student refusing to provide an ID card shall be subjected to disciplinary action.

8.10 Students should switch off the Mobiles during the Instructional hours and in the academic areas of university Building, Library, Reading room etc. Strict action will be taken if students do not adhere to this.

8 .11 during the conduct of any Tests and Examination students must not bring their mobiles. A student in possession of the mobile whether in use or switched off condition will face disciplinary action and will be debarred from appearing for the Test / Examination.

9.0 Academic Calendar

The academic activities of the institute are regulated by Academic Calendar and is made available to the students/ faculty members and all other concerned in electronic form or hard copy. It shall be mandatory for students / faculty to strictly adhere to the academic calendar for completion of academic activities

10.0 Attendance:

10.1 Regular 100% attendance is expected from all students for every registered course in lectures, tutorial, laboratory, projects, mini-projects and other courses mentioned in program curriculum. Hence, attendance is compulsory and shall be monitored during the semester rigorously. Students shall be informed at the end of every month if they are failing short of attendance requirements.

10.2 A Maximum of 25% absence for the attendance may be permitted only on valid grounds such as illness, death in family of blood relations (Father, Mother, Sister, and Brother) and any other emergency reason which is beyond the control of the student and shall be approved by the authorities in respective departments.

10.3 If a student fails to put up 75% attendance individually in each course, the student will be put under X grade category and student will be debarred form attending the End Semester Examination (ESE) and Re-Exam for that semester in that course. However, student has an option to re-register for the course whenever it is offered next time or he can appear for 100% examination for which he will be awarded two grade penalties. Student's FET, CAT1 and CAT2 marks are treated as null and void.

10.4 The maximum number of days of absence for students participating in Co-curricular activities /Sports/ Cultural events during a semester shall not exceed 10. Any waiver in this context shall be on the approval of the Academic council only after the recommendation by Dean Academics of the university

The HOD and Dean of the respective school shall report and recommend to Academic Academic council the cases of students not having 75% attendance as per the records of course instructor. After rigorously analyzing these cases AC may take a decision to debar such student from End-Semester Examination (ESE) for that course. Such a student shall re-register for that course as and when it is offered next. ISE and MSE evaluations of such a student for this course during regular semester shall be treated as null & void.

10.5 A student remaining absent during ESE of a course either on medical ground (Accident and/or hospitalization of a student) or any other emergency circumstances (death of immediate close relative i.e. father, mother, brother and sister) or due to representing University at university/state level in sports/co-curricular activities shall be treated as per the rules of Sec 12.6.2 and 11.1.2

The critical cases of absenteeism which are not covered by any of the above clauses shall be reported by concerned Head of Department to Academic dean and all such cases the decision of Academic council is final.

11.0 Modes of Assessment:

11.1Assessment of Theory Courses:

11.1.1 A student shall be evaluated for his/her academic performance in a theory course through Faculty Evaluation Theory (FET), Continuous Assessment Tests (CAT1 and CAT2) and End Semester Examination (ESE).

11.1.2 The relative weightage for the theory courses having ESE shall be generally as shown in the Table 11.1.2

Table 11.1.2: Weightage for the theory courses in %

FET	CAT1	CAT2	ESE
20	15	15	50

The details of the weightage of each course shall be listed in the structures of each program.

11.1.3 FET shall be based on student's performance in assignments, quizzes, seminars, Course projects and field assignments, term papers, etc. The mode of FET shall be decided and announced by the Course Instructor at the beginning of the course.

11.1.4 CAT1 shall generally be of one hour duration for each course and shall be held as per the schedule declared in the Academic calendar for that Semester. The test will be based on first two units of the course.

11.1.5 CAT2 shall generally be of one hour duration for each course and shall be held as per the schedule declared in the Academic calendar for that semester based on unit 3 and unit 4 of the syllabus.

11.1.6 ESE is of three hours comprehensive examination having the weightage of 60% for unit 5 and 6 and 40% to unit 1 to unit 4. It is of 100 marks

11.1.7 All examinations and evaluations shall be compulsory. Credits for a course shall be awarded only if a student satisfies evaluation criteria and acquires the necessary minimum grade.

11.1.8 There shall be no re-examination for CAT1 and CAT2 of the courses having all the three components of evaluation viz. FET, CAT1 CAT2 and ESE. However, a student remaining absent for CAT1 and CAT2 for representing the institute in state level or university level sports/co-curricular activities (on prior recommendation and approval from) or on valid grounds such as illness, death in family or other emergency reason which is

beyond control of a student (on approval by the head of department and dean of respective school shall be considered for Make- up examinations.

11.1.9 A student remaining absent for ESE of a course either due to medical reason (Accident and/or hospitalization of a student) or other emergency circumstances (death of immediate close relative i.e. father, mother, brother and sister) or due to representing college at university/state level in sports/co-curricular activities shall be awarded with grade "I". Such a student shall be allowed to appear for make-up examination scheduled along with re-examinations of other courses. The student shall apply to COE with proper documentary evidence to appear for make-up examination. After make-up examination, a student shall be entitled to an appropriate grade as per Table I of Sec. 10.1.2 based on his/her performance during the regular semester and in make-up examination.

11.2 Assessment of Laboratory Courses:

11.2.1 The assessment of laboratory course shall be continuous and based on turn-by-turn supervision of the student's work and the quality of his/her work as prescribed through laboratory journals and his/her performance in viva-voce examinations uniformly distributed throughout the semester. Where ESE for the laboratory course is specified ESE shall be based on performing an experiment followed by an oral examination. The relative weightage for FEP and ESE for assessment of laboratory courses shall be 50% each for FEP and ESE and a minimum performance of 40% in both ISE and ESE separately shall be required to get the passing grade.

11.2.2 ESE for laboratory course shall normally be held before the ESE for theory courses and shall be conducted by a panel of examiners appointed by COE from the panel of experts approved by BOS. This activity shall be coordinated by Department Examination Coordinator (DEC) in consultation with HOD of the respective department.

11.2.3 Student failed in ESE of a laboratory course in a regular semester shall be eligible to appear for 100% examination conducted alongwith ESEs of laboratory courses of the subsequent semester. Such examination shall be fairly comprehensive (generally of 3 hours similar to POE i.e. Practical-Oral-Examinations) to properly judge his/her practical skill and theoretical knowledge for that laboratory course. He/She shall suffer one grade penalty.

12.0 The Grading System:

Absolute Grading System (AGS) is adopted based on absolute numerical marks obtained by the student during all stages of evaluation for a course.

12.1. Award of Grade (Regular Semester):

12.1.1For every course registered by a student in a semester, he/she shall be assigned a grade based on his/her combined performance in all components of evaluation scheme of a course as per the structure. The grade indicates an assessment of the student's performance and shall be associated with equivalent number called a grade point.

12.1.2The academic performance of a student shall be graded on a ten point scale. The Absolute Grading System is followed. Letter grades, the guidelines for conversion of marks to letter grades and their equivalent grade points are as given in Table

Table 12.1.2: Grade Table for Regular Semester

Marks Obtained	Grade Letter GL	Grade Point GP	Performance Description
90-100	**O**	**10**	Outstanding
80-89	**A+**	**09**	Excellent
70-79	**A**	**08**	Very Good
60-69	**B+**	**07**	Good
50-59	**B**	**06**	Above Average
45-49	**C**	**05**	Average
40-44	**P**	**04**	Pass
00-39	**F**	**00**	Fail
-	**Ab**	**00**	Absent
-	**X**	**00**	Detained (Failed)
-	**Satisfactory**	-	Pass in Non Credit Courses
-	**Un Satisfactory**	-	Failed in Non Credit Courses

12.1.3 A student shall pass the course if he/she gets any grade in the range "O" to "P".

12.1.4 “FF" grade shall be awarded to a student in a course if he/she gets less than 40% marks jointly in the FET, CAT1, and CAT2 & ESE for a theory course and in PET & ESE for a laboratory course. A course shall then be eligible to apply for re-examination. A student failed in laboratory course shall be eligible to apply only for 100% examination conducted with the laboratory examinations of the subsequent

semester. In both cases, a student has to suffer one grade penalty.

13 Assignment of X Grade

Grade "X" in a regular course shall be given to a student if he/she falls in any of the following categories.

13.1.1 A student does not maintain the minimum 75% attendance in any of the theory or laboratory courses.

13.1.2 A student has not completed most of the Evaluations like FET, CAT1 and CAT2 due to non-medical reasons (for example when a student has missed all or most of the components of internal evaluation conducted by the instructor in that semester).

13.1.3 The performance of a student is less than 40% in FET, CAT1 and CAT2 Combined.

13.1.4 A student is guilty of any academic malpractice during semester (Such cases shall be dealt by Grievance Redressed and Discipline Committee).

In above four cases grade "X" shall be declared one week before ESE and intimated to the Academic Office and COE immediately thereafter. Such a student shall not be permitted to take the ESE of that course.

13.1.5 Grade "X" may be given to a student if

13.1..5.1 A student eligible for ESE remains absent for ESE of a course with no written intimation to Exam Cell within four days after the respective ESE is over.

13.1.5.2 A student is guilty of any academic malpractice during examination. (Such cases shall be dealt by Grievance Redressal Committee).

In 13.1.5.2 grade "X" in that course shall be declared after Grievance Redressed Committee confirms the academic malpractice.

In above two cases when a student gets "X " grade in a course, then this shall be treated as "FF" for the purpose of calculation of Semester Performance Index (SGPI) and First Year Performance Index (FYPI) or Cumulative Performance Index (CGPI).

Following rules apply to the student who has obtained grade "X" in a regular semester:

13.1.6.1 A student obtaining grade "X" in a course in a regular semester or during examination shall be not be allowed to appear for End semester examination and also Re ESE conducted before the beginning of the next semester. His/her FET, CAT1 and CAT2 evaluations for all courses shall be treated as null and void. He/She needs to re-register for courses of that semester in the next academic year whenever they are offered and undergo all evaluations along with fresh regular students for which he will get one grade penalty.

13.1.6.2 Grade "I" shall be declared in a theory/laboratory course if a student has satisfactory performance FET, CAT1, CAT2 and has fulfilled the 75% attendance requirement, but has not appeared for ESE due to genuine reasons. Such students shall be eligible for the make-up examination of ESE only on medical grounds/valid reasons and on production of authentic medical certificate or other supporting document/s (as required by the University) to the COE within ten days after the respective examination is over. The application form with requisite amount of fees must be submitted to the Exam Cell before the last date of filling such application forms for make-up examinations. These examinations shall be based on 100% syllabus and shall be scheduled before the commencement of the subsequent semester for theory courses and along with ESEs of laboratory courses of the subsequent semester. A student with "I" grade when appears for the make-up examination shall be eligible to obtain a regular performance grade ("O" to "F") as per Table 11.1.2 depending on his/her overall performance in FET, CAT1 ,CAT2 and make-up examination. If a student fails to appear for make-up examination too, a grade "XX" shall be awarded to him/her. Thus "I" is only a temporary grade and shall be replaced by a valid grade only after make-up examination.

13.2 There shall be a few audit courses as per the policies of the institute or as decided by DPC of respective program. The grade "PP" (Passed)/ "NP" (Not Passed) shall be awarded for such courses depending upon the performance of a student evaluated by the faculty in-charge. No grade points shall be associated with these grades and performance in these courses shall be not taken into account in the calculation of the performance indices (SGPI, CGPI). However, the award of the degree shall be subject to obtaining a "PP" grade in all such courses.

13.3 Award of Grades for Re-Examination:

13.3.1 A student who has obtained grade "F" in regular semester shall be eligible to appear for re-examination conducted before the commencement of the next regular semester. In such cases FET, CAT1 and CAT2 marks are carried forward and a student has to suffer one grade penalty

13.3.2A student shall apply for re-examination before the last date of such application and shall appear for re-examination.

13.3.3 50% weightage similar to ESE shall be given to re-examination and there is one grade penalty.

13.3.4 A student who has obtained "F" grade in ESE of a regular semester and has not availed re-examination option or a student who has obtained "F" grade in both ESE and re-examination shall be eligible to choose one of the two options below to clear his/her backlog:

- Re-registration for the next regular semester course whenever that course is offered.
- Appearing for ESE of the course when conducted...

A student detained in a regular semester due to either a) by obtaining "X" grade or b) by involvement in academic malpractice or c) by breaking the institute code of conduct and discipline can re-register for the course when offered next

Following rules apply for these cases:

13.4.1 In first case i.e. Re- registration the earlier performance of a student in all the evaluations of that course shall be treated as null and void. The student has to undergo all the evaluations after re-registration.

13.4.2 Grades for Third and Subsequent attempts:

If A student opts for ESE or Re ESE who previously had obtained grade "F" in a course in two attempts, his/her FET, CAT1 and CAT2 performance of the regular semester shall be considered for evaluation and He/She has to suffer two grade penalty for the third attempt and for 4th and subsequent attempts shall be awarded a grade "P" or "F" or "X" based on his/her performance.. However, if a student takes more than three chances (regular examination being the first chance, re-examination being the second chance, to clear a course, then the maximum passing grade that he/she can get shall be only "P". Thus a student has to suffer a grade penalty by accepting a lower grade than that obtained in the regular examination, re-examination, or examination for a re-registered course.

14. CALCULATION OF PERFORMANCE INDICES:

14.1. Semester Grade Point Average (SGPA)

The performance of a student in a one specific semester is indicated by SGPA. SGPA is a weighted average of the grade points obtained in all courses registered by the students during the semester. SGPA can be calculated by following equation.

$$SGPA = S_i = \frac{\sum_{i=1}^{n} C_i P_i}{\sum_{i=1}^{n} C_i}$$

Where, i = 1,2,3…….n are number of courses during semesters. C = No of credits associated with that course and P = Grade point earned in that course. SGPA will be rounded off to two decimal places.

14.2 Cumulative Grade Point Average (CGPA)

The total cumulative performance of a student at the end of specific semester is indicated by CGPA. An up-to-date assessment of the overall performance of a student for the courses from the first semester onwards till completion of the program shall be obtained by calculating Cumulative Grade Point Average (CGPA).

CGPA is a weighted average of the SGPA obtained in all semesters by the students during the semesters. CGPA can be calculated by following equation.

$$CGPA = \frac{\sum_{j=1}^{n} C_j S_j}{\sum_{j=1}^{n} C_j}$$

Where, j = 1,2,3…….n are number of semester during program. C = Total No of credits in the semester for which CGPA is to be calculated.

CGPA will be rounded off to two decimal places.

Conversion of CGPA to percentage marks for CGPA ≥ 4.5 can be obtained using equations. Percentage marks = (CGPA x 10) – 7.5.

14.3For the students acquiring "I" grade (which is only a temporary grade) in any of the courses, SGPA, CGPA shall be calculated only after make-up examination.

14.4. First Year Performance Index (FYPI): (Applicable For B. Tech Programs Only)

14.2.1 For a student registered in Sanjay Ghodawat University Kolhapur right from the First semester, First-Year-Performance-Index (FYPI) shall be calculated as weighted average of the grade points obtained in all the courses registered by him/her in semesters I and II only.

$$\text{FYPI} = \frac{\sum_{i} C_i g_i}{\sum_{i} C_i}$$

Where summation is for all the courses registered by a student in first two semesters. FYPI shall be calculated when SPI for the second semester is calculated. FYPI shall be rounded off to two decimal places.

14.2.2 FYPI shall reflect all the courses undergone by a student in the first year including the courses in which he/she has failed. FYPI may get modified in the subsequent semesters whenever a student clears his/her first year backlog courses.

14.2.3If a student has been awarded "I" grade in the regular semester course of the first year then, FYPI shall be calculated after the make-up examination on the basis of the grade obtained by that student in a make-up examination.

14.2.4 If a student has obtained grade "F" or "X" at any time in any of the courses registered by him, then zero grade points corresponding to these grades shall be taken into consideration for calculation of FYPI.

15 Maximum Duration for Completing the Program

Maximum duration for completing any program UG/PG offered by Sanjay Ghodawat University is respective program duration plus two additional years.

Maximum duration for getting the B. Tech degree for students admitted in the first semester of UG program is, program duration plus two additional years (i.e. 12 Semesters and 6 academic years) For lateral entry student academic admitted in the third semester shall be (10 Semester and 5 Years).

The maximum duration of the program includes the period of withdrawal, absence and different kind of leaves permission to student but excludes the period of rustication of the student from the university however genuine case an confidential of valid reason may be referred to academic council for extending this limit by additional criteria

16 NFTE (Not Fit For Technical Education) (Applicable to B Tech program only)

It is mandatory for the student to earn all credits of first year specified for semester I & II or eligible for ATKT as per the rules to seek admission to semester III of second year in three years from the date of admission to avoid NFTE. If a student fails to become eligible for admission to Semester III in three year form the date of his admission, he shall be declared as "Not Fit for Technical Education" leading to discontinuation of his/her registration with the university. Such cases should be put up in the academic council.

17. Academic Progress Rules (ATKT Rules):

17.1 A student shall be allowed to register for the courses of the next year's odd semester only if he/she has earned all the credits of the previous year and has earned at least 75% credits of the current year. If 75% calculation turns out to be a mixed number (integer + fraction) then only the integer part of that number shall be considered for deciding the eligibility for ATKT.

At the end of 1st year a student shall be allowed to keep terms (ATKT) to 2nd year of study provided he/she attends course work prescribed for 1st year with prescribed attendance and successfully earned at least 75% of the total credits specified for 1st year program.

For Example: Total credits for B. Tech first year 2017-18, are 45 (Total of Semester I and II). A Student should earn mininum75% of the 45 Credits i.e. 33.15 (Rounded to 33 Credits). A student can go to next higher class with a maximum backlog of 12 credits of semester I & II of the first year.

Student, who fails to earn those credits, cannot register for next semester, either it can re-registrar for the course and credits or can use the next opportunity to earn the credits when exams are conducted. .

(b) At the end of 2nd year a candidate shall be allowed to keep terms to 3rd year of study provided he/she attends course work prescribed for 2nd year with prescribed attendance, and successfully cleared 1st year program and at least 75% of total credits prescribed for 2nd year program.

(c) At the end of 3rd year a candidate shall be allowed to keep terms to final year of study provided he/she attendants course work prescribed for 3rd year with prescribed attendance, and should have completed 2nd year program and 75% of total credits prescribed for 3rd year program.

All such candidates fulfilling the above criteria shall be declared as FAILED, ATKT.

A student shall be allowed to take admission for odd semester of next academic year only if he/ she have earned all the credits of the previous year and 75% happens to be a decimal, it is rounded to only integer part.

18 Semester Grade Report:

18.1 Semester grade report reflects the performance of a student in that semester (SGPI) and also his/her cumulative performance for the first year (FYPI) and also the cumulative performance since the third semester of his/her study (CGPA).

18.2 The semester grade card issued at the end of each semester/ summer term to each student shall contain the following.

- The credits for each course registered for that semester.
- Any audit course/s undertaken by a student in a Semester.
- The letter grade obtained in each course.
- The total number of credits earned by a student for the first year separately.
- The total number of credits earned by a student since the 3rd semester onwards.
- SGPI, FYPI, CGPI.
- A list of backlog courses, if any.
- Remarks regarding eligibility of registration for the next semester.

18.3Semester grade card shall not indicate class or division or rank however a conversion from grade point index to percentage based on CGPI shall be indicated on the final grade

card of the program.

19 Award of Degree:

Following rules prevail for the award of degree.

- A student has registered and passed all the prescribed courses under the general institutional and departmental requirements.
- A student has obtained CGPI ≥ 4.75.
- A student has paid all the institute dues and satisfied all the requirements prescribed.
- A student has no case of indiscipline pending against him/her.
- Academic Council shall recommend the award of degree to a student who is declared to be eligible and qualified for above norms.

20.0 Grace Marks

- Maximum total grace marks will be 1 % of the total theory credit courses x 100 subjected
- To maximum 6 marks in that semester.
- Grace marks will be given candidate for change in grades for theory credit courses, i.e. from
- Fail to pass grade only and will be reflected in final ESE marks.
- The grace marks are applicable only for maximum 1/3rd courses (rounded to higher
- Integer part i.e. if there are 4 theory courses then 4/3 = 1.33 = 2 courses).
- Maximum grace marks will be distributed in maximum courses
- Benefit of grace marks is not applicable for any medal/award.
- Applicable to theory and (Theory + Practical Courses). If is not applicable for Practical courses.
- Scheme for grace marks only can be used when the student will pass in all courses of That semester.

21.0 CGPA Improvement Policy for Award of Degree:

An opportunity shall be given to a student who has earned all the credits required by the respective program with CGPA greater than or equal to 4.00 but less than 4.75 to improve his/her grade by allowing him/her to appear for ESE examinations of maximum two theory courses of seventh semester. Such examinations shall be scheduled along with re-examinations/make-up examinations. However, CGPA shall be limited to 4.75 even though the performance of a student as calculated through modified CGPA becomes greater than 4.75.

Conclusions:

The academic policies regarding conduct of programs in Sanjay Ghodawat University Kolhapur are published in this document. The Academic Council shall reserve the right to modify these policies as and when required from the point of view of achieving academic excellence. In special and abnormal cases (i.e. the cases not covered through above rules) the decision of the (Chairman, Academic Council shall be final and shall be binding on all concerned.

Chairman

Academic Council

SCHOOL OF COMMERCE AND MANAGEMENT

School of Commerce and Management (SCM) is committed towards creating, preserving and imparting internationally benchmarked knowledge and skills to a diverse community of students. SCM provides a variety of opportunities for students to improve their employability. SCM capitalizes on the industry and academic experience of its faculty to prepare students to work effectively in today's complex and challenging business environment. SCM offers undergraduate commerce courses (B.Com), postgraduate commerce courses (M. Com.), undergraduate (B.B.A.), postgraduate (M.B.A.). The commerce and management offer UG and PG programs in management, which are industry oriented with a right mix of knowledge in areas of Management, Commerce and Finance. The aim of management courses undergraduate (B.B.A.), postgraduate (M.B.A.) and commerce programs offered by SCM is to enable students to embark upon a management career.

BACHELOR OF COMMERCE

The B.COM Program is unique with emphasis on case based learning, state of the art infrastructure, emphasis on acquiring practical and life skills, establishing long and lasting Institute-Industry interface culminating in paving successful careers for all B.COM graduates.

BACHELOR OF BUSINESS ADMINISTRATION

The BBA Program offered by School of Commerce and Management is aimed to stimulate in students an interest in Business Management and Administration that will lead to employment and personal growth and making them good human beings and responsible citizens of the society.

MASTER OF BUSINESS ADMINISTRATION

The MBA Program is unique with emphasis on case based learning, state of the art infrastructure, emphasis on acquiring practical and life skills, establishing long and lasting Institute-Industry interface culminating in paving successful careers for all MBA graduates.

Curriculum Structure for BBA Program (III yr.) (2020-21)

SEMESTER V									
Course Code	**Course Title**	**L**	**T**	**Pr**	**C**		**Evaluation Scheme for (L T P)**		
						Component	**Exam**	**WT**	**Pass**
MBC301 (PC|SC) Version: 1.0	Strategic Management	4	-	-	4	Th (100)	FET	20	Min 40
							CAT I	15	
							CAT II	15	
							ESE	50	Min 40
MBC303 (PC|SC) Version: 1.0	Business Laws	4	-	-	4	Th (100)	FET	20	Min 40
							CAT I	15	
							CAT II	15	
							ESE	50	Min 40
MBC305 (PC|SC) Version: 1.0	Elective 1	4	-	-	4	Th (100)	FET	20	Min 40
							CAT I	15	
							CAT II	15	
							ESE	50	Min 40
MBC307 PE|SC) Version: 1.0	Elective 2	4	-	-	4	Th (100)	FET	20	Min 40
							CAT I	15	
							CAT II	15	
							ESE	50	Min 40
MBC309 (PC|SC) Version: 1.0	Internship Project	-	-	-	6	Pr (100)	PR	50	Min 40
							OE	50	Min 40
MBC311 (PE|SC) Version: 1.0	MOOC	-	-	-	2	Th (100)	Certificate	100	
MBC313 (PE|SC) Version: 1.0	Logical Reasoning and Aptitude-II	2	-	-		NC	FET	100	
	TOTAL	**18**	**-**	**-**	**24**		**Total Hours:18 Total Credits 24**		

Publication in Conference/Journal * Presentation in department

L: Lecture, T: Tutorial, Pr: Practical, C: Credits, Th. : Theory, WT: Weight Age

PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective

ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts

FET: Faculty Evaluation Theory, CAT –I Continuous Assessment Test I, CAT – II Continuous Assessment Test II, ESE End Semester Examination FEP : Faculty Evaluation Practical, POE : Practical Oral Examination. OE- Oral Examination

Curriculum Structure for BBA Program (III yr.) (2020-21)

SEMESTER VI									
Course Code	**Course Title**	**L**	**T**	**Pr**	**C**		**Evaluation Scheme for (L T P)**		
						Component	**Exam**	**WT**	**Pass**
MBC302 (PC|SC) Version: 1.0	Entrepreneurship Development	4	-	-	4	Th (100)	FET	20	Min 40
							CAT I	15	
							CAT II	15	
							ESE	50	Min 40
MBC304 (PE|SC) Version: 1.0	Corporate Governance	4	-	-	4	Th (100)	FET	20	Min 40
							CAT I	15	
							CAT II	15	
							ESE	50	Min 40
MBC306 (PE|SC) Version: 1.0	E-business	2	-	-	2	Th (100)	FET	100	Min 40
MBC308 (PE|SA) Version: 1.0	Elective 3	4	-	-	4	Th (100)	FET	20	Min 40
							CAT I	15	
							CAT II	15	
							ESE	50	Min 40
MBC310 PE|SC) Version: 1.0	Elective 4	4	-	-	4	Th (100)	FET	20	Min 40
							CAT I	15	
							CAT II	15	
							ESE	50	Min 40
MBC312 (PE|SC) Version: 1.0	Elective 5	4	-	-	4	Th (100)	FET	20	Min 40
							CAT I	15	
							CAT II	15	
							ESE	50	Min 40
	TOTAL	**22**	**-**	**-**	**22**		**Total Hours:22 Total Credits 22**		

Publication in Conference/Journal * Presentation in department
L: Lecture, T: Tutorial, Pr: Practical, C: Credits, Th. : Theory, WT: Weight Age
PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective
ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts
FET: Faculty Evaluation Theory, CAT –I Continuous Assessment Test I, CAT – II Continuous Assessment Test II, ESE End Semester Examination FEP : Faculty Evaluation Practical, POE : Practical Oral Examination. OE- Oral Examination

Specialization Courses

Elective No.	Course Code	Marketing Management	Financial Management	Human Resource Management	International Business
SEMESTER V					
1	MBC 305	Consumer Behavior	Financial Institutions and Market	Human Resource Procurement	International Trade /Policies
2	MBC 307	Services Marketing	Advance Financial Management	Training and Development	Export -Import Management
3	MBC 309	MOOC	MOOC	MOOC	MOOC
SEMESTER VI					
4	MBC 308	Brand Management	International Finance	Compensation Management	International Opportunities and Risk
5	MBC 310	Marketing Communication	Financial Decision Analysis	Industrial Relations	International Institutions and Trade Organizations
6	MBC 312	Retail Management	Investment Management	Performance Management	Cross Cultural Management

MBC301. STRATEGIC MANAGEMENT (Ver. 1.1)

(Program Core, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course outcomes

CO 1 **Understand**[1] the meaning and importance of Strategic Management

CO 2 **Explain**[2] the Strategic Management process and Environmental scanning, associated with strategy Management

CO 3 **Analyze**[4] and evaluate critically real life company situations using case studies with a strategic management perspective

CO 4 **Explain**[2] the evaluation and control mechanism for the effective implementation of strategies.

CO 5 **Update**[3] with the business practices to gain competitive advantage using case studies with a strategic management perspective

CO 6 **Apply**[3] knowledge to solve relevant case studies.

Syllabus (Theory)

Units	Description	Hours
I	**Strategic Management & Process –** Definition, Importance of Strategic Management, Phases of Strategic Management Corporate governance and social responsibilities of an organization.	9
II	**Environmental Analysis:** External PESTEL analysis. Industry analysis: Porter's five forces. Internal organizational analysis Resource based view, value chain analysis	9
III	**Strategy Formulation:** SWOT Analysis, Business strategies, Corporate Strategies, Functional strategies, Portfolio Analysis tools-BCG Matrix, GE Business screen	9
IV	Strategy Implementation: Organizing for action, Structure follows Strategy, Stages of international development, Reengineering, Six sigma. International strategic alliances	9
V	**Strategic Evaluation and Control:** Criteria for evaluation and the evaluation process, strategic control process, types of internal and external controls. Benchmarking, TQM. Balanced score card, Case	10

study method.

VI	**Case studies on relevant topics-** formulating vision and mission statements and identifying and analysis of SWOT and PESTLE, Porter's five forces analysis, BCG analysis of any company etc.	10

BOOKS

1. Arthure A. Thompson et-al, Crafting and Executing Strategy: text and Readings, 15th ed., McGraw Hill, 2007.
2. Grant, Robert M., Contemporary Strategy Analysis, 5th ed., 2005 Blackwell Publishers, Massachusetts, U.S.A.
3. Hitt M.A. et. al., Strategic Management, South Western, 2009.
4. Ansoff, H. Igor, R.P. Declorch and R.I. Hayes, From Strategic Planning to Management, Wiley,1976

MBC303 BUSINESS LAWS(Ver. 1.0)

(Program Core, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course outcomes: At the end of this course students will be able to

CO 1 **Understand**[1] the meaning and essential elements of contract.

CO 2 **Explain**[2] the Performance and discharge of contract and partnership

CO 3 **Apply**[3]the rules of Sales of Goods Act in sale and purchase transactions.

CO 4 **Explain**[2]the characteristics of Negotiable Instruments.

CO 5 **Apply**[3]the rules of IT Act in day to day e-transactions

CO 6 **Explain**[2] the rights and duties of consumer.

Syllabus (Theory)

Units	Description	Hours
I	**Indian Contract Act, 1872-I** Meaning of Business Law- Sources of Business Law- Formation of Contract-Essentials of a Valid Contract	9
II	**Indian Contract Act, 1872-II** Performance of Contract-Discharge of Contract and Remedies for Breach of Contract.Partnership Act	9
III	**Sale of Goods Act, 1930** Essentials of contract of Sale of Goods- Conditions and Warranties-Performance of Contract of Sale-Unpaid Seller and his rights.	9
IV	**Negotiable Instruments Act, 1881** Negotiable Instruments: Meaning and Characteristics-Kinds of Negotiable Instruments- Holder and Holder in due course-Transferability and Assignment of Negotiable Instruments-Crossing of Cheque and Bouncing of Cheque.	9
V	**IT Act** - Introduction, Information Technology (Amendment) Act, 2008, 2013, 2018 Electronic Governance, Digital Signatures, Offences.	10

VI	**Consumer Protection Act-** Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers **Right to Information Act, 2005**	10

BOOKS

1. M. C. Kuchhal, Vivek Kuchhal, 5th edition, Vikas Publishing House.
2. Akhileswar Pathak, Legal aspects of Business, 6th edition , Mcgraw Hill education 2014
3. Ravinder Kumar, Legal Aspects of Business, 4thedition, Cengage Learning, 2016
4. N.D.Kapoor, Elements of Mercantile Law, 34th Rev edition, Sultan Chand and Sons,2013

MARKETING SPECIALIZATION

MBCMKT305 CONSUMER BEHAVIOR(Ver.1.0)

(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will be able to

CO 1 **Understand**[1] the concepts of Consumer Behavior
CO 2 **Determine**[2] the role played by various factors in consumer decision making process
CO 3 **Analyze**[4] the tools used by consumers in decision making
CO 4 **Interpret**[3] the various sources of influence on consumers in decision making
CO 5 **Explain**[2] the impact of attitude on consumer behavior.
CO 6 **Apply**[3] knowledge to solve relevant case studies

Syllabus (Theory)

Units	Description	Hours
I	**Introduction to Consumer Behavior**: Introduction and Concept:- Market Strategy and Consumer Behavior, Consumer Decision Process.	9
II	**Culture and Consumer Behavior**: - Meaning of Culture, Characteristics of Culture, Function of Culture, Types of Culture Social Class and Status, Motivation and Consumer Behavior: - Introduction, Motives and Motivation, Consumer Motives:- Personal ,Social Motives.	9
III	**Factors Influencing Purchase Decision of a Consumer**: Personality, Self-Concept, Life-Style, Psychographics, Reference Group	
IV	**Group and Consumer Behaviour**:- Introduction, of Groups, Advantages and Disadvantage of Groups, Reference Group.	9
V	**Perception and Consumer Behavior**: - Introduction, Meaning, Nature, Importance and Limitation of Perception. Determining Consumer Buying Behavior:-Consumer Purchase Decision.	9
VI	**Attitude and Consumer Behavior**:- Meaning of Attitude, Nature and Characteristics of Attitude, Types of Attitude, Sources of Influence on Attitude Formation.	10

BOOKS

1. David Loudon, Albert J. Della Bitta, Consumer Behaviour, 4th edition, McGraw Hill Education, 2017
2. Richard P Bagozzi, Zeynep Girhan- Canli, Joseph R.Priester, The Social Psychology of Consumer Behavior, McGraw Hill Education, 2009
3. Durairaj Maheswaran, Thomas Puliyel, Understanding Indian Consumers, Oxford University Press, 2017

MBCMKT307 SERVICES MARKETING (Ver 1.0)
(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[1] basics of service industry.

CO 2 **Select**[3] appropriate STP strategy in service marketing.

CO 3 **Apply**[3]**and Measure**[5] consumer expectation in service marketing.

CO 4 **Understand**[1]the emerging sectors in services.

CO 5 **Explain**[2] the different issues and challenges of Service marketing

CO 6 **Analyze**[4]the challenges in service marketing

Syllabus (Theory)

Units	Description	Hours
I	**Introduction to Services**: Concept of Services, Characteristics of Services, Differences between Goods and Services, 7Ps of Service Marketing, Classification of Services.	9
II	**Segmenting and Targeting of Services** Introduction, Need for Segmentation of Services, Bases of Segmentation of Services, Segmentation Strategies in Service Marketing, Need for Targeting, Approaches to Target Marketing.	9
III	**Differentiation and Positioning of Services** Service Differentiation Strategies, Positioning of Services, Positioning Strategies for Services, Positioning through Product/Service Delivery Strategies, Positioning Through Pricing Strategies, Positioning through Distribution Strategies, Positioning through Sales Promotion and Advertising.	9
IV	**Consumer Experience In Services Marketing** Introduction, Customer Expectations in Services, Role of Customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight.	9

V	**Emerging Sectors in Services Marketing:** Marketing Banking, Insurance, Wholesale and Retail Trading, Health Care, Travel and Tourism, I.T. and B.P.O. and Telemarketing Services, Role of Services in the Economy.	10
VI	**Issues in Services Marketing** – Innovations in Services Marketing, Challenges in Services Marketing, Ethical Aspects in Service, Emerging Trends in Service Marketing	10

Note- Case Study based on applicable topics

Books:

1. James A. Fitzsimmons and Mona J. Fitzsimmons, Service Management, Tata McGRAW-Hills
2. Sanjay V. Patankar, Services Management, Himalaya Publishing House.
3. M. G. Mulla, Services Marketing, Success Publications
4. Rajendra Nargoundkar, Services Marketing –Text and cases, Tata McGRAW-Hills.

FINANCE SPECIALISATION

MBCFIN305 FINANCIAL MARKET AND INSTITUTIONS(Ver.1.0)

(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcome(s): At the end of the course the students should be able to

CO 1 **Explain**[2] the entire Indian Financial System with the detailed knowledge of all the participant of the same.

CO 2 **Describe**[2] concepts, working, composition and major instruments of capital and money market and become life-long learner of financial market.

CO 3 **Describe**[2] concepts, and working, of Commodity and Derivative market and become life-long learner of financial market.

CO 4 **Illustrate**[3] Stock exchanges in India and their Indices.

CO 5 **Analyze**[4] and take hold of all aspect that is related to the capital market including primary as well as secondary market mechanism.

CO 6 **Evaluate**[5] the major financial services.

Syllabus (Theory)

Units	Description	Hours
I	**Introduction To Indian Financial System-** Overview of Financial System in India, Major Components, Objectives and Functions of Financial Institutions- Reserve Bank of India(RBI), Securities Exchange Board of India (SEBI) and Insurance Regulatory and Development Authority (IRDA).	9
II	**Financial Market** A) Capital Market: Concept, Types of Markets- Primary and Secondary, Instruments in Capital Market- Shares, Debentures/ Bonds. B) Money Market: Concept, Instruments in Money Market- Commercial Papers, Certificate of Deposits, Treasury Bills, Bills of Exchange	9
III	**Commodities and Derivatives Market:** Commodity Market: Concept, Market for Commodity Trading. Derivative Market: Concepts, Transactions- Swaps, Options, Forward and Futures.	9

IV	**Indian Securities Market:** Stock Exchanges in India: National Stock Exchange (NSE), Bombay Stock Exchange (BSE), Over the Counter Exchange of India (OTCE) Indices:- SENSEX and NIFTY	9
V	**Banking in India:-** Nature and Functions of Merchant banks, Commercial Banks, Foreign banks, Regional Rural banks, Co-operative banks, Small Finance Banks, Payment Banks, Non- Banking Financial Companies.	10
VI	**Financial Services** a) Venture Capital, Merchant Banking, Hire Purchase and Leasing and Credit Rating. b) Insurance, Mutual Fund, Provident Fund and Pension Fund – Meaning, Types, Significance.	10

BOOKS

1. Bhole, L. M. and Mahakud Jitendra (2009), Financial Institutions and Markets, Tata McGraw-Hill Education Private Limited, New Delhi.
2. Khan, M.Y. (2013), Indian Financial System, Tata McGraw-Hill Education Priviate Limited, New Delhi.
3. Pathak, Bharati (2014), Indian Financial System, Dorling Kindersley India Pvt. Ltd. licensees of Pearson Education in South Asia, New Delhi.
4. Bhalla, V. K. (2004), Management of Financial Services, Anmol Publishing House
5. Ramesh Babu (2009), Indian Financial System, Himalaya Publishing House, Mumbai.
6. Gordon, E. and Natrajan A. (2015), Financial Markets and Institutions, Himalaya Publishing House, Mumbai.

Suggested Additional Reading:

1) www.finmin.nic.in
2) www.sebi.gov.in
3) www.rbi.org.in

Suggested Research Journals:

1) Indian Journal of Finance
2) RBI Bulletin
3) Finance India
4) Journal of Banking and Finance

P.S.: Students must read daily newspapers like The Economic Times, Financial Express, Business Insider, Mint, HBR etc., watch business channels e.g. CNBC, NDTV Profit, ET Now etc. and get updates from websites of SEBI, NSE etc

MBCFIN307 ADVANCE FINANCIAL MANAGEMENT(Ver1.0)

(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[1] various theories regarding capital structure

CO 2 **Measure**[2] the value of assets of the business

CO 3 **Outline**[2] the concept of leverage

CO 4 **Understand**[1] different methods of mergers and acquisition

CO 5 **Familiarize**[2] with the concept of international working capital Management.

CO 6 **Understand**[1] dividend policies of companies and its impact shareholder's wealth.

Syllabus (Theory)

Units	Description	Hours
I	**Capital Structure Decisions:** Meaning, Choice of Capital Structure, Importance of Capital Structure. Optimal Capital Structure, EBIT-EPS Analysis	9
II	**Business Valuation Basics:** Basis for Valuation – Introduction, Principles and Techniques of Valuation, Role of Valuation. Valuation of Fixed Assets, Valuation of Investments, Valuation of Shares, Valuation of Goodwill. Valuation of Patents and Copy Rights	9
III	**Leverage:** Leverage Analysis: Developing the Concept of Leverage in Finance. Computation and Inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage.	9
IV	**Mergers, Acquisition and Amalgamation:** Meaning of Mergers and Acquisitions (M andA), Motives behind the M and A, Advantages and Disadvantages of M and A, Types of Mergers and Steps for Successful Merger.	9

V	**International Cash Management:** The Cash Positioning Decision. Advantages and Disadvantages of Centralized Cash Management. Multilateral Netting. Intra Corporate Transfer of Funds.	10
VI	**Dividend Policy**: Theories of Dividend Policy: Relevance and Irrelevance Dividend Decision. Walter's and Gordon's Model, Modigliani and Miller Approach. Dividend Policies – Stable Dividend, Stable Payout and Growth. Bonus Shares and Stock Split Corporate Dividend Behavior. Legal and Procedural Aspects of Dividends Corporate Dividend Tax.	10

BOOKS

1. I.M. Pandey, Financial Management, 11 the Edition, Vikas Publishing House, 2015
2. Narendra Singh, Advanced Financial Management, Himalaya Publishing House, 2010
3. Rajesh Kumar , Strategic Financial Management, Casebook, Academic Press, 2017.
4. Van Horne, Fundamentals of Financial Management, 13/e, Prentice of Hall of India Private Ltd. 2009

INTERNATIONAL BUSINESS SPECIALISATION

MBCIB305. INTERNATIONAL TRADE POLICIES (Ver. 1.0)

(Program Elective, School of Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme			
				Component	Exam	WT	Pass
4	-	-	4	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will able to

- **CO 1** **Analyze**[4] the trends in global trade.
- **CO 2** **Explain**[2] Foreign Trade Policies.
- **CO 3** **Understand**[2] the EXIM policies of India.
- **CO 4** **Analyze**[4] the current Balance of Payment conditions.
- **CO 5** **Classify**[3] between various stages of Regional Integration.
- **CO 6** **Identify**[1] various sources of Financing the Import and Export.

Syllabus (Theory)

Units	Description	Hours
I	**Introduction to Theory and Practice of International Trade:** Global Trade Trends; Economic Growth and International Trade; Developing Countries And International Trade as a Vehicle; Protectionism; Arguments for and Against Protectionism.	9
II	**Foreign Trade Policy:** Introduction, Importance. India's Foreign Trade Policy – New Initiatives – Export Promotion – Import Policy and Control – Foreign Investment Policy; FDI.	9
III	**EXIM Policy Framework:** Legal Framework, Objective of EXIM Policy; Policy Overview – Facilities And Restrictions; Getting Started in Export Business: EOU's, EPZ's And SEZ's.	9
IV	**Balance Of Payment:** Concept and Significance of Balance of Payments Account; Current and Capital Account Components and Accounting System; Balance of Payment Deficits and Correction Policies.	9

V	**Regional Economic Integration**: Levels of Regional Economic Integration; Free Trade Area, Customs Union, Economic Union, and Common Market; Trade Creation and Diversion Effects, NAFTA,EU, SAARC, ASEAN.; Arguments for and Against Integration.	10
VI	**Import Substitution And Export Promotion Policies:** Export Incentives-Duty Exemption Schemes, Exports from India Scheme, EPCG-DGFT, Financing of Import and Export; Deferred Payment System; EXIM Bank-Objectives, Functions and Organization Structure; ECGC- Objectives, Structure, Services Offered.	10

BOOKS

1. P. K. Vasudeva, International Trade: Text and Cases; Excel Books (28 February 2011)
2. Verma M.L, Foreign Trade Management in India. Vikas Publishing House, New Delhi.
3. Bhashyam S, Export Promotion in Indian-The Institutional Infrastructure, Commonwealth Pub. New Delhi.
4. Chaudhuri B.K., Finance of Foreign Trade and Foreign Exchange; Himalaya Publication, New Delhi.
5. Mahajan V.S., India's foreign Trade and Balance of Payments; Deep and Deep Publications, New Delhi.
6. Vershney R.L., India's Foreign Trade; Mahal, Allahabad.
7. Export-Import Policy, 1997-2003; Ministry of Commerce, Government of India, New Delhi.

MBCIB307. EXPORT -IMPORT MANAGEMENT(Ver 1.0)

(Program Elective, School of Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme			
				Component	Exam	WT	Pass
4	-	-	4	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcome(s): After completion of this course, students should be able to

CO 1 Understand[2] the EXIM policies of India.
CO 2 Explain[2] the Export Order Process and Documentations.
CO 3 Identify[1] various Export promotion organizations.
CO 4 Understand[2] the Regulations related to EXIM
CO 5 Compare[4] various Excise and Custom Duties.
CO 6 Analyze[4] the International Regulations of EXIM

SYLLABUS

Units	Description	Hours
I	**Export Import Policy of India** Export Import Policy of India; its Meaning; General Objectives; Highlight and Implication of Export-Import Policy 2015-20.	9
II	**Processing of Export Order** Processing of Export Order; Nature and Format of Export Order; Examination and Confirmation of Export Order; Manufacturing or Procuring Goods; Central Excise Clearance; Pre Shipment Inspection; Appointment of Clearing and Forwarding Agents; Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment	9
III	**Export Promotion Organization** Export Promotion Organization; its Objectives; Indian Trade Promotion Organization (ITPO); Indian Institute of Foreign Trade (IIFT); Indian Institute of Packaging (lIP); Federation of Indian Export Organization (FIEO); Marine Products Exports Development Authority (MPEDA);	9
IV	**Regulations related to EXIM:** Role of customs in Foreign Trade, customs regulations, levy and types	9

	of customs duties, bill of entry, customs clearance and warehousing of imported goods, commercial and statutory documents in Export and Import Transactions.	
V	**Regulations related to Excise and Customs:** Introduction to role of customs and organizations, preventive control, role of central excise taxpayers assistance and responsiveness export scheme and customs excise.	10
VI	**International Regulations in EXIM:** Export Contract, Export Facility Offered by GOI, Export Import Assistance from Banks, Pre Shipment Export Credit Pre- Shipment Credit in Foreign Currency (PCFC) Future Trends in EXIM: Introduction, Transaction from License Raj to Liberalization, Future Trends in EXIM.	10

BOOKS

1. Daniels, Radebaughand Sullivan, International Business- Environments and Operations, Pearson Education, 11e.
2. K Aswathappa, International Business, 5th Ed., McGraw Hill Education, 2012.
3. Francis Cherunilam, International Business : Text and Cases, 5th Ed., PHI Learning Pvt. Ltd-New Delhi, 2010.
4. Rakesh Mohan Joshi, International Business, 1st Ed., Oxford University Press, USA, 2009.
5. Sharan, International Business : Concept, Environment and Strategy, Pearson India, 2010.
6. Justin Paul, International Business, 6Ed.,PHI Learning Pvt. Ltd-New Delhi, 2010.

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

MBCHR305. HR RESOURCE PROCUREMENT (Ver. 1.1)

(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[1] the need for manpower planning.

CO 2 **Make use of** [3] the information about job analysis & job design.

CO 3 **Apply**[3] the recruitment function in an effective manner to attract HR.

CO 4 **Understand**[1] the importance of selection function while procuring the HR.

CO 5 **Explain**[2] the need of placement, induction and socialization in HR Department.

CO 6 **Develop**[3] the plan for internal mobility and separations.

Syllabus (Theory)

Units	Description	Hours
I	**Human Resource Planning** Meaning & Definition, Factors affecting on Manpower Planning, Steps, Need & Importance, Forecasting Demand and Supply for HR, Sources of Information for HRP.	9
II	**Job Analysis & Job Design** Job Analysis – Concepts, Process, Uses, Job Description, Job Specification, Concept of Job Design, Essential Elements of Job Design, Techniques of Job Re - design	9
III	**Recruitment** Recruitment – Concept, factors affecting, process, methods, Sources, Recruitment practices in India	9
IV	**Selection** Selection – Process, Selection Tests, Testing Principles, Interview – Concept, Process, Types, Essentials of a good interview.	10
V	**Placement, Induction & Socialization** Placement – Concept, Process. Induction – Concept, Objectives, Contents, Phases, Making effective induction program. Socialization – Concept, Process	10

VI	**Internal Mobility and Separations** Promotion – Concept, Types, Purposes. Transfer – Concept, Need, Types. Demotion – Concept, Causes. Separations – Concept, Techniques.	5

Note: Case studies on relevant issues

Books:

1. Gary Dessler, Human Resources Management, Pearson Education.
2. K. Aswathappa, Human Resource Management-Text and Cases, Himalaya Publishing House.
3. S. S. Khanka, Human Resource Management – Text & Cases, S. Chand Publishing.
4. Seema Singh, Human Resource Management, Vikas Publication.
5. V. S. P. Rao, Human Resource Management – Text & Cases, Excel Books.
6. Balyan & Balyan, Modern Human Resource Management – Text & Cases, Himalaya Publishing House

MBCHR307 TRAINING AND DEVELOPMENT (Ver.1.1)

(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will be able to:

CO 1 **Understand**[1] perquisites of training and development.
CO 2 **Explain**[2] learning domains.
CO 3 **Determine**[2] the role played by various development programs.
CO 4 **Define**[1] role of development officers and **evaluate**[5] the effectiveness of training programs
CO 5 **Understand**[1] the various on the jobs and off the jobs training methods.
CO 6 **Appraise**[3] the principles of Career Management.

Syllabus(Theory)

Units	Description	Hours
I	**Introduction:** Need for Training and Development — Determining Training Needs – Potential Macro Needs – the Usefulness of Training – Development of Competency-Based Training Programs – Evaluation of Training Programs.	9
II	**Learning Objectives:** Learning Objectives and Training Need Assessment: Domains of Learning – Methods of Learning – Importance of Teaching Techniques – Instruction Technology – Instructor Behavior – Attention versus Involvement.	9
III	**Need for Development** Need for Development – Differences between Training and Development – Management Development Program – Career Development Program – Counseling Evaluation of Programs – Job Evaluation – Methods and Techniques.	9
IV	**Role of Development officers** Role of Development Officers – Administrators, Consultants, Designers	9

and Instructors –Usefulness of Training – Development of Competency-Based Training Programs – Evaluation of Training Programs

V Methods of Training:

Methods of Training – On the Job Training – Off the Job Training – Choosing Optimum Method – the Lecture – Field Trips – Panel Discussion – Behavior Modeling – Interactive Demonstrations – Brainstorming – Case Studies – Action Mazes, Incident Process, In-Baskets, Team Tasks, Buzz-Groups And Syndicates, Agenda Setting, Role-Plays-Reverse Role Plays, Rotational Role Plays, Finding Metaphors, Simulations, Business Games, Clinics, Critical Incidents, Fish Bowls, T-Groups, Data Gathering, Grouping Methods, Transactional Analysis, Exception Analysis. 10

VI Career Management

Career Planning and Management, Career Paths, Development, Approaches to Career Development, Role of HR in Career Management of Employees. 10

Note- Case Study based on applicable topics

BOOKS

1. B.Taylor & G.Lippitt: Management Development And Training Handbook.
2. William E.Blank, Handbook For Developing Competency Based Training Programmes, Prentice-Hall, New Jersey.
3. David A.DeCenzo & Stephen P.Robbins: Fundamentals of Human Resource Management.
4. Gary Dessler ,Human Resources Management, Pearson Education, 2017
5. K. Aswathappa, Human Resource Management, Text and Cases, Himalaya Publishing House. 2018.
6. Jean Barbazette, Training need assessment- Methods, tools and Techniques, Pfieffer Publications.
7. Raymond Noe and Amitabh Deo Kadwani., Employee training and Development, Tata Mc-Graw Hill Publications, 7E.
8. Sharon Bartram, Training Need analysis, SBG Associates.

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MBC309 INTERNSHIP PROJECT(Ver.1.1)

(Program Core, School of Management)

L	T	Pr.	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
-	-	-	6	Pr.(100)	PR	50	Min 40
					OE	50	

Every student has to undergo 30 days Summer Internship Program (SIP) in any industry/ organization/ Company etc. after the IV semester. The primary objective of the SIP is to enable students gain an exposure to industry and understand current and contemporary management practices. Every student will have a faculty guide from the Department and an industry guide where the student is doing the project.

During their stay with the company, students are required to gain an understanding of the company's history, details of its founders or shareholders, the nature of business, organisational structure, reporting relationships, working of the different management functions, key issues and concerns, and nature and types of customers through observation, discussion, and interaction with the company personnel. This list is only indicative, and not exhaustive.

Students should collect and gather as much as possible written materials, published data, and related matter. In the process of carrying out their SIP, students are required to identify an issue or problem or a given task or assignment or project or learning opportunity in the company etc. in an organization / industry that they can work on during the SIP course in the V semester. This should be discussed with their faculty guide before completing the SIP. It is expected that the SIP shall sensitize the students to the demands of the workplace.

At the end of the SIP, students are expected to submit a report copy to the company and a hard and soft (CD) copy of which will be submitted to Project Coordinator. The report should clearly indicate the sources from which information was obtained.

The report should be well documented and supported by:

Initial Pages

- Title page
- Copyright page/ Declaration
- Company Certificate (on company letter head, duly signed by authority person from the company with seal/stamp)
- School/University Certificate
- Faculty Guide Certificate
- Acknowledgements
- Table of Contents
    - List of Tables

- List of Graphs
- *List of Figures (where applicable)
- *List of Abbreviations (Nomenclature), Symbols, (where applicable)
- *List of Appendices (where applicable)

• Executive Summary

Body of Report (divided into various chapters)

1.Introduction to Study
1.1. Introduction
1.2. Objectives
1.3. Significance
2. Company Profile
1.1. Industry Profile
1.2. History of the Company
1.3. Details of Company
3. Conceptual Framework and Literature Review
4. Research Methodology
4.1. Data Collection
4.1.1. Primary data
4.1.2. Secondary data
4.2. Research Design
4.3. Sampling
4.4. Limitations of the Study
5. Data Analysis and Interpretation
6. Findings, Recommendations and Conclusion

• **Bibliography/Books and Webliography**
• **Appendices**
o Questionnaire
o Any other (if applicable)

INSTRUCTIONS FOR TYPING/PRINTING

*The project report should be strictly prepared according to the following guidelines.

- **Paper:** The size of the paper sheet should be A4
  Typing should be done on both the sides of the paper.
- **Font Type**: New Times Roman Size:12
- **Line Spacing**:
  Body of the text:1.5 lines;
  List of tables/graphs/charts/bibliography: Single Line
- **Alignment**:
  Title page: Centre Chapter heading:
  Centre Subheading: Left Body of Text:
  Justify
  Margins At the binding edge(Left) : not less than 3 cm
  Other margins (Right, Top, Bottom): not less than 2 cm.

- **Titles:**
  All titles and subtitles should be printed in BOLD.
  All the Tables/Graphs/Charts/ should have appropriate titles.
- **Numbering of the Tables/Graphs/Charts**:
  Tables/Graphs/Charts should be numbered. For eg. First Table/Graph/Chart in Fourth Chapter should be numbered as Table/Graph/Chart No 4.01 where first digit stands for Chapter No. and digits after (.) period stand for serial number of Table/Graph/Chart in that chapter. Same numbering system should be followed for other chapters. Tables/Graphs/Charts must be followed by proper explanation and analysis.
- **Pagination:**
  The title page should not carry any page number.
  For initial pages(i.e. from students declaration to Executive Summary) no numbers should be given.
  Report should contain main page numbers (i.e.1, 2…..) after Executive Summary.
  Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.
  Page numbers are to be given at the Centre of bottom of the page. Pages separating Chapters should not be numbered.
- **Binding of the report:** The project should be hard bound with golden embossing as per the standard format
- **Number of copies to be prepared**: 2 Hard copies and 1 soft copy.
- Before submission Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.
- Finalization of the Project Report Student should obtain clearance from their respective guide before final printing of the final project report.

MBC311. MOOC(Ver.1.0)

(Program Elective, School of Management)

L	T	Pr.	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
-	-	-	2	-	-	100	Min 40

MOOCs provide an affordable and flexible way to learn new skills, advance your career and deliver quality educational experiences at scale.

A massive open online course (MOOC) is an online course aimed at unlimited participation and open access via the web.

In addition to traditional course materials, such as filmed lectures, readings, and problem sets, many MOOCs provide interactive courses with user forums to support community interactions among students, professors, and teaching assistants (TAs), as well as immediate feedback to quick quizzes and assignments.

Student is required to complete one MOOC in their respective specialization in consultation with the respective faculty.

Note: In case of a student not being able to complete the MOOC, the School may conduct test on similar lines so that the student will not lose the credits.

VI SEMESTER

MBC 302 ENTREPRENEURSHIP DEVELOPMENT (Ver. 1.1)

(Program Core, School of Management)

L	T	P	Credit	Evaluation Scheme		
				Component	Wt %	Min Passing
3	1	-	4	FET	20	40%
				CAT I	15	
				CATII	15	
				ESE	50	40%

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[1] the importance of entrepreneurship as a tool for development, the basic concepts of entrepreneurship and it's role in Economic Development.

CO 2 **Develop**[6] capabilities and skills necessary to assume entrepreneurial activity.

CO 3 **Analyze**[5] the challenges and role of Small Scale Industries in economic development.

CO 4 **Demonstrate**[3] the ability to identify and evaluate business opportunities and trends

CO 5 **Design**[6] business plan.

CO 6 **Describe**[2]and distinguish[3] the Financial Sources for Startups and institutional support to entrepreneurship.

Syllabus (Theory)

Units	Description	Hours
I	**Introduction to Entrepreneur and Entrepreneurship:** Meaning of Entrepreneur, Entrepreneurial Traits, Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. Meaning of Entrepreneurship and Entrepreneurship Development, role of Entrepreneurship in Economic Development.	9
II	**Types of Entrepreneurs and Their Success Stories**: Type of Business; Personality Type; Entrepreneur and Stages of Development; Social Entrepreneur; Rural Entrepreneurs; Women Entrepreneurship and Others.	9
III	**Small Scale Enterprises**: Characteristics and Significance, Role in Economic Development, SSE in Indian Environment, Assistance for SSC, Sickness in SSC, Export potential of SSC	9
IV	**Business Opportunity Identification**: Entrepreneurial Decision Process, Sources of Business ideas, Methods of generating ideas, opportunity recognition, Select and screen a business idea.	9
V	**Preparing a Business Plan:** Meaning and significance of a business plan, components of a business plan, and feasibility study, Mistakes of	10

	Entrepreneurship and how to avoid them; Entrepreneurial Failure.	10
VI	**Institutional Support to Entrepreneurship:** Financial Sources for Startups, Role and Functions of: Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), Small Scale Industries Development Corporations (SSIDCs), Khadi and Village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI).	

BOOKS

1. Alpana Trehan, Entrepreneurship, Dreamtech Press, 2015
2. Marc Dollinger, Entrepreneurship: Strategies and Resources, 3/E -: Prentice Hall
3. Dr. S.S. Khanka, Entrepreneurship Development, S Chand & Company Pvt. Ltd. 2013
4. Kathleen R. Allen, Bringing New Technology to Market, Prentice Hall
5. Mary Coulter, Entrepreneurship in Action, 2/E, Prentice Hall

MBC304 CORPORATE GOVERNANCE (Ver 1.0)

(Program Core, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
3	1	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CATII	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will able to

CO 1 **Understand** [2] the importance of Business Ethics in Organization.
CO 2 **Define**[1]the significance of corporate governance.
CO 3 **Illustarte**[3]the Composition and relevance of the Board.
CO 4 **Analyze** [4]the special provisions for Enhancing corporate governance.
CO 5 **Evaluate**[5]the Impact of Whistle blowing.
CO 6 **Write**[6]appropriate solutions for the problems with respect to ethics in business, practices of good corporate governance and corporate social responsibility.

Syllabus (Theory)

Units	Description	Hours
I	**Business ethics**: Meaning of ethics, why ethical problems occur in business. Ethical principles in business. Workers and employee's rights and responsibilities, Profit maximization vs. social responsibility.	9
II	**Corporate governance** concept, Need to improve corporate governance standards, Features of good governance, sustainable corporate governance	9
III	**Role played by regulators** to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.	9
IV	**Relevance of The Board**–Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49. Directors and financial institutions in enhancing corporate governance.	9
V	**Enhancing corporate governance**- duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring	10

VI	**Case Study:** Case Study based on the importance of ethics in business, practices of good corporate governance and corporate social responsibility.	10

BOOKS

1. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.
2. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
3. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
4. A.C. Fernando: Business Ethics Pearson Education.
5. A.C. Fernando: Corporate Governance Pearson Education.

MBC306 E-BUSINESS (Ver. 1.0)
(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
2	-	-	2	Th(100)	FET	100	Min 40

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[1]concepts of E-Business.

CO 2 **Explain**[2]the working of EDI, E-CRM and E-SCM.

CO 3 **Apply**[3] knowledge in E Marketing.

CO 4 **Appraise**[5]the working of E-Commerce.

CO 5 **Make use of** [3]E-payment systems.

CO 6 **Analyse**[4]the security issues in E-Commerce

Syllabus (Theory)

Units	Description	Hours
I	**E-Business:** E-Business Vs the Traditional Business Mechanism, E-Business Framework Architecture, Forces Effecting E-Business, Requirements of E-Business, Functions of E-Business.	7
II	**E-Payment Systems:** Electronic Funds Transfer, Modern Payment Systems, Steps for Electronic Payment, Net Banking ,Concept of EDI, Advantages of EDI.	7
III	**E-Marketing**: Traditional Marketing V/s E-Marketing, Impact of Ecommerce on markets, Marketing issues in E-Marketing, Promoting your E-Business, Direct Marketing – One to One Marketing.	7
IV	**E-Security**: need for security and control, Threats to security, attacks, physical security and logical security, Protection Methods, Firewalls, cryptography, Security policy.	7

BOOKS

1. Nidhi Diwan, Introduction To E-Commerce, International Book House Pvt Ltd. (2010)
2. U S Pandey , Saurabh Shukla, Bajaj and Nag E-commerce And Mobile Commerce Technologies, S Chand Publishing; Second edition Jan 2007
3. Gaurav Gupta, Sarika Gupta, E-Commerce, Khanna Book Publishing, Second edition,2015

MARKETING SPECIALIZATION

MBCMKT308 BRAND MANAGEMENT (Ver. 1.0)
(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[1]concepts of brand in marketing.

CO 2 **Explan**[2]importance of brand communication in branding product or services.

CO 3 **Apply**[3] the different strategies to build the brand.

CO 4 **Recognize** [2]the importance of brand promotion.

CO 5 **Measure**[4] the brand performance by measuring brand loyalty.

CO 6 **Develop**[5]the strategies for product or services in global branding

Syllabus (Theory)

Units	Description	Hours
I	**Introduction to Brand**: Basic Understanding of Brand, Definition, Importance of Branding, Advantages and disadvantages of branding, Functions of Brand, Significance of Brand, Types of Brand.	9
II	**Brand Strategies:** Strategic Brand Management Process, Building A Strong Brand, Brand Knowledge, Brand awareness, Brand Portfolio, Brand Positioning, Establishing Brand Value, Brand Vision Brand Elements.	9
III	**Brand Communication :** Need for Brand Communication, Brand Image Building, Brand Loyalty, Brand Promotion Methods, Role of Brand Ambassador, Online Brand Promotion.	9
IV	**Brand Adoption and Extension:** Brand Adoption Practices, Need for brand Extension, Advantages of Brand Extension, Factor Influencing Brand Extension, Types of Brand Extension,	9

	Brand Rejuvenation, Re-Branding.	
V	**Brand Performance:** Measuring Brand Performance, Brand Equity Meaning And Brand Equity Management, Measuring Brand Equity, Brand Valuation, Brand Audit, Role of Brand Manager Branding For Global Market, Banding challenges and opportunities.	10
VI	**Case Study:** Importance of Branding, Effective Brand Communication, Brand Loyalty, Factor Influencing on Brand, Brand Positioning.	10

BOOKS

1. Kevin Land Keller, Strategic Brand Management, Pearson 4th edition, 2013.
2. Kepferer J.N., Strategic Brand Management,4th edition Kogen press,2008
3. Moorthi YLR, Brand Management, Vikas Publishing, 2001
4. Aker and David, Building Strong Brand 1995

MBCMKT310 MARKETING COMMUNICATION (**Ver** 1.0)
(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[1] basics of advertisement.

CO 2 **Explain**[2] the elements of Marketing communication.

CO 3 **Select**[3] appropriate advertisement tool for promotion of product or services.

CO 4 **Apply**[3] sales promotion techniques.

CO 5 **Measure**[4] sales promotion technique and its impact on sales.

CO 6 **Develop**[5] the public strategies to improve the customers loyalty

Syllabus (Theory)

Units	Description	Hours
I	**Introduction to Marketing Communication:** Meaning, Evolution of Marketing Communication, Reasons for Growth and Features. Role of Marketing Communication in Marketing, Communication Process, Traditional and Modern process, Communication Objectives, DAGMAR.	9
II	**Elements of Marketing Communication:** Advertising – Concept, Advantages and Disadvantages. Sales Promotion – Concept, Advantages and Disadvantages. Public Relation and Publicity – Concept, Advantages and Disadvantages. Direct Marketing – Concept, Advantages and Disadvantages. Personal Selling – Concept, Advantages and Disadvantages. International Marketing Communication – Concept and obstacles.	9
III	**Introduction to Advertisement**: Objective, Principles and Function of Advertisement, Setting Advertisement Objective, Advertisement Agency- Selection and Remuneration, Advertisement Campaigns.	9

IV	**Advertisement Media:** Media Plan – Type and Choice, reach and frequency of advertisement, cost of advertisement, message development, different types of advertisement, advertisement Production – Print, Radio, Television and Web advertisement. Measuring the impact of advertisement.	9
V	**Sales Promotion**: Objectives of Sales Promotion, Sales Promotion Techniques, Developing Sales Promotion Campaigns, Involvement of Salesman and Dealers, National And International Sales Promotion Strategies.	10
VI	**Public Relations and Publicity:** **Public Relations:** Objectives and scope of Public relation, Process of Maintaining public relation. **Publicity:** Objective and Importance of Publicity, Types of Publicity, Publicity tools, Public Relation and Publicity.	10

***Note – Case study on applicable topics.**

BOOKS:

1. Gorge Belch and Michel Belch, Advertising and Promotion, Tata McGraw Hills,2010
2. S.H. Kazmi and Satish Batra , Advertising and Sales Promotion, New Delhi, 2001
3. Kenneth Clow Integrated Advertisement Promotion and Marketing communication, Prentice hall, New Delhi,2003
4. Wells, Moriarty and Burnett, Advertising Principles and Practices, Pearsons, 2007.

MBCMKT312 RETAIL MANAGEMENT (Ver. 1.0)
(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	WT	Pass	
4		-	4	Th(100)	FET	20	Min 40	Min 40
					CAT I	15		
					CAT II	15		
					ESE	50	Min 40	

Course Outcomes: At the end of this course students will able to

CO 1 **Explain**[2] the Concept of retailing
CO 2 **Discuss**[2] the business models in retailing
CO 3 **List**[3] types of consumer decision making
CO 4 **Analyze**[4]Market Segmentation and Strategies
CO 5 **Evaluate** [5]Steps involved in choosing a retail locations
CO 6 **Evaluate** [5]Modern retail formats

Syllabus (Theory)

Units	Description	Hours
I	**Introduction to Retailing**: Concept of Retailing, Retailer's Role in a Distributional Channel, Functions Performed By Retailers, Retail Formats And Types, Retailing Channels, Importance Of Retailing.	9
II	**Retail Industry in India**: Changing Trends in Retailing, Business Models in Retail, Theories of Retail Development, Retail Consumer, Retail Marketing Mix.	9
III	**Understanding the Retail Consumer:** Retail Consumer Behavior, Factors Influencing the Retail Consumer, Customer Decision Making Process, Types of Decision Making, Market Research for Understanding Retail Consume.	9
IV	**Retail Market Segmentation and Strategies**: Market Segmentation and its Benefits, Kinds of Markets, Definition of Retail Strategy, Retail Value Chain.	9
V	**Retail Location Selection**: Importance of Retail Locations, Types of Retail Locations, Factors Determining the Location Decision, Steps Involved in Choosing a Retail Locations, Measurement of Success of Location, Meaning of Merchandising, Factors Influencing	10

Merchandising.

VI	**Emerging Trends in Retailing**: Changing Nature of Retailing, Organized Retailing, Modern Retail Formats, E-Tailing, Challenges Faced by the Retail Sector.	10

BOOKS

1. A Sivakumar, Retail Marketing, Excel Books New Delhi
2. Suja Nair, Retail Management, Himalaya Publishing House Mumbai
3. Swapna Pradhan, Retailing Management 'Tata McGraw- Hill Publishing Company
4. David Gilbert, Retail Marketing Management, Pearson Education

FINANCE SPECIALIZATION

MBCFIN308 INTERNATIONAL FINANCE (Ver. 1.0)

(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	WT	Pass	
4		-	4	Th(100)	FET	20	Min 40	Min 40
					CAT I	15		
					CAT II	15		
					ESE	50	Min 40	

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[2] the role of International Finance Manager..
CO 2 **Discuss**[2] the different components of balance of payment and its principles.
CO 3 **List**[3] different regulatory framework for international finance.
CO 4 **Analyze**[4]Forex Markets.
CO 5 **Evaluate** [5] the risk prevailing in international finance.
CO 6 **Evaluate** [5] different exchange rate computations.

Syllabus (Theory)

Units	Description	Hours
I	**Introduction:** International Trade, its Importance, Nature, Definition and Role of International Finance Manager	9
II	**Balance Of Payment :** Meaning of BOP, Components of BOP, Importance of BOP, Meaning of Deficit and Surplus, Equilibrium, Disequilibrium and Adjustments, Methods Of Correcting Disequilibrium, Accounting Principles In BOP.	9
III	**Regulatory Framework Of International Finance** Indian Perspective-FEMA, Foreign Trade Policy, Role Of RBI, Rupee Convertibility, EOU/STPI, SEZ, EPZ; International Perspective-Federal Bank, European Central Bank, ICC Guidelines.	9
IV	**Forex Markets** Definition of Foreign Currency and Foreign Transactions- Trade and Non-Trade; Forex Markets- Spot Forward, Future Options and Swaps; Role of Participants of Forex Market; Exchange Rate Determination; Impact of Euro Currency, Chinese Yuan, Japanese Yen and US Dollar.	9

V	**Forex Risk Management** Risk Definition and Measurement; Hedging Tools and Techniques- Internal and External.	10
VI	**Numerical Problems will be Based on Unit-IV And V**: - Exchange Rate Computations, Cross Rate, Arbitrage of Currency Transactions, Forward, Futures, Hedging.	10

BOOKS

1. Rajwade A. V., Foreign Exchange, International Finance and Risk Management, Fifth Edn, Shroff Publishers & Distributers Private Limited - Mumbai (2014)
2. P.G. Apte, International Financial Management, McGraw-Hill Education, 2010
3. Shapior Alan C, International Finance, Wiley (2016)
4. D.M. Mithani, International Economics, Himalaya Publishing House, 2016
5. Adrian Buckley, Essence of International Money, Prentice Hall, 1996
6. S.D. Balaand Pattabhai Ram, Strategic Financial Management, Snow White Publication (2017).
7. V. K. Sharan, International Financial Management, PHI; Sixth edition, 30 October 2012

MBCFIN310 FINANCIAL DECISION MAKING (Ver. 1.0)
(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	WT	Pass	
4		-	4	Th(100)	FET	20	Min 40	Min 40
					CAT I	15		
					CAT II	15		
					ESE	50	Min 40	

Course Outcomes: At the end of this course students will able to

CO 1 **Analyse**[4] the investment alternatives for investment in Machineries, Insurance Policy, Bond and Pricing of a Product
CO 2 **Prepare**[3] Cash Flow Statement as per Accounting Standard
CO 3 **Prepare**[3] Fund Flow Statement
CO 4 **Apply**[3] techniques of Financial Management to other functional department of an organization
CO 5 **Understand**[2] ethical issues in Financial Management
CO 6 **Apply**[3] knowledge to solve the case studies.

Syllabus (Theory)

Units	Description	Hours
I	**Appraisal of Project or a Product:** Use of DCF method in Decision making like Selection of Machine, Selection of Keyman Insurance Policy, Pricing of a Product, Selection of a Bond and Deciding the Lease Rent.	9
II	**Preparation and Analysis of Cash Flow** Classification of Activities, Preparation of Cash Flow as per Accounting Standard Analysis of Cash Flow: 1. Interest Coverage Ratio. 2. Debt Coverage Ratio 3. Ratio of Dividend to Operating Cash Flow 4. Earning Cash Flow Ratio 5. Ratio of Depreciation to Cash Flow for New Assets 6. Rate of Dependence of Capital Investment on Internal Fund. 7. Rate of Dependence on External Fund 8. Cash Return on Total Assets 9. Cash Return on Net Worth 10. Cash Flow Per Share	9
III	**Preparation of Fund Flow Statement:** Introduction, Meaning and Definition, Meaning of 'Fund' and 'Flow', Classification of Fund Flow, Preparation of Fund Flow Statement Essential Sources and Application of Funds, Significance of Fund Flow Statement, Limitations of Fund Flow Statement	9

IV	**Financial Aspects of Other Functional Departments** Calculation of Labour Cost along with Overheads, Calculation of Wage Rate; Calculation of Economic Order Quantity; Product Pricing Charging in IT Services	9
V	**Ethical Aspects of Financial Management:** Ethical and Unethical Practices in Financial Management, Ethical and Economic Combinations, Ethical Ratios for Top Management, Supervisor sand Workers Entrepreneurship and Ethical Financial Management, Accounting Disclosures for Ethical Financial Management.	10
VI	Case Study on all above topics.	10

BOOKS

1. Pathak Bharati (2014), Indian Financial System, Dorling Kindersley India Pvt. Ltd. Licensees of Pearson Education in South Asia, New Delhi.
2. Jakhotiya Girish- Strategic financial Management Vikas Publishing House, 2nd Edition ,New Delhi,2012

MBCFIN312 Investment Management (Ver. 1.0)

(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	WT	Pass	
4		-	4	Th(100)	FET	20	Min 40	Min 40
					CAT I	15		
					CAT II	15		
					ESE	50	Min 40	

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[2] the different Investment Avenues
CO 2 **Explain**[2] the security and money market instruments
CO 3 **Apply**[3] technique of fundamental analysis for investment decision
CO 4 **Apply**[3] technique of Technical analysis for investment decision in security market.
CO 5 **Analyze**[4]the optimal portfolio by using statistical measures.
CO 6 **Determine**[5]asset prices with the help of various theories of market efficiency

Syllabus (Theory)

Units	Description	Hours
I	**Investment**: Basics of Investment – Investment, Speculation and Gambling, Investment Categories, Investment avenues, Non-marketable Financial Assets	9
II	**Security Market and Money Market Instruments:** Bond/Debentures, Equity Shares, Schemes of LIC, Mutual Funds, Money Market Instruments for Investments.	9
III	**Fundamental Analysis:** Economic Analysis, Significance and Interpretation of the Economic Indicators, Industry Analysis, Industry Growth Cycle, Company analysis, Accounting Policies, Profitability, Dividend Policy.	9
IV	**Technical Analysis:** Technical Tools, The Dow Theory, Primary Trend, The secondary Trend, Minor Trends, Support and Resistance Level, Indicators, Odd Lot Trading, Moving Average, Rate of Change, Charts, Technical Indicators, Charting Techniques, Efficient Market Theory, Weak, Semi Strong, Strong Form, Random-Walk Theory.	9
V	**Portfolio Analysis**: Portfolio and Single Asset Returns and Risk, Mean **Variance Criterion:** Covariance, Portfolio Markowitz Model, Risk and	

	Return with Multiple Asset, Correlation, Sharpe's Optimal Portfolio, Construction of the Optimal Portfolio .	10
VI	**Numerical Problems** on Unit IV and Investment Management Case Study on Remaining Topic	10

BOOKS

1. Avadhani, Va 2008, Securities Analysis and Portfolio Management, 9/e, Himalaya Publishing House.
2. Bhalla V K, Investment Management: Security Analysis and Portfolio Management, S Chand, New Delhi, 2009
3. Chandra, P, Investment Analysis and Portfolio Management, 3/e, Tata McGraw Hill.
4. Fischer, De and Jordan, Rj, Securities Analysis and Portfolio Management, 6/e, Pearson Education
5. Gnanasekaran, E, Securities Analysis and Portfolio Management, 1/e, Lakshmi Publications, 2009.
6. Prasanna Chandra, Portfolio Management, Tata McGraw Hill, New Delhi, 2008
7. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publications Pvt. Ltd, New Delhi. 2001.

INTERNATIONAL BUSINESS SPECIALISATION

MBCIB308. INTERNATIONAL INSTITUTIONS AND TRADE ORGANIZATIONS

(Ver. 1.0)

(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	WT	Pass	
4		-	4	Th(100)	FET	20	Min 40	Min 40
					CAT I	15		
					CAT II	15		
					ESE	50	Min 40	

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[2] the International Business Environment factors.
CO 2 **Discuss**[2] the role and functions of GATT and WTO.
CO 3 **Discuss**[2] the role and functions of IMF
CO 4 **Identify**[1] various International Financial Institutions.
CO 5 **Understand**[2] the Functions and Objectives of UNCTAD.
CO 6 **Analyze**[4] the Case studies on relevant topics

Syllabus (Theory)

Units	Description	Hours
I	**International Business Environment**- Trend in World Trade and Economic Growth, Entry Strategies.	9
II	**World Trade Organization**: Introduction, Background, Functions and Objectives, GATT: Difference between GATT and WTO, General Agreement on Trade in Services (GATS); Dispute Settlement Mechanism, Most Favoured Nation (MFN), Provision for Developing Country	9
III	**International Monetary Fund**: Introduction, Background, Functions and Objectives, Quota, SDR's, Lender of Last Resort.	9
IV	**World Bank**: : Introduction, Background, Functions and Objectives, International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), Multilateral Investment Guarantee Agency (MIGA), International Finance Corporation (IFC)	9
V	**United Nations Conference on Trade and Development (UNCTAD):** Introduction, Background, Functions and Objectives, Theme- Technology and Innovation, Special Focus Areas, ICT and e-Commerce; UNCTAD and	10

International Chamber of Commerce (ICC), International Labour Organization (ILO)

VI	**Case Study**: Related to relevant topics from unit 1-V	10

BOOKS

1. Adhikary, Manab, Global Business Management, Macmillan, New Delhi, 2000.
2. Bhattacharya. B, Going International Response Strategies for Indian Sector, Wheeler Publishing Co, New Delhi.
3. Black and Sundaram, International Business Environment, Prentice Hall of India, NewDelhi.
4. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi.
5. Ian Brooks, Jamie Weatherston, Graham Wilkinson, The International Business Environment, Financial Times Prentice Hall, 2004.
6. Leslie Hamilton, Philip Webster, The International Business Environment, OUP Oxford, 2012.

MBCIB310 INTERNATIONAL BUSINESS- OPPORTUNITIES AND RISKS (Ver1.0)

(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	WT	Pass	
4		-	4	Th(100)	FET	20	Min 40	Min 40
					CAT I	15		
					CAT II	15		
					ESE	50	Min 40	

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[2] rising trends for outgrowth of International Businesses
CO 2 **Analyze**[4] various Opportunities in International Business
CO 3 **Understand**[2] and **Apply**[3] Opportunity Management planning and process in International Business
CO 4 **Understand**[2] major challenges obstructing growth of International Businesses
CO 5 **Analyze**[4] various Risks in International Business
CO 6 **Understand**[2] and **Apply**[3] Risk Management planning and process in International Business

Syllabus (Theory)

Units	Description	Hours
I	**Emerging Trends in International Business** Clean Technology- Cleantech Export, IT and International business, Telecommunication, Crowd-Funded Projects, Remote Workforce, Outsourcing Administration, Augmented Reality (AR) and Virtual Reality (VR)	9
II	**Opportunities in International Business** International Linkages, Strategy Formulation and Implementation, Technology Transfer, Knowledge Transfer, Negotiations and Decision-Making, International Human Resource Management, Managing Cross-Boundary Projects	9
III	**Opportunity Management in International Business** Exploitation of Opportunities- Introduction and Planning, Opportunities Identification, Quantitative and Qualitative Opportunities Analysis, Opportunity Response planning, Opportunity Monitor and Control, Documentation and Opportunity Register	9

IV	**Challenges in International Business** International Company Structure, Foreign Laws and Regulations, International Accounting, Global Pricing Strategy, Universal Payment Methods, Communication Difficulties and Cultural Differences, Supply Chain Complexity, Worldwide Environmental Issues	9
V	**Risks in International Business** Risk Breakdown Structure in International business, International business decisions Risks, Economic risks- Foreign Exchange Risk and Credit Risk, Cross-cultural risks, Political Risk, Intellectual Property Risk, Shipping Risks Ethics Risk, Country Risk, Trade Risks, Regulatory Risk, , Socio-Cultural Risks, Technological Risks, Legal Risks, Weak Economies	10
VI	**Risk Management in International Business** Managing Risks- Introduction and Planning, Risk Identification- RBS, Tools and Techniques, Quantitative and Qualitative Risk Analysis-Probability and Impact Matrix, Risk Response Planning-Strategies, Risk Monitor and Control-Contingency Reserve, Corresponding Templates, Documentation and Risk Register, Risk Tracking and Updating	10

BOOKS

1. Vesna Sedoglavich (ed.), (2017), International Strategic Management, North Ryde: McGraw Hill Custom Publishing
2. Choi, J. J., and Powers, M. R. (2014). Global Risk Management: Financial, Operational, and Insurance Strategies. US: Emerald Group Publishing Limited.
3. Daniels, J. D., Radebaugh L. H., and Sullivan, D. P. (2011). International Business: Environments and Operations, 10th Edition Ed. New York: Prentice Hall.
4. Dunung S. P., and Carpenter, M. A. (2011). International Business: Opportunities and Challenges in a Flattening World. New York: Irvington, N.Y.: Flat World Knowledge.
5. Yilmaz A. K. and Flouris T. (2017). Corporate Risk Management for International Business. Singapore: Springer Singapore.

MBCIB312. CROSS CULTURAL MANAGEMENT (Ver. 1.0)
(Program Elective, School of Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Min. Pass
4	-	-	4	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[2] the concept of Cross Culture.
CO 2 **Explain**[2] the significance of Communication in Cross Culture Environment.
CO 3 **Identify**[1]the Negotiation and Decision Making Processes.
CO 4 **Understand**[2] the impact of Change on Organizational Culture.
CO 5 **Compare**[4] various Leadership styles used in International Organizations.
CO 6 **Analyze**[4] the impact of cross culture on Human Resource Management.

Units	Description	Hours
I	**Introduction -** Concept Of Culture for a Business Context; Brief Wrap Up of Organizational Culture and Its Dimensions; Cultural Background of Business Stakeholders [Managers, Employees, Shareholders, Suppliers, Customers And Others] – An Analytical Frame Work.	9
II	**Culture and Communication -**Elements and Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC and High Performance Winning Teams and Cultures; Culture Implications for Team Building**,** Cross-cultural Communication Failures, The Cross-Cultural Communication Process, Verbal Language, Codes and Convention, Non-Verbal Communication	9
III	**Negotiation and Decision Making** - Process of Negotiation and Needed Skills and Knowledge Base – Over view with Two Illustrations from Multi Cultural Contexts [for example India – Europe/ India – US settings]	9
IV	**Corporate Culture** - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of Ongoing Improvement	9

V	**Different Conceptions of Leadership** - Leadership in an International Context- Requirements for Global Leadership, Functions of Global Leaders, Role of Values in Global Leadership, Leading Cross Cultural Teams. Leadership Styles to Manage Cross Culture Teams.	10
VI	**Global Human Resources Management** - Staffing and Training for Global Operations – Expatriate Motivating and Leading; Developing the Values and Behaviors Necessary to Build High-Performance Organization– Retention Strategies.	10

BOOKS

1. Cashby Franklin, Revitalize Your Corporate Culture: Phi, Delhi
2. Deresky Helen, International Management: Managing Across Borders and Cultures, Phi, Delhi.
3. David C. Thomas, Mark F. Peterson, Cross-Cultural Management: Essential Concepts, 3/e, SAGE Publications, 2014.
4. Taran Patel, Cross-Cultural Management: A Transactional Approach, Routledge, 2013.
5. Esenn Dr Larry, Rchildress John, The Secret Of A Winning Culture: Phi, Delhi

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

MBCHR308 COMPENSATION MANAGEMENT

(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	WT	Pass	
4		-	4	Th(100)	FET	20	Min 40	Min 40
					CAT I	15		
					CAT II	15		
					ESE	50	Min 40	

Course Outcomes: At the end of this course students will able to

CO 1 **Explain**[2] the concept of Wage and compensation management.
CO 2 **Discuss**[2] the process of wage fixation process along with job evaluation.
CO 3 **Apply** [3] the compensation policy and building sound compensation system.
CO 4 **Analyze**[4] different types of incentives and fringe benefits.
CO 5 **Evaluate** [5] the new trends and issues in compensation management.
CO 6 **Determine** [5] the importance of strategic management in compensation.

Syllabus (Theory)

Units	Description	Hours
I	**Introduction to Compensation** Introduction to Wages, Concept of Wages, Wage Theories, Concept of Compensation, Components of Compensation, Factors affecting on Compensation	9
II	**Job Evaluation and Wage Fixation** Meaning, Objectives, Principles, Procedure, Methods of Job Evaluation, Wage Determination Process, Wage Survey, Wage Differentials, Components of Pay Structures In India	9
III	**Corporate Compensation Policy** Corporate Compensation Policy and Community Concerns, Strategy of Wage Increases, Rationality and Hygiene Factors, Internal Equity, External Equity	9
IV	**Incentives and Benefits** Concept of Incentives, Types of Incentives, Introduction to Fringe Benefits, Types of Fringe Benefits	9
		10

V	**Issues and Current Trends** Broad-banding, Pay for Knowledge, Skill and Competency, Pay for Performance, International Compensation, Wage Legislation	
VI	**Strategic Compensation Management** Introduction, Compensation Design and Strategy, Strategic Compensation Design, Strategic Compensation Policies, Legal and Taxation Issues on Employee Compensation	10

BOOKS

1. Human Resource Management, by L.M Prasad, Sultan Chand and Sons.
2. Personnel and Human Resource Management, by P. Subba Rao, Himalaya Publishing House.
3. Human Resource Management, by K. Aswathappa, Tata McGraw Hill Publishing Company Ltd.
4. Bhawdeepsingh and Prem Kumar-Current Trends in HRD: Challenges and Strategies in a changing scenario
5. Dewakar Goel, Performance Appraisal and Compensation Management, PHI Learning, New Delhi.
6. Richard.I. Henderson, Compensation Management in a Knowledge Based World, Prentice Hall India, New Delhi

MBCHR310 INDUSTRIAL RELATIONS (Ver.1.0)
(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	30	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[2] the nature of industrial relations.
CO 2 **Examine**[4] the role of trade unions in maintaining industrial relations.
CO 3 **Apply**[3] the essential knowledge of industrial relations in maintaining discipline and grievance handling
CO 4 **Appraise**[5] collective bargaining as a tool to redress industrial disputes.
CO 5 **Understand**[2] the welfare provisions to be provided to the employees
CO 6 **Analyse**[5] the need and importance of worker's participation in Management.

Syllabus (Theory)

Units	Description	Hours
I	**Industrial Relations** Definition Objectives, Evolution of IR, Importance of IR, Participants in IR – Aspects Of IR –Industrial Relations Strategy – Requirements of Successful Industrial Relations Program.	9
II	**Trade Unionism**: Trade Union: Origin And Growth, Concept, Objectives, Functions; Problems Of Trade Unions. Industrial Disputes: Impact, Causes, Strikes, Prevention, Industrial Peace, Government Machinery, Conciliation, Arbitration, Adjudication.	9
III	**Discipline and Grievance** Meaning and Features of Discipline, Aims, Objectives, Types of Discipline, Acts of Indiscipline, Principles of Maintaining Discipline, Disciplinary Action Code of Discipline- Meaning, Definition and Nature of Grievance- Causes of Grievance- Grievance Redressal Procedure.	9
IV	**Collective Bargaining** Concept and Features of Collective Bargaining, Essentials Conditions of Successful Bargaining, Emerging Issues in Collective Bargaining, Process of	9

Collective Bargaining.

V	**The Factories Act, 1948** Introduction, Objectives, Provisions Related to Working Conditions, Labour Welfare, Health and Safety.	10
VI	**Workers Participation in Management**. Definitions, Objectives, Importance, Pre-Requisites for Effective Participation, Levels of Participation, Methods or Forms of Workers Participation. Workers Participation in Management Practices in India.	10

BOOKS

1. 1.Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books
3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd.
4. SubbaRao, Essentials of Human Resource Management and Industrial relations (Text and Cases), Himalaya Publications, 2007.
5. Padhi P.K., Industrial Laws, PHI, 2008.

MBCHR312 PERFORMANCE MANAGEMENT (Ver. 1.0)
(Program Elective, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
4	-	-	4	Th(100)	FET	30	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	Min 40

Course Outcomes: At the end of this course students will able to

CO 1 **Understand**[1] Performance Management system to be used by Organizations.

CO 2 **Apply**[3] different theories of Performance Management.

CO 3 **Explain**[2]the purpose and dimensions of Performance Management.

CO 4 **Apply 3** the cycle of Performance Management.

CO 5 **Develop**[4]the plan and evaluate the Performance Management planning process

CO 6 **Develop**[4]the documentation of Performance Management

Syllabus (Theory)

Units	Description	Hours
I	**Introduction to Performance Management:** Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes.	7
II	**Theoretical Framework of Performance Management:** Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organizational Justice Theory and its Application in Performance Management	7
III	**An Overview of Performance Management:** Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management.	7

IV	**Process of Performance Management:** Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process.	7
V	**Performance Management Planning and Development:** Introduction, Performance Management Planning, steps of PMPD, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process	7
VI	**Mechanics of Performance Management Planning and Documentation**: The Need for Structure and Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of PM Document	7

BOOKS

1. Gary Dessler ,Human Resources Management, Pearson Education, 2017
2. K. Aswathappa, Human Resource Management, Text and Cases, Himalaya Publishing House. 2018.
3. Jean Barbazette, Training Need Assessment- Methods, Tools and Techniques, Pfieffer Publications.
4. Raymond Noe and Amitabh Deo Kadwani., Employee Training and Development, Tata Mc-Graw Hill Publications, 7E.
5. Sharon Bartram, Training Need Analysis, SBG Associates.