



MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University under section 3 of the UGC Act, 1956)

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

CENTRE FOR DISTANCE AND ONLINE EDUCATION

CURRICULUM

AND

SCHEME OF EXAMINATION

(MASTER'S OF BUSINESS ADMINISTRATION)

(ONLINE DEGREE PROGRAMME)

BATCH: 2024 and ONWARDS as per NEP 2020

PREAMBLE

The online MBA is a two year program that is designed in a manner so as to train students towards taking up challenging managerial roles. In other words, the online MBA program equips students with the subject based and lifelong skills which are required to be successful in the fast moving business environment. The program (to be conducted in Online Mode) aims at helping the learners acquire the following skills that would help them in their career advancement and for taking up managerial positions.

Domain Knowledge and Application - Develop a deep understanding of the business environment and evolving concepts of management, as well as their business, economic, and social impacts.

Analytical Skills - Develop new thinking and insights into seeking information and analyzing it for taking better decisions.

Strategic orientation -Gain a competitive edge in designing solutions for the dynamic business environment

Team leadership-Be able to work with and manage diverse groups of people to become future leaders and executives.

Professional Ethics and Environmental Concerns: Be well informed, ethical and committed corporate citizens contributing to the industry and community at large.

Innovation and Entrepreneurship: Acquire entrepreneurial capabilities for ushering in positive change in their own ventures or for their employer organization.

Graduates of this program will be equipped to take up a range of positions in public or private sector organizations, both nationally and internationally, to contribute to nation building through entrepreneurial ventures and to work effectively with a team.

The program would be suitable for anyone considering a career in General Management and Administration, People Management and Human Resources, Marketing and Branding, Financial Management, International Business Operations, Healthcare Management and other allied areas of management

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MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES

(Deemed to be University under section 3 of the UGC Act1956)

Centre for Distance and Online Education

VISION

Through online education, Manav Rachna stands tall to bring the most efficacious environment for providing higher quality academic and research oriented education to the aspirants. Manav Rachna Online Education facilitate the goal of increasing access to enduring learning prospects to students and providing opportunities to make efficient use of scarce resources in light of the new economic realities of higher education.

MISSION

To provide an exclusive learning environment to students with flexible and meticulous online learning opportunities that will guide students to acquire the knowledge and skills as per the requirements of society at large. The aim of Manav Rachna Online Education is:

- To develop emerging skills through online learning methodologies to pursue their Academic and Professional goals.
- To impart profound knowledge and understanding of conceptual aspects of multidisciplinary learning.

ABOUT THE DEPARTMENT

The ultimate touchstone of quality education is the quality culture permeating in any education Institution. In today's world of digitization, technical education stands at the crossroads of keeping pace with the emerging needs of humankind along with fast changing trends in governance and scientific development. The global transformation, trend of learning by doing, relevance to people and nation development – Manav Rachna International Institute of Research and Studies is the right place to gear up with a world class competitive edge. We are trusted to nurture juvenile minds and prepare them to deal with challenges of their future endeavors. Continuing the Legacy of our Founder Dr. O.P Bhalla, Manav Rachna has launched "Manav Rachna Centre for Distance and Online Education" to provide quality programmes to those students who are not able to draw benefits from conventional systems of Education. Seven programmes in different streams namely Computer Applications, Management, Commerce, Business Administration and Economics will be offered by University in online mode with specialization in different domains. In Today's opportunistic world specialized education is essential for successful professional life.

Manav Rachna Centre for Distance and Online Education has collaboration with prominent industry partners to provide global career opportunities to the students and prepare the students to acquire the increased technology intensive needs of today. In addition, Manav Rachna Centre for Distance and Online Education provides a multidisciplinary approach for the students to shape their career inside and outside their domain of education and to meet the evolving needs of the society. The commitment of multidisciplinary education is to broaden the participation of students in higher education and leads to a more diverse community. In a multidisciplinary approach, students are inspired to select diverged courses from different disciplines to expand their knowledge, discover themselves through creative thinking and learn the skills of collaboration. The online programmes will help the students to achieve an academic degree along with flexibility and relaxation. These online programs hold equal academic value to as on-campus degree and help students in developing themselves into an industry ready as equivalent to a conventional degree. Students can perfectly reshape their career and future through impeccably designed online programmes. The renowned faculty, cutting-edge advanced curriculum, technology driven and a remarkable content delivery will be helpful in the successfully implementation of online program

Program Educational Objectives (PEO's) of the MBA Program – These are broad statements that describe the career and professional accomplishments that the program is preparing graduates to achieve:

Program Educational Objectives	The graduating student is expected to.....
PEO 1	Have an integrated knowledge of the various disciplines of management
PEO 2	Acquire and be equipped with skills in the application of management theory and practice for real life problem solving in an increasing complex and dynamic business world
PEO 3	Be well informed, ethical and committed corporate citizens contributing to the industry and community at large
PEO 4	Acquire entrepreneurial capabilities for their own ventures or for their employer organization

Program Outcomes (PO's) of the MBA Program– These are statements that describe what learners will know and be able to do when they graduate from the program. The intended outcomes are aligned with the educational objectives and are listed below

Program Outcomes	By the end of the program graduating students should
PO 1	Imbibe an integrated knowledge of the various domain areas and disciplines of management
PO 2	Acquire and be equipped with skills in the application of management theory and practice for real life problem solving in an increasing complex and dynamic businessworld
PO 3	Acquire entrepreneurial capabilities for their own ventures or for their employer organization
PO 4	Identify and analyze economic, multicultural, national and international issues in the global business environment
PO 5	Be well informed, ethical and committed corporate citizens contributing to the industryand community atlarge

Mapping Program Educational Objectives to Program Outcomes

PEO's	Program Outcomes (PO's)				
	PO1	PO2	PO3	PO4	PO5
PEO1	3	3	2	3	
PEO2	3	3	3		
PEO3					3
PEO4			3	3	

Semester System and Choice Based Credit System (CBCS)

Credit based system of study and student's performance/progress is measured by the number of credits that he/she has earned, i.e. completed satisfactorily. Based on the course credits and grade obtained by the student, grade point average is calculated

(a) Course credits assignment

Each course has a certain number of credits assigned to it depending upon its duration in a week.

(b) Earning of credits

At the end of every course, a letter "Grade" shall be awarded in each course for which a student has registered. On obtaining a minimum Pass Grade, student shall accumulate the course credits as Earned Credits. A student's performance shall be measured by the number of credits that he/she has earned and by the weighted grade point average. Grades obtained in the audit courses shall not be counted for computation of grade point average, however shall be mandatory to pass as a partial fulfillment of award of degree.

For Award of Degree of a program- MBA, he/she has to earn minimum credits during the 2 year duration of the program in 4 semesters.

The total credits required to be earned have been further classified under two baskets of courses: "Compulsory Courses Basket", and "Elective Courses Basket". **The total 102 credits required to be earned 92 under "Compulsory Courses Basket" and 10 credits under "Elective Courses Basket" / Open Electives.**

All courses under "Compulsory Courses Basket" and "Elective Courses Basket" are required to be qualified and cleared/pass by each and every students enrolled under the program and are semester-wise listed in the study scheme along with credits assigned to each course.

Under Elective Courses Basket, there will be three types of courses:

- Semester-wise courses offered by the department itself
- Open/Inter-disciplinary courses offered at the Institute/University level notified from the office of Dean-Academics.
- Massive Open Online Courses (MOOCs) available on platform as recommended by UGC/AICTE and notified from the office of Dean-Academics.

Each course shall have credits assigned to it. Student shall be required to register courses every semester for as many courses/credits specified under "Elective Courses Basket" depending upon his/her interest, capability/pace of learning and availability of time slot (without any clash in time table) so as to earn all required total credits under the "Elective Courses Basket" during the entire program duration.

Study Scheme

Programme : MBA Online Degree Programme

Programme brief- The MBA programme is spread over four semesters of 16-18 weeks each. The courses covered in the first two semesters are designed to give an insight into the various functional areas of management, enhance communication skills and decision making ability. In the second year, the students shall take elective / optional courses to specialize in a maximum of two functional areas. All elective packages, however, may not be offered, as this would be determined by the number (s) of students showing interest in specializing in different areas.

All courses are guided by course outcomes (CO) statements, indicating the knowledge, skills and attitudes which students should develop through the course. Each CO statement is mapped to the attainment of the program outcomes (PO). The degree of mapping between CO and PO statements is symbolized by the following:

3 = strong mapping

2= medium mapping

1= weak mapping

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Center for Distance and Online Education							
MASTER OF BUSINESS ADMINISTRATION (DUAL)							
SEMESTER- I							
Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Continuous Evaluation	End Semester Examination	Total		
Compulsory Courses							

Core	O6.0LMP101 C00	Digital Technologies & Systems	30	70	100	3	3
Core	O6.0LMP101 C01	Economics for Decision Making	30	70	100	3	3
Core	O6.0LMP102 C01	Accounting for Managers	30	70	100	3	3
Core	O6.0LMP103 C01	Managerial Statistics	30	70	100	3	3
Core	O6.0 LMP104C01	Individual and Organizational Dynamics	30	70	100	3	3
Core	O6.0LMP105 C01	Marketing Management I	30	70	100	3	3
Core	O6.0LMP101 C04	Professional Development-I	30	70	100	3	2
Core	O6.0LMP101 C05	Managerial Communication-I	30	70	100	3	3
		Total					23

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Center for Distance and Online Education							
MASTER OF BUSINESS ADMINISTRATION (DUAL)							
SEMESTER- II							
Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Continuous Evaluation	End Semester Examination	Total		
Compulsory Courses							

Foundation	O6.0LMP201C00	Research Methodology & Analysis	30	70	100	3	3
Core	O6.0LMP201C01	Managing Human Resources	30	70	100	3	3
Core	O6.0LMP202C01	Production & Operations Research	30	70	100	3	3
Core	O6.0LMP203C01	Global Business Management	30	70	100	3	3
Core	O6.0LMP204C01	Corporate Finance	30	70	100	3	3
Core	O6.0LMP205C01	ESG for Business	30	70	100	3	2
Core	O6.0LMP206C01	Marketing Management II	30	70	100	3	2
Ability	O6.0LMP202C04	Capstone Project /Business Simulation -I	100	-	100	3	1
Ability	O6.0LMP201C04	Professional Development-II	100	0	100	3	2
Skill	O6.0LMP201C05	Managerial Communication-II	30	70	100	3	3
		Total					25

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Center for Distance and Online Education							
MASTER OF BUSINESS ADMINISTRATION (DUAL)							
SEMESTER- III							
Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Continuous Evaluation	End Semester Examination	Total		
Compulsory Courses							

Core	O6.5LMP10 1C01	Business Strategy	30	70	100	3	3
Ability	O6.5LMP10 1C04	Professional Competency-I	30	70	100	3	2
Ability	O6.5LMP10 2C04	Capstone Project/Business Simulation -II	100	-	100	3	1
Skill	O6.5LMP10 1C05	Employability Skills-I	100	-	100	3	3
Internship	O6.5LMP10 1C06	Summer Internship Project	100	-	100	3	3
Discipline elective	Elective 1	Specialization 1	30	70	100	3	3
Discipline elective	Elective 2	Specialization 1	30	70	100	3	3
Discipline elective	Elective 3	Specialization 1	30	70	100	3	3
Discipline elective	Elective 1	Specialization 2	100	0	100	3	3
Discipline elective	Elective 2	Specialization 2	30	70	100	3	3
Discipline elective	Elective 3	Specialization 2	30	70	100	3	3
		Total					30

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Center for Distance and Online Education							
MASTER OF BUSINESS ADMINISTRATION (DUAL)							
SEMESTER- IV							
Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Continuous Evaluation	End Semester Examination	Total		
Compulsory Courses							

Ability	O6.5LMP201 C04	Professional Competency-II	30	70	100	3	2
Ability	O6.5LMP202 C04	Entrepreneurship & Startups	30	70	100	3	3
Skill	O6.5LMP201 C05	Employability Skills-II	100	-	100	3	3
Dissertation	O6.5LMP201 C07	Final Dissertation/Project	100	-	100	3	3
Discipline elective	Elective 1	Specialization 1	30	70	100	3	3
Discipline elective	Elective 2	Specialization 1	30	70	100	3	3
Discipline elective	Elective 1	Specialization 2	30	70	100	3	3
Discipline elective	Elective 2	Specialization 2	30	70	100	3	3
Ability	O6.5LMP201 C04	Professional Competency-II	100	0	100	3	2
		Total					23

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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06.0LMP101C00: Digital Technologies & Systems

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Foundation
Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP101C00.1 Understand the basic concepts and the key technologies driving modern businesses
- 06.0LMP101C00.2 Identify and select appropriate digital technologies to solve business problems,
- 06.0LMP101C00.3 Evaluate the ethical, social, and security issues of the new technologies in business.
- 06.0LMP101C00.4 Apply the fundamental concepts related to developing and implementing digital technologies in business.

Unit I

- 1.1 Information Systems in Businesses
- 1.2 Contemporary Hardware Trends
- 1.3 Contemporary Software Trends
- 1.4 Strategic Enterprise Systems - ERP, SCM, CRM

Unit II

- 2.2 Knowledge Management Systems
- 2.2 Social & ethical issues of IS
- 2.3 Security Challenges of IS
- 2.4 E-Commerce & M-Commerce

Unit III

- 3.1 Managing data -Database management & Data Warehousing,
- 3.2 Data Science - Business Intelligence & analytics
- 3.3 Tools for business intelligence – MDA & Datamining
- 3.4 Cloud computing,

Unit IV

- 4.1 Big Data Technologies
- 4.2 Internet of Things
- 4.3 Virtual Reality & Augmented Reality,
- 4.4 Fintech,Blockchain & CryptoCurrencies

Unit V

- 5.1 Artificial Intelligence & Machine Learning
- 5.2 Robotics

5.3 Communication technologies -5G,6G

5.4 Emerging Disruptive Technologies

Recommended Texts and Readings:

1. J. Laudon, & K.C. Laudon, Essentials of MIS, Global Edition. Pearson.
2. A. Bocij, P. Greasley, &S.Hickie, Business Information Systems: Technology, Development and Management for the E-Business , FT Prentice Hall.
3. D. Chaffey, T.Hemphill,&Edmundson-Bird,Digital business and e-commerce management. Pearson

Notes:

1. Only the latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP101C00)	PO1	PO2	PO3	PO4	PO5
O6.0LMP101C00.1		3		2	1
O6.0LMP101C00.2	1	3	2	3	
O6.0LMP101C00.3		2	2	3	3
O6.0LMP101C00.4	3	1	3		

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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O6.0LMP101C01: Economics for Decision Making

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|--|
| O6.0LMP101C01.1 | Develop a better understanding of business problems and role in decision making. |
| O6.0LMP101C01.2 | Examine various business strategies (costing, pricing and competitive) at firm level. |
| O6.0LMP101C01.3 | Analyze how households (demand) and businesses (supply) interact in various market structures to determine price and quantity of goods and services produced and consumed. |
| O6.0LMP101C01.4 | Examine the role of government intervention in stabilizing the economy. |

Unit I

- 1.1 Nature of Managerial Economics and its Role in Decision Making
- 1.2 Objectives and Theories of Firm
- 1.3 Consumer's Equilibrium and Demand Analysis
- 1.4 Demand Elasticities

Unit II

- 2.1 Short Run and Long Run Production Function
- 2.2 Costs Analysis
- 2.3 Cost Estimation and Forecasting
- 2.4 Cost Reduction and Cost Control

Unit III

- 3.1 Alternative Forces of the Market
- 3.2 Price Determination Under Different Market Structures
- 3.3 Measurement of Monopoly Power
- 3.4 Pricing Methods and Strategies

Unit IV

- 4.1 Nature of Macro Economy and Circular Flow of Income
- 4.2 National Income: Different Concepts and Measurements
- 4.3 Income Determination
- 4.4 Business Cycle and their Control

Unit V

- 5.1 The Nature and Structure of World Economy
- 5.2 Balance of Trade and Balance of Payment
- 5.3 Determination of Exchange Rate
- 5.4 Economic Planning in India

Recommended texts and readings:

1. D. M. Mithani, Managerial Economics, Himalaya Publishing House
2. A. Koutsiyannis, Modern Microeconomics, Macmillan Press Ltd.
3. P. A. Samuelson and W. D. Nordhaus, (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Economics, Tata McGraw Hill.
4. P. B. Keat and K.Y. PhilipYoung, Managerial Economics – Economic Tools for Today’s Decision Makers, Pearson Education.

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination). Weightage of assessments are as follows:
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▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP101C01)	PO1	PO2	PO3	PO4	PO5
O6.0LMP101C01.1	3	1	2	3	2
O6.0LMP101C01.2	1	3	3	1	2
O6.0LMP101C01.3	3	2	2	3	4
O6.0LMP101C01.4	3	4	3	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.0LMP102C01: Accounting for Managers

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|--|
| 06.0LMP102C01.1 | Identify and use the concept and accounting principles for the business entity |
| 06.0LMP102C01.2 | Acquire skills to implement the concepts and conventions of accounting for different forms of businesses |
| 06.0LMP102C01.3 | Appreciate the significance of accounting policies and standards |
| 06.0LMP102C01.4 | Realize and apply the elements of the accounting concepts for the planning and management at various decision levels |

Unit I

- 1.1 Understanding different forms of accounting and their relevance
- 1.2 Accounting Principles, Conventions and Concepts
- 1.3 Accounting Mechanics, Process and System
- 1.4 The Concept of Double Entry and Fundamental Principles

Unit II

- 2.1 Financial Statements: Profit and Loss Account, Balance Sheet, Cash Flow Statement
- 2.2 Analyzing and Interpreting Financial Statements
- 2.3 Comparative and Common Size Statement
- 2.4 Ratio Analysis

Unit III

- 3.1 Nature of Cost and Management Accounting
- 3.2 Basic Cost Terms and Cost Flow
- 3.3 Preparation of Cost Sheet
- 3.4 Costing in Service Industry

Unit IV

- 4.1 Absorption vs. Marginal Costing
- 4.2 Break-even Analysis
- 4.3 Make or Buy decision
- 4.4 Process Costing

Unit V

- 5.1 Absorption Costing, Marginal Costing, Cost Volume Profit Analysis and Decision Making
- 5.2 Relevant Cost and Differential Cost
- 5.3 Standard Costing
- 5.4 Budgeting Process

Recommended Text and Readings:

1. D. F. Hawkins and Kenneth A. Merchant, Accounting Text and Cases: Robert N. Anthony, McGraw Hill.
2. N. Dhameja and K.S. Sastry, Finance and Accounting for Managerial Competitiveness, S. Chand Publication.
3. N. Rama Chandran and R.K. Kakani, Financial Accounting for Management, Tata McGraw Hill Education.
4. S.K. Bhattacharya, Accounting for Management, Text and cases, Vikas Publishing House.

Notes:

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Evaluation Policy:

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 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course articulation matrix:

CO Statement (O6.0LMP102C01)	PO1	PO2	PO3	PO4	PO5
O6.0LMP102C01.1	3	3	3	3	3
O6.0LMP102C01.2	3	3	3	3	3
O6.0LMP102C01.3	3	3	2	3	3
O6.0LMP102C01.4	3	3	2	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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O6.0LMP103C01: Managerial Statistics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- O6.0LMP103C01.1. Understanding the role of managerial statistics in business
- O6.0LMP103C01.2. Ascertain statistical techniques to collect, analyze, and forecast data
- O6.0LMP103C01.3. Application of various statistical techniques of decision-making under uncertainty
- O6.0LMP103C01.4. Application of various statistical techniques for population estimation

Unit I

- 1.1 Managerial Decision-Making Using Statistics- An Overview
- 1.2 Types of Statistical Methods
- 1.3 Data Classification and Its Importance
- 1.4 Data Tabulation and Representation

Unit II

- 2.1 Introduction to Descriptive Statistics
- 2.2 Measures of Central Tendency
- 2.2 Measures of Dispersion
- 2.3 Skewness, Moments and Kurtosis: Introduction, Measures and Applications

Unit III

- 3.1 Correlation Analysis – Meaning and Types
- 3.2 Application: Karl Pearson's and Spearman Correlation
- 3.3 Regression Analysis – Meaning and Types of Regression
- 3.4 Introduction to Time Series Analysis

Unit IV

- 4.1 Concepts and Application of Probability
- 4.2 Probability Distributions: Meaning, Types and Application.
- 4.3 Normal Distribution
- 4.4 Binomial and Poisson Distribution

Unit V

- 5.1 Introduction to testing of Hypothesis: Concept; Level of Significance; One and Two-Tailed Tests Process of testing;
- 5.2 Hypothesis Testing: z test, t-test, paired t test, Types of Errors
- 5.3 Chi Square Test

5.4 ANOVA

Recommended Text and Readings:

1. Dr. S.K. Khandelwal, Quantitative Techniques, International Book House Pvt. Ltd.
2. A.B. Rao, Quantitative Techniques in Business, Jaico Publishing House.
3. D. Randerson, S. Dennis, and T.A. Williams, Quantitative Methods for Business, Cengage Learning.
4. R.I. Levin and S.R. Rubin, Statistics for Management, Prentice Hall of India.
5. D. Randerson and S. Dennis, Statistics for Business and Economics, Cengage.

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 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO statement (O6.0LMP103C01)	PO1	PO2	PO3	PO4	PO5
O6.0LMP103C01.1	2	2		3	
O6.0LMP103C01.2	3	1	2		3
O6.0LMP103C01.3	2	1	2		
O6.0LMP103C01.4	1	3		1	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.0 LMP104C01: Individual and Organizational Dynamics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: - 3		Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP104C01.1 Understand the basics of organizational behavior and its role in organizational success.
- 06.0LMP104C01.2 Analyze human behavior at an individual level and group dynamics
- 06.0LMP104C01.3 Evaluate group dynamics and various decision-making techniques.
- 06.0LMP104C01.4 Relate the significance of Leadership, organizational culture, and effectiveness in the business environment

Unit I

- 1.2 Fundamentals, importance, and scope of Organizational behavior and its dynamics
- 1.3 Framework of Organizational Behavior Model
- 1.3 Challenges of organizational behavior
- 1.4 Managing Behavior for Organization

Unit II

- 2.1 Individual Behavior: Individual difference
- 2.2 Personality and Values
- 2.3 Perception and Decision-making
- 2.4 Motivation and its application in the workplace
- 2.5 Attitude and Job Satisfaction
- 2.6 Learning in an organizational setting

Unit III

- 3.1 Group Behavior: Group Dynamics
- 3.2 Group decision making techniques
- 3.3 Understanding Work Teams
- 3.4 Team building - Interpersonal relations

Unit IV

- 4.1 Leadership
- 4.2 Power and Politics
- 4.3 Conflict in the Organization
- 4.4 Leading and Motivating Cross-Cultural Team

Unit V

- 5.1 Organizational culture and climate
- 5.2 Organizational change
- 5.3 Organizational effectiveness - Benchmarking- TQM and Six Sigma
- 5.4 Stress Management

Recommended texts and readings:

1. S. P. Robbins, and T. Judge, Organizational Behavior, Pearson/Prentice Hall, Upper Saddle River.
2. M. Parikh, Organization Behavior, TATA McGraw Hill Education.
3. R. Dwivedi, Human Relations and Organization Behavior, MacMillan Publishers India Limited.
4. J. Greenberg, Behavior in Organizations, Pearson Education, Harlow
5. M. Parikh and R. Gupta, Organization Behavior, TATA McGraw Hill Education, New Delhi

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP104C01)	PO1	PO2	PO3	PO4	PO5
O6.0LMP104C01.1	2	2	1	2	1
O6.0LMP104C01.2	2	1	3	1	2
O6.0LMP104C01.3	3	3	2	2	1
O6.0LMP104C01.4	2	2	3	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.0LMP105C01: Marketing Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|--|
| 06.0LMP105C01.1 | Understand the fundamental terms and concepts that are commonly used in marketing. |
| 06.0LMP105C01.2 | Select, analyses and define a target market for a selected product or service |
| 06.0LMP105C01.3 | Develop a marketing plan or strategy for a product/service (e.g., company objectives, marketing objectives, target market(s), advertising, pricing, distribution, product/service development, evaluation of competitors, contingency plans, budget, etc.) |
| 06.0LMP105C01.4 | Apply marketing concepts and theories to realistic marketing situations |

Unit I

- 1.1 Introduction to marketing
- 1.2 Marketing environment
- 1.3 Consumer behavior
- 1.4 Marketing research

Unit II

- 2.1 Marketing segmentation and targeting
- 2.2 Targeting and positioning
- 2.3 Marketing mix
- 2.4 Marketing mix extension

Unit III

- 3.1 New product development and product life cycle
- 3.2 Product and brand
- 3.3 Developing pricing strategies
- 3.4 Pricing decisions

Unit IV

- 4.1 Designing and managing marketing channels
- 4.2 Retail management
- 4.3 Promotion mix
- 4.4 Marketing communication and media planning

Unit V

- 5.1 Advertising and personal selling
- 5.2 Sales promotion and publicity
- 5.3 Marketing strategy
- 5.4 Marketing plan

Recommended texts and readings:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, Global Edition , Pearson Education, New Delhi
2. Etzel Bruce William, Ajay Pandit, Marketing, McGraw Hill Education, New Delhi
3. Gary Armstrong and Kotler, Marketing: An Introduction, Pearson Education, New Delhi Kumar, Ramesh; Application Exercises in Management, Vikas Publishing House, New Delhi

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

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 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP105C0 1)	PO1	PO2	PO3	PO4	PO5
O6.0LMP105C01.1	3	2	3	2	1
O6.0LMP105C01.2	1	3	2	1	2
O6.0LMP105C01.3	3	2	3		3
O6.0LMP105C01.4	2	3	1	2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.0LMP101C04 : Professional Development - I

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Ability enhancement

Course Outcomes:

By the end of this course the student should be able to:

O6.0LMP101C04.1: Students shall be able to solve basic arithmetic problems

O6.0LMP101C04. 2: Students shall be able to solve problems based on logical reasoning

O6.0LMP101C04.3: Students shall be able to develop& enhance their vocabulary

O6.0LMP101C04.4: Students shall be able to spot errors and frame grammatically correct sentences.

Unit I

- 1.1 Numbers
- 1.2 HCF and LCM
- 1.3 Factors and Factorials
- 1.4 Cyclicity

Unit II

- 2.1 Percentage
- 2.2 Profit Loss
- 2.3 Simple Interest
- 2.4 Compound Interest

Unit III

- 3.1 Blood Relation
- 3.2 Coding
- 3.3 Decoding
- 3.4 Direction Sense

Unit IV

- 4.1 Root Word Technique of Building Vocabulary
- 4.2 Synonyms
- 4.3 Antonyms
- 4.4 One-word substitution

Unit V

- 5.1 Spotting Errors
- 5.2 Ordering of Sentences
- 5.3 Para jumbles
- 5.4 Completing statements/sentences

Recommended Texts and Readings:

1. Quantitative Aptitude for Competitive Aptitude by R S Aggarwal, S. Chand & Company Pvt. Ltd.
2. How to Prepare for Logical Reasoning for CAT by Arun Sharma, TMH
3. Wren and Martin English Grammar and Composition, S. Chand & Company Pvt. Ltd.
4. Word Power Made Easy by Norman Lewis, Penguin Random House Pvt. Ltd.

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

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Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP101C04)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.0LMP101C04.1	-	3	-	-	-
O6.0LMP101C04.2	2	3	-	-	-
O6.0LMP101C04.3	1	-	2	-	-
O6.0LMP101C04.4	-	-	-	-	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.0LMP101C05: Managerial Communication I

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Skill enhancement

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP101C05.1 Understand the nuances of verbal and non-verbal communication, active listening skills and language accuracy to communicate individually and in teams in a global business environment
- 06.0LMP101C05.2 Analyze national & international business issues for group discussions and deliver winning speeches and team presentations
- 06.0LMP101C05.3 Apply specific structure to oral & written communication for improved business messages, resumes and cover letters for global settings
- 06.0LMP101C05.4 Examine management principles for handling intercultural communication & diversity leading to effective corporate policies

Unit I

- 1.1 Verbal and non-verbal communication and their importance at work place
- 1.2 Types, Process, Barriers and Active Listening
- 1.3 Letters Requesting Information and Claim Letters
- 1.4 Non Verbal Communication: Kinesics, Proxemics, Paralanguage

Unit II

- 2.1: Reading Comprehension I
- 2.2 Basic errors in English: Article Usage, Tenses, SVA, Prepositions
- 2.3 Linguistic Accuracy: Pronunciation, Tone, Voice modulation
- 2.4 You attitude, emphasis on the positive and parallel structure for corporate communication

Unit III

- 3.1 Group Discussions
- 3.2 GD Practice
- 3.3 Winning Presentations: Road map, Delivery, Articulation & Platform Behavior; DBP
- 3.4 Team Presentations

Unit IV

- 4.1 The Culture Lens
- 4.2 Cross-Cultural Communication
- 4.3 Developing cultural sensitivity
- 4.4 Diversity & Inclusion

Unit V

- 5.1 The Brand You: My Story
- 5.2 Resume Writing I
- 5.3 Creating Social Media existence
- 5.4 Introductions for Self-Branding

Recommended Texts and Readings :

- 1. Bovee, Thill and Chaturvedi, Business Communication Today, Pearson.
- 2. Lehman, Dufrene and Sinha, BCOM, Cengage Learning.
- 3. Taylor, Shirley and V. Chandra, Communication for Business, Pearson.
- 4. Galanes, Gloria J. and Katherine Adams, Effective Group Discussions, Tata Mc Graw Hill.

Notes:

- 1. Only latest editions of the above books are recommended.
- 2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

CO Statement (O6.0LMP101C05)	PO1	PO2	PO3	PO4	PO5
O6.0LMP101C05.1	3	2	2	3	2
O6.0LMP101C05.2	3	3	2	3	2
O6.0LMP101C05.3	3	3	2	3	2
O6.0LMP101C05.4	3	3	3	2	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.0LMP101E03 : Data Analysis Using Excel

Periods/week	Credits	Max. Marks:	100
L:2 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

Course Type: Generic Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.0LMP101E03 Understanding basics of excel features
- O6.0LMP101E03 Demonstrate the ability to use worksheets
- O6.0LMP101E03 Using Excel formulas and functions for making managerial decisions
- O6.0LMP101E03 Understanding how various data visualization tools of excel help in data presentation.

Unit I

- 1.1. Overview of Excel interface and features
 - 1.2. Navigating workbooks and worksheets
 - 1.3. Understanding rows, columns, cells, and ranges
- Entering and editing data

Unit II

- 2.1. Applying cell formatting: font styles, colors, borders, and alignment
- 2.2. Using number formats and applying conditional formatting
- 2.3. Managing worksheets: renaming, reordering, inserting/deleting worksheets
- 2.4 Formatting in worksheet

Unit III

- 3.1 Introduction to Excel formulas and operators
- 3.2. Common mathematical functions: SUM, AVERAGE, MAX, MIN
- 3.3. Using cell references: absolute and relative references
- 3.4. Introduction to logical functions: IF, AND, OR

Unit IV

- 4.1. Sorting and filtering data
- 4.2. Using Excel tables for data organization and analysis
- 4.3. Introduction to data validation and what-if analysis
- 4.4. Using PivotTables for data summarization and analysis

Unit 5:

- 5.1. Creating and customizing charts: bar charts, line charts, pie charts, etc.
- 5.2. Adding chart elements and formatting chart elements
- 5.3. Using sparklines for small data visualization
- 5.4. Creating dashboards for data presentation

Tools required for the course:

Microsoft Excel

Tableau Public (Free tool by Tableau)- <https://public.tableau.com/en-us/s/download>

Microsoft Word

Microsoft Power Point

Recommended texts and readings:

1. D. Whigham, Business Data Analysis using Excel, Oxford University Press
2. A. L. Day, Mastering Financial Modeling in Microsoft Excel, Prentice Hall-Pearson
3. J. Swan, Practical Financial Modelling, CIMA Publishing
4. P. K. Scott, Building Financial Models with Microsoft Excel: A guide for business professionals, John Wiley & Sons
5. Gottlieb, Isaac, Next Generation Excel: Modeling Excel for Analysts and MBAs, Wiley, Singapore

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP101E03)	PO1	PO2	PO3	PO4	PO5
O6.0LMP101E03	3			1	2
O6.0LMP101E03	1	2	3	3	2
O6.0LMP101E03	3	2	3	2	3
O6.0LMP101E03	2	3	2	3	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.0LMP102E03: IT Skills for Workplace

Periods/week	Credits	Max. Marks:	100
L:2 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

Course Type: Generic Elective

Course Outcomes:

By the end Of the course,a student should be able to:

- 06.0LMP102E03.1 Develop practical IT skills essential for the workplace environment.
- 06.0LMP102E03.2 Effectively utilize IT tools to enhance productivity and efficiency in various organizational tasks.
- 06.0LMP102E03.3 Analyze the role of IT in modern workplaces and its impact on organizational processes.
- 06.0LMP102E03.4 Apply IT solutions to solve real-world workplace challenges and improve decision-making processes.
- 06.0LMP102E03.5 Understand and adhere to ethical considerations related to IT usage in the workplace

UnitI

- 1.1 Overview of Information Technology
- 1.2 Importance of IT Skills in the Workplace
- 1.3 IT Infrastructure and Tools in Organizations
- 1.4 Ethical and Legal Considerations in IT Usage

UnitII

- 2.1 Microsoft Office Suite: Word, Excel, PowerPoint, Outlook
- 2.2 Email Etiquette and Communication Tools
- 2.3 Project Management Software: Introduction and Basic Usage
- 2.4 Cloud Computing and Collaboration Tools

UnitIII

- 3.1 Introduction to Data Analytics
- 3.2 Spreadsheet Management and Data Manipulation
- 3.3 Database Management Systems: Concepts and Applications
- 3.4 Data Security and Privacy in the Workplace

UnitIV

- 4.1 Basics of Web Development: HTML, CSS, JavaScript
- 4.2 Introduction to Content Management Systems (CMS)
- 4.3 Social Media Platforms and Strategies for Businesses
- 4.4 Search Engine Optimization (SEO) and Online Advertising

Unit V

- 5.1 Internet of Things (IoT) and Smart Technologies
- 5.2 Artificial Intelligence (AI) and Machine Learning in Business
- 5.3 Virtual Reality (VR) and Augmented Reality (AR) Applications
- 5.4 Remote Work and Telecommuting Tools

Recommended texts and readings

1. A. Tanenbaum and D. Wetherall, "Computer Networks," Pearson
2. P. Norton, "Introduction to Computers," McGraw-Hill
3. S. Pressman, "Software Engineering: A Practitioner's Approach," McGraw-Hill
4. M. E. Whitman and H. J. Matto'd, "Principles of Information Security," Cengage Learning
5. D. Lushan, "Business Intelligence: The Savvy Manager's Guide," Morgan Kaufmann

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (O6.0LMP102E03)	P O 1	P O2	P O3	P O 4	P O 5
O6.0LMP102E03.1	3	2	3	3	3
O6.0LMP102E03.2	2		3	1	
O6.0LMP102E03.3	2	3	1		
O6.0LMP102E03.4	3	3	3	1	1
O6.0LMP102E03.5	2			1	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.0LMP201C00: Research Methodology & Analysis

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Foundation

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP201C00.1 Develop analytical abilities and research skills among the students.
- 06.0LMP201C00.2 Present research-derived marketing intelligence to facilitate the implementation of data-driven marketing strategies.
- 06.0LMP201C00.3 Analyze the scope of research in designing and implementing successful marketing strategies.
- 06.0LMP201C00.4 Apply statistical findings into useful research output which aids in managerial decision making.
- 06.0LMP201C00.5 Understand the technical and ethical issues linked with the research process

Unit

- 1.1 Introduction to Business Research
- 1.2 Research : Process, Value, and Cost of Information
- 1.3 Formulation of Research Problem
- 1.4 Research Design: Introduction, Types

Unit- II

- 2.1. Literature Review: Importance and Different Sources
- 2.2. Measurement and Scaling Techniques
- 2.3. Sampling Design: Plan, Types and Techniques
- 2.4. Data Collection Methods, Quantitative and Qualitative Methods

Unit III

- 3.1. Questionnaire Designing
- 3.2 Data Preparation and Processing
- 3.3 Pilot Testing
- 3.4 Interpretation of data

Unit IV

- 4.1. Research Methods: Parametric and Non-Parametric Tests
- 4.2. Hypothesis Formulation and testing of hypothesis
- 4.3. Use of Statistical Software for various statistical tests like – Correlation and Regression and ANOVA
- 4.4. Introduction to Multivariate Analysis

Unit V

- 5.1. Report Writing and Presentation of Results
- 5.2. Types of Reports
- 5.3. Applications of Marketing Research
- 5.4. Ethical Issues in Marketing Research

Recommended Texts And Readings:

1. D. Chawala and N. Sodhi, Research Methodology: Concepts and Cases, Vikas Publishing
2. N. Malhotra and S. Dash, Marketing Research-Text and Cases, Pearson Education.
3. L. Rubin, Marketing Research, Prentice Hall of India.
4. N. Bajpai, Business Research Methods, Pearson Education.
5. D. R. Cooper, P. S. Schnidler and J. K. Sharma, Business Research Methods, Tata McGraw Hill.

Notes:

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2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (O6.0LMP201C00)	PO1	PO2	PO3	PO4	PO5
O6.0LMP201C00.1	1	2	3	3	3
O6.0LMP201C00.2	2		3	1	
O6.0LMP201C00.3	2	3	1		
O6.0LMP201C00.4	3	3	3	1	1
O6.0LMP201C00.5	2			1	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

06.0LMP201C01: Managing Human Resources

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites: Individual and Organizational Dynamics (6.0 LMP104C01)

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP201C01.1 Demonstrate the importance of human resources and its functions in organizations
- 06.0LMP201C01.2 Design and Develop human resource policies and practices for achievement of organization's strategic goals.
- 06.0LMP201C01.3 Analyze the role of analytics in human resource management
- 06.0LMP201C01.4 Evaluate the significance of international human resource practices

Unit I

- 1.1 Introduction and Challenges of Human Resource Management (HRM)
- 1.2 Linkage between HRM and Strategic Management
- 1.3 HR Philosophy, Practices and Policies
- 1.4 Introduction to Strategic Human Resource Management

Unit II

- 2.1 Job Analysis and Contemporary Corporate Practices
- 2.2 Recruitment and Selection
- 2.3 Contemporary Training and Development of Human Resource
- 2.4 Aspects of Human Resource Planning

Unit III

- 3.1 Performance Appraisal (PA) – Conceptual Understanding
- 3.2 Methods of PA
- 3.3 Performance Management
- 3.4 Job Evaluation
- 3.5 Compensation Management

Unit IV

- 4.1 International Human Resource Management
- 4.2 Theories of Cultural Analysis
- 4.3 Managing Cross Cultural Teams
- 4.4 Cultural Intelligence and Impact on Work

Unit V

- 5.1 Strategic Human Resource Management
- 5.2 Core Aspects of HR Analytics
- 5.3 HR Analytics for Performance Evaluation
- 5.4 HR Analytics for Staffing
- 5.5 Talent Management

Recommended Texts and Readings:

1. R. M. Hodgetts, F. Luthans, & J. Doh, International Management: Culture, Strategy and Behavior, Tata McGraw Hill.
2. G. Dessler and V. Biju, Human Resource Management . Pearson Education.
3. J.A. Mello, Strategic Human Resource Management, Cengage Learning.
4. R. Soundararajan and K. Singh, Winning on HR Analytics: Leveraging Data for Competitive Advantage. Sage Publications.
5. J. Fitz-enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amico.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement	PO1	PO2	PO3	PO4	PO5
O6.0LMP201C01					
O6.0LMP201C01.1	2	3		1	
O6.0LMP201C01.2	3	2	3	2	
O6.0LMP201C01.3	1		1		2
O6.0LMP201C01.4		1	2	1	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.0LMP202C01: Production & Operations Research

Periods/week	Credits	Max. Marks : 100
L:4 T:- P: -	4	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Core
Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP202C01.1 Develop basic understanding of operations & Production in an organization
- 06.0LMP202C01.2 Analyze factors influencing facility layout decisions and design layouts to maximize efficiency and productivity.
- 06.0LMP202C01.3 Apply various techniques of decision making under uncertainty by using various forecasting methods.
- 06.0LMP202C01.4 Analyze and interpret project schedules using PERT/CPM techniques, and develop strategies to manage project uncertainties and risks.

Unit I

- 1.1 Introduction to Productions & Operations
- 1.2 Nature, features, scopes, Objectives
- 1.3 Operations Strategy; Trends in Operations Management
- 1.4 Introduction to Operations Research

Unit II

- 2.1 Facility Location
- 2.2 Facility layout
- 2.3 Process planning and control
- 2.4 Capacity Planning

Unit III

- 3.1 Transportation Problems and Their Formulation
- 3.2 Special Cases in Transportation Problems: Unbalanced Problems, Degeneracy, Maximization Objective and Multiple Optimal Solutions
- 3.3 Assignment Problems
- 3.4 The Transshipment Problems

Unit IV

- 4.1 PERT/CPM: Concept and Difference Between PERT and CPM
- 4.2 Network Construction, Calculating EST, EFT, LST, LFT and Floats
- 4.3 Probability Considerations in PERT
- 4.4 Time-Cost Trade-Off

Unit V

- 5.1 Decision Theory: Decision Making Under Uncertainty and Risk
- 5.2 Decision Theory: Bayesian Analysis, Decision Trees
- 5.3 Economic Order Quantity Model in Decision Making
- 5.4 Simulation; Meaning, Process, Advantages, Limitations and Applications

Recommended Text and Reading:

1. Chunawalla, S. A., & Patel, D. R. Production and operations management (9th ed.). Mumbai, Maharashtra : Himalaya Publishing House.
2. Aswath Appa, K., & Bhat, K.S. Production and operations management (2nd ed.). Mumbai, Maharashtra : Himalaya Publishing House.
3. A.B. Rao, Quantitative Techniques in Business, Jaico Publishing House, New Delhi
4. D. R. Anderson, S. Dennis and T. A. Williams, Quantitative Methods for Business Cengage Learning, New Delhi
5. R.I. Levin and S.R. Rubin, Statistics for Management, Prentice Hall of India.
6. D. R. Anderson and S. Dennis, Statistics for Business and Economics, Cengage.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (O6.0LMP202C01)	PO1	PO2	PO3	PO4	PO5
O6.0LMP202C01.1	2	2	3	2	1
O6.0LMP202C01.2	3	1	2	1	3
O6.0LMP202C01.3	3	3	2	1	2
O6.0LMP202C01.4	3	2	2	3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.0LMP203C01: Global Business Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

06.0LMP203C01.1. Understand fundamentals of international business.

06.0LMP203C01.2. Appreciate the working of international financial system and its implications on international business operations.

06.0LMP203C01.3. Understand the basic structure, concept & operations of a firm in an international environment and influence of various environmental factors on its operations.

06.0LMP203C01.4. Create strategies changes & developments in the policy framework of international business.

Unit I

- 1.1 Nature of International Business (IB)
- 1.2 Theories of International Trade
- 1.3 Mode of Foreign Market Entry Strategies
- 1.4 Framework and elements of the Business Environment
- 1.5 Tariff and Non-Tariff Barriers to International Trade

Unit II

- 2.1 FDI & FIIs Nature & Determinants
- 2.2 Foreign Exchange- factors & Theories
- 2.3 LESSAR-LORANGE MODEL
- 2.4 Globalization & its stages
- 2.5.The Ease of Doing International Business.

Unit III

- 3.1 Indian Financial System
- 3.2 Introduction to Export/Import Documents
- 3.3 Modes of Payment in Trade
- 3.4 International Financial Instruments

Unit IV

- 4.1 Conceptual Framework of MNCs
- 4.2 MNCs and Home and Host Country Relations
- 4.3 Technology Transfer- Its Importance and Types- Mergers & Acquisitions of MNCs
- 4.4 Regional Economic Integration (REI)-Levels of REI
- 4.5 Regionalism v/s Multilateralism
- 4.6 Important Regional Economic Groupings in the World

Unit V

- 5.1 Cross Cultural Issues or Challenges in IB
- 5.2 Labor and Environmental Laws and their Role in IB
- 5.3 International Staffing Decisions: Compensation and Appraisal of Expatriates
- 5.4 Impact of Change in Policy Framework on International Operations

Recommended Texts and Readings:

- 1. Daniels, J.D. and H. LEE Radesbaugh, International Business-Environment and Operations, Pearson Education, New Delhi
- 2. Hill, Charles W.L., International Business -competency in the Global Marketplace, Tata McGraw Hill, New Delhi
- 3. Sundaram, Anant K and Steward J Black, The International Business Environment: Text and Cases, Prentice Hall of India, New Delhi
- 4. Sharan, V., International Business: Concept, Environment and Strategy, Pearson Education, New Delhi
- 5. Beth V. Yarbrough and Robert H. Yarbrough, The World Economy – Trade and Finance, Thomson Learning, Singapore

Notes:

- 1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
- 2. Only latest available editions of the above books are recommended.
- 3. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Projects/Group Activities etc	15%
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 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP203C01)	PO1	PO2	PO3	PO4	PO5
O6.0LMP203C01.1	3	3	3	3	
O6.0LMP203C01.2	3	2		2	
O6.0LMP203C01.3		3		3	
O6.0LMP203C01.4	3	3		2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.0LMP204C01: Corporate Finance

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs 70		End Semester Examination:

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP204C01.1 Identify the issues concerning the financial management of resources
- 06.0LMP204C01.2 Acquire skills to measure a firm's risk; explain what determines this risk, and how this affects the value of a firm.
- 06.0LMP204C01.3 Appreciate the relevance of time while calculating investments or determining payments
- 06.0LMP204C01.4 Realize and apply tools and techniques after analyzing the firm's financial performance and be able to use financial analysis to improve performance.

Unit I

- 1.1 Corporate Financial Objectives and Functions
- 1.2 Financial Analysis
- 1.3 Time Value of Money
- 1.4 Capital Markets, Primary Market, Secondary Market, Money Markets

Unit II

- 2.1 Types of securities
- 2.2 Risk and Return
- 2.3 Capital Asset Pricing Model, Arbitrage Pricing and Portfolio Theory
- 2.4 Calculating Cost of Capital

Unit III

- 3.1 Capital Structure Theories and Applications
- 3.2 Valuation of the Firm
- 3.3 Cash Flow Projection and Evaluation Techniques
- 3.4 Corporate Investment Decisions: Estimation of Cash Flows and Analysis Techniques

Unit IV

- 4.1 Working Capital Planning
- 4.2 Monitoring and Control of Working Capital
- 4.3 Managing the Components of Working Capital
- 4.4 Cash Management

Unit V

- 5.1 Dividend and Valuation
- 5.2 Irrelevance and Relevance of Dividends
- 5.3 Determinants of Dividends Policy and Dividend Policy of Companies
- 5.4 Bonus Shares (Stock dividend) and Stock (Share) Splits

Recommended Texts and Readings:

1. M. Brealey, Principles of Corporate Finance, Mc Graw Hill.
2. N. Dhameja and K.S. Sastry, Finance and Accounting for Managerial Competitiveness, S. Chand Publication.
3. M.Y. Khan and P.K. Jain, Financial Management, Tata McGraw Hill.
4. I.M. Pandey, Financial Management, Vikas Publishing House.
5. J. C. Van Horne, Fundamentals of Financial Management, Prentice Hall.

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course articulation matrix:

CO Statements (O6.0LMP204C01)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.0LMP204C01.1	3	3	3	3	3
O6.0LMP204C01.2	3	3	3	3	3
O6.0LMP204C01.3	3	3	2	3	3
O6.0LMP204C01.4	3	3	2	3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.0LMP205C01:ESG For Business

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs 70		End Semester Examination:

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- O6.0LMP205C01.1 Understand the context for different approaches for ESG factors.
- O6.0LMP205C01.2 Understand broader sustainability context and Global Initiative.
- O6.0LMP205C01.3 Evaluate and identify the key governance factors, main models and material Impacts on ESG.
- O6.0LMP205C01.4 Analysis of ESG and its integration in Governance framework

Unit I

- 1.1 ESC- Definition & Approaches
- 1.2 Sustainability Based Concepts in terms of Strength & limitations
- 1.3 Challenges & Benefits in Incorporating ESG in Business
- 1.4 Financial materiality of ESG and its analysis

Unit II

- 2.1 History of ESG investing
- 2.2 Size and scope of ESG in terms of Size and Strategy
- 2.3 Key Market Drivers of ESG integration
- 2.4 Key Stakeholders & challenges of ESG integration

Unit III

- 3.1 Key concepts related to Climate change
- 3.2 Systematic relationships between Business activities between environmental issues
- 3.3 Assessment of Megatrends on environmental factors
- 3.4 Application of Material environmental factors to Business modeling

Unit IV

- 4.1 Globalization & artificial Intelligence with respect to social issues
- 4.2 Identify approaches to social analysis at various levels
- 4.3 Material social Factors to risk assessment
- 4.4 Social key concepts- Human capital, employee safety and health

Unit V

- 5.1 Evolution of corporate governance framework
- 5.2 Key Characteristics of Corporate Governance
- 5.3 Role of Auditors in relation to Corporate Governance

Recommended texts and readings:

1. Paul Polman and Andrew Winston, net positive- How companies thrive more than they take
2. William McDonough, the upcycle- beyond sustainability- designing for abundance. TATA McGraw Hill

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

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 - Short/Long Questions: 70%

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Course Articulation Matrix

CO Statement (O6.0LMP205C01)	PO1	PO2	PO3	PO4	PO5
O6.0LMP205C01.1	2	3		2	3
O6.0LMP205C01.2	2	3	2		3
O6.0LMP205C01.3	2	1	2	2	
O6.0LMP205C01.4		2	2	3	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.0LMP206C01: Marketing Management II

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|--|
| O6.0LMP206C01.1 | Develop an understanding of various contemporary issues in marketing |
| O6.0LMP206C01.2 | Understand role of marketers in businesses equipping students to be competent to handle contemporary issues |
| O6.0LMP206C01.3 | To critically assess and evaluate possible strategies to handle contemporary issues. |
| O6.0LMP206C01.4 | Apply principles and techniques in marketing which help resolve the issues and result in delivering value to customers |

Unit I

- 1.1 Marketing: The paradigm shift
- 1.2 Contemporary marketing research
- 1.3 Contemporary consumer
- 1.2 Changing role of ecommerce

Unit II

- 2.1 Sensible marketing
- 2.2 Frugal marketing
- 2.3 Neuromarketing
- 2.4 Performance marketing

Unit III

- 3.1 Role of technology in marketing
- 3.2 Digital marketing
- 3.3 Social media marketing
- 3.4 Consumer privacy

Unit IV

- 4.1 Contemporary Global marketing
- 4.2 Marketing communication tools
- 4.3 Brands, branding and brand culture
- 4.4 Entrepreneurial marketing

Unit V

- 5.1 Environmental sustainability
- 5.2 Green marketing
- 5.3 Social marketing
- 5.4 Marketing ethics

Recommended texts and readings:

1. K. Rakesh, Contemporary Issues in Marketing, Global Vision Publishing House
2. G. Ayan Tunji, Contemporary Issues in Marketing- Principles and Practice, Sage Publications Ltd.
3. P. Elizabeth, M. Pauline, C. Andreas and A. Rachel, Contemporary Issues in Marketing and consumer Behavior, Routledge

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP206C01)	PO1	PO2	PO3	PO4	PO5
O6.0LMP206C01.1	3		2	3	
O6.0LMP206C01.2	2	3	1	2	2
O6.0LMP206C01.3	3	2	2	3	
O6.0LMP206C01.4	3	1	3	2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.0LMP201C04: Professional Development - II

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Ability Enhancement

Course Outcomes:

By the end of the course, a student should be able to:

- O6.0LMP201C04.1: Students shall be able to comprehend & solve arithmetic problems
- O6.0LMP201C04.2: Students shall be able to interpret data correctly and deduce logically
- O6.0LMP201C04.3: Students shall develop their listening and speaking skills.
- O6.0LMP201C04.4: Students shall develop their reading and writing skills.

Unit I

- 1.1 Ratio & Proportion
- 1.2 Partnership
- 1.3 Problem on Ages
- 1.4 Average

Unit II

- 2.1 Mixture & Allegation
- 2.2 Time & Work
- 2.3 Pipe and Cisterns
- 2.4 Chain Rule

Unit III

- 3.1 Data Interpretation
- 3.2 Syllogism
- 3.3 Logical Deduction
- 3.4 Data Sufficiency

Unit IV

- 4.1 Concept of LSRW: Importance of LSRW in communication.
- 4.2 Listening Skills: Process of Listening, Types of Listening, Barriers to Listening
- 4.3 Speaking: Self Introduction and Art of Small Talk
- 4.4 Greetings & Introduction, Making Requests, Asking for & giving permission, Telephone Communications.

Unit V

- 5.1 Objectives of Reading, Definition & Types of Reading & Importance of Reading
- 5.2 Reading Techniques: SQ3R, Active Reading, Detailed, Speed Reading, Reading Comprehension
- 5.3 Paragraph Writing: Construction, Linkage & Cohesion

5.4 Email writing using given phrases

Recommended Texts and Readings:

1. How to Prepare for Quantitative Aptitude for CAT by Arun Sharma, TMH
2. How to Prepare for Logical Reasoning for CAT by Arun Sharma, TMH
3. Wren and Martin English Grammar and Composition, S. Chand & Company Pvt. Ltd.
4. Word Power Made Easy by Norman Lewis, Penguin Random House Pvt. Ltd.

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP201C04)	PO1	PO2	PO3	PO4	PO5
O6.0LMP201C04.1	3	2	2	3	2
O6.0LMP201C04.2	2	3	3	3	2
O6.0LMP201C04.3	3	2	3	3	1
O6.0LMP201C04.4	3	3	2	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.0LMP201C05: Managerial Communication II

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Skill Enhancement

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP101C05.1 Hone oral and written communication skills and effectively present in a global business environment
- 06.0LMP101C05.2 Draft positive refusals and persuasive messages in multicultural settings
- 06.0LMP101C05.3 Understand interpersonal communication and group dynamics
- 06.0LMP101C05.4 Analyze business problems critically and communicate solutions which could translate into effective corporate policies

Unit I

- 1.1 Internal Communication
- 1.2 Memos, Notices & Circulars
- 1.3 Meetings and Minutes
- 1.4 Positive Refusals

Unit II

- 2.1 Functional Grammar II
- 2.2 Comprehension II
- 2.3 Problem Solving and Reporting
- 2.4 Short & Long Formal Reports

Unit III

- 3.1 Communication Styles: Assertive, Aggressive, Passive aggressive and Passive Communication.
- 3.2 Group Discussion II
- 3.3 Public Speaking II: Persuasive Presentations
- 3.4 Persuasive Messages and AIDA Approach

Unit IV

- 4.1 Group Dynamics
- 4.2 Interpersonal Communication
- 4.3 Body Language
- 4.4 Social & Business Etiquette

Unit V

- 5.1 Resume Writing II
- 5.2 Cover Letters/ Job Application Letters as Marketing Tools
- 5.3 Elevator Speeches for Self-Branding
- 5.4 Live Project Presentation

Recommended Texts and Readings :

1. Bovee, Thill and Chaturvedi, Business Communication Today, Pearson.
2. Lehman, Dufrene and Sinha, BCOM, Cengage Learning.
3. Taylor, Shirley and V. Chandra, Communication for Business, Pearson.
4. Galanes, Gloria J. and Katherine Adams, Effective Group Discussions, Tata Mc Graw Hill.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP201C05)	PO1	PO2	PO3	PO4	PO5
O6.0LMP201C05.1	3	2	2	3	2
O6.0LMP201C05.2	2	3	3	3	2
O6.0LMP201C05.3	3	2	3	3	1
O6.0LMP201C05.4	3	3	2	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP101C01: Business Strategy

Periods/week	Credits	Max. Marks: 100
L:4 T:- P: - 3	Continuous Evaluation: 30	
Duration of Examination: 3 Hrs	End Semester Examination: 70	

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP101C01.1: Understand the implication and conceptual knowledge of business strategy
- 06.5LMP101C01.2: Able to apply of concepts, tools, formulate and understand the intricacies and process of its implementations for organizational effectiveness and competitiveness
- 06.5LMP101C01.3: Evaluate the implication of alternative strategic action in a fast changing business environment
- 06.5LMP101C01.4: Ability to access strategic options in ethical manner in various situations and to analyze real life business problems and develop strategic solutions

Unit I

- 1.1 Importance, Benefits and Risks of Strategic Management, Schools of thought in Strategic Management
- 1.2 Model of Strategic Management, Goals and Objectives- Balance Score Card, Critical Success Factors and Key Performance Indicators
- 1.3 Roles of Strategies, Vision, Mission and Core Values, Strategic Business and Functional units
- 1.4 Environmental and Organizational appraisal

Unit II

- 2.1 Porter's Five Forces Model, Generic Business Strategies, Value Chain Analysis
- 2.2 Corporate Level Strategies: Concentration, Integration and Diversification
- 2.3 Stability, Retrenchment and Restructuring
- 2.4 Business Level Strategies, Internationalization and Digitalization Strategies
- 2.5 Core Competencies as the base for Competitive Advantage, Strategic Analysis and Choice

Unit III

- 3.1 Nature and barriers and model of strategy implementation
- 3.2 Project, Procedural and Structural implementation
- 3.3 Behavioral Implementation- Corporate Governance, Strategic Leadership, Corporate Culture
- 3.3 Personal Values, Corporate Politics and Power,
- 3.4 Corporate Social Responsibility and Business Ethics in Strategy Formulation

Unit IV

- 4.1 BCG Matrix, GE 9 Cell Matrix and Blue Ocean and Growth Strategy
- 4.2 Functional Plans, its need and development of policies
- 4.3 Financial, Marketing, Operational and Personnel, Information Plans and Policies
- 4.4 Integration of Functional Plans and Policies
- 4.5 Operational Implementation

Unit V

- 5.1 Nature, Importance, participants, barriers and requirements for effective evaluation
- 5.2 Premise and Implementation control, Strategic surveillance and Special alert control
- 5.3 Operational Control and techniques of Strategic Evaluation and Control
- 5.4 Role of Organizational System in Evaluation
- 5.5 Applying and developing strategic thinking by developing strategic cases through group assignment

Recommended Texts and Readings:

1. Kazmi and A. Kazmi, Strategic Management & Business Policy, McGraw Hill
2. E. Henry, , Understanding Strategic Management, South Asia Edition, Oxford University Press
3. O. A Pearce, R. B. Robinson and A. Mittal, Strategic Management-Formulation, Implementation and Control, McGraw Hill,

Notes:

1. Only the latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (MBA 2008)	PO1	PO2	PO3	PO4	PO5
6.5LMP101C01.1		3		2	
6.5LMP101C01.2	2	3	2	3	
6.5LMP101C01.3	1	2	2	3	
6.5LMP101C01.4	2	2	3	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP101C04: Professional Competency-I

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Ability

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP101C04.1 Identify career path and communicate effectively in corporate settings
- O6.5LMP101C04.2 Enhance personal strengths & acquire skills for presenting self positively and improve interpersonal competency
- O6.5LMP101C04.3 Appreciate the importance of business etiquette & effective speaking skills for corporate competency
- O6.5LMP101C04.4 Recognize the importance of personal grooming, body language, image Enhancement & networking in self-branding and positioning

Unit I

- Career Planning and Goal Setting
- 1.2 Building sincerity & Moral Values
- 1.3 Building credibility & Trust
- 1.4 General Awareness-I

Unit II

- 2.1 Self-Motivation
- 2.2 Handling low Self Esteem
- 2.3 Confidence Building
- 2.4 General Awareness-II

Unit III

- 3.1 Time Management
- 3.2 Stress Management
- 3.3 Handling Change & Uncertainty
- 3.4 Dealing with Diversity

Unit IV

- 4.1 Social Grace-Manners and Etiquettes
- 4.2 Body Language
- 4.3 Social Media Etiquettes
- 4.4 Group Discussion

Unit V

- 5.1 Networking Skills
- 5.2 Building Empathy
- 5.3 Persuasion and Convincing Skills
- 5.4 Legal aspects of consumer protection

Recommended texts and readings:

1. Taylor, Shirley and V. Chandra, Communication for Business, Pearson
2. Kitty O. Locker and Stephen Kaczmarek, Business Communication: Building Critical Skills
3. Koneru, Aruna, Professional Communication, Tata Mc Graw Hill

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

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 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (6.5LMP101C04)	PO1	PO2	PO3	PO4	PO5
6.5LMP101C04.1	3	2	2	3	2
6.5LMP101C04.2	2	3	3	1	2
6.5LMP101C04.3	3	2	2	3	1
6.5LMP101C04.4	3	3	3	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP101C05: Employability Skills I

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 100
Duration of Examination: 3 Hrs		End Semester Examination: -

Course Type: Skill

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP101C05.1 Understand the role of grooming in the employability scenario, face a job interview confidently and effectively communicate in a multicultural global environment
- O6.5LMP101C05.2 Manage conflict, negotiate, and work collaboratively to contribute proactively in teams
- O6.5LMP101C05.3 Appreciate the importance of higher emotional intelligence (EQ levels) and motivational skills as vital aspects of leadership education
- O6.5LMP101C05.4 Display improved awareness, critical thinking, problem solving and decision making while working collaboratively in key business functional areas

Unit I

- 1.1 Interview skills
- 1.2 Stress interviews
- 1.4 Technical & HR rounds for screening & selection process
- 1.5 Mock Interviews

Unit II

- 2.1 Personal branding for career seekers
- 2.2 Defining career choice confidently
- 2.3 Identifying brand attributes, developing personal brand statement with collateral
- 2.4 Tailoring the resume with specific domain requirements and internship exposure

Unit III

- 3.1 Building & Handling Teams
- 3.2 Team Conflict
- 3.3 Conflict Management Styles
- 3.4 Negotiation Skills

Unit IV

- 4.1 Emotional Intelligence essentials
- 4.2 Motivation in team & leadership roles
- 4.3 General & corporate awareness
- 4.4 Corporate Grooming

Unit V

- 5.1 Critical & Creative thinking
- 5.2 Problem Solving
- 5.3 Six Hats Method for Decision Making
- 5.4 Student Panel Discussions & Seminars

Recommended Texts and Readings :

1. Bovee, Thill and Chaturvedi, Business Communication Today, Pearson.
2. Lehman, Dufrene and Sinha, BCOM, Cengage Learning.
3. Taylor, Shirley and V. Chandra, Communication for Business, Pearson.
4. Galanes, Gloria J. and Katherine Adams, Effective Group Discussions, Tata Mc Graw Hill.
5. Koneru, Aruna, Professional Communication, Tata Mc Graw Hill.

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

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 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix :

CO Statement (O6.5LMP101C05)	PO1	PO2	PO3	PO4	PO5
O6.5LMP101C05.1	3	3	3	3	2
O6.5LMP101C05.2	3	3	3	2	2
O6.5LMP101C05.3	3	3	3	2	2
O6.5LMP101C05.4	3	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP101E02: Strategic Brand Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|--|
| O6.5LMP101E02.1 | Understand the product development process and advantages associated and with strong product line |
| O6.5LMP101E02.2 | Assess and evaluate different forms of branding tools and strategy for functional relevance |
| O6.5LMP101E02.3 | Demonstrate high level of understanding and application of the theoretical and managerial approaches to branding |
| O6.5LMP101E02.4 | Demonstrate functional proficiency in synthesizing and evaluating brand strategies and tactics |

Unit I

- 1.5 New product development
- 1.2 Product life cycle
- 1.3 Product classification, hierarchy, mix
- 1.4 Product strategies

Unit II

- 2.1 Brand differentiation and positioning
- 2.2 Brand elements
- 2.3 Secondary brand association
- 2.4 Brand equity

Unit III

- 3.1 Brand architecture
- 3.2 Brand portfolio
- 3.3 Corporate branding
- 3.4 Brand extensions

Unit IV

- 4.1 Co-branding
- 4.2 Brand personality
- 4.3 Brand strategy decisions
- 4.4 David Aaker's model

Unit V

- 5.1 Integrating marketing communications to build brand equity
- 5.2 Developing brand equity measurement
- 5.3 Measuring sources of brand equity
- 5.4 Brand perceptual mapping

Recommended texts and readings:

1. K.L. Keller, M.G. Parameswaram and I. Jacob, Strategic Brand Management, Pearson Education Inc.,
2. G. Franzen and S. Moriarty, The Science and Art of Branding. Taylor & Francis,
3. L. Jean-Noël Kapferer, The New Strategic Brand Management: Creating and Sustaining Brand Equity. Kogan Page Publishers,

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Course Articulation Matrix

CO Statement (O6.5LMP101E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP101E02 .1	2	3		2	2
O6.5LMP101E02 .2	3	2	3	1	1
O6.5LMP101E02 .3	3	2	2	3	3
O6.5LMP101E02 .4	1	3	3	3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP102E02: INTEGRATED MARKETING COMMUNICATION

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Discipline Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP102E02.1 Critically understand theoretical and functional approaches to integrated marketing communication in the digital era
- O6.5LM102E02.2 Comprehend diverse forms of communication approaches for strategic and tactical objectives
- O6.5LMP102E02.3 Assess and evaluate multiple forms of media & communication tools for functional relevance
- O6.5LMP102E02.4 Critically examine and analyze the role of creativity & ethics in integrated marketing communications

Unit I

- 1.1 Role of IMC in marketing process
- 1.2 Target markets & Target Audience
- 1.3 Communication process, models & objectives
- 1.4 Effectiveness of marketing communication
- 1.5 Advertising Vs Marketing mix

Unit II

- 2.1 Direct Marketing
- 2.2 Understanding Sales Promotion
- 2.3 Push and Pull Strategies
- 2.4 Public Relations, Sponsorships & Events
- 2.5 PR Vs Publicity.

Unit III

- 3.1 Role of Advertising Agencies
- 3.2 Services offered by various agencies
- 3.3 Client Agency relationships
- 3.4 Goal setting – DAGMAR approach

Unit IV

- 4.1 Media planning ,buying & budgeting
- 4.2 Media strategy & evaluation
- 4.3 Importance of creatives
- 4.4 Effectiveness of Promotional tools and IMC.

Unit V

- 5.1 Global perspective in advertising
- 5.2 Ethical dimensions in advertising
- 5.3 Internet advertising
- 5.4 Evaluating advertising campaigns

Recommended Text and Readings:

1. C. Fill , Marketing Communications: Interactivity, Communities, and Content,Prentice Hall
2. K. E. Clow and D. E. Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Prentice Hall
3. T. Duncan, Principles of Advertising and IMC, Tata McGraw-Hill
4. T. Shimp, Advertising and Promotion:An IMC Approach, Cengage Learning
5. G. Belch, M. Belch and K. Purani,Advertising& Promotion: An integrated marketing communications perspective,McGraw-Hill.

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

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 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP102E0 2)	PO1	PO2	PO3	PO4	PO5
O6.5LMP102E02.1	3	1	2	3	2
O6.5LMP102E02.2	1	3	3	1	2
O6.5LMP102E02.3	3	2	2	3	4
O6.5LMP102E02.4	3	4	3	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP103E02: Consumer Behavior

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Core

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|--|
| O6.5LMP103E02.1 | Develop an in-depth understanding of the consumer behavior and its linkages to marketing |
| O6.5LMP103E02.2 | Apply consumers behavior concepts to real world marketing problems |
| O6.5LMP103E02.3 | Conduct research to understand various aspects of consumer behavior |
| O6.5LMP103E02.4 | analyze the current trends and design marketing strategies based on various aspects of consumer behavior |

Unit I

- 1.6 Introduction to consumer behavior
- 1.2 Consumer research process
- 1.3 Segmenting and targeting consumers
- 1.4 Marketing strategy and consumers

Unit II

- 2.1 Consumer motivation and values
- 2.2 Exposure, attention and perception
- 2.3 Consumer learning and memory
- 2.4 Consumer personality, self-image and lifestyle

Unit III

- 3.1 Reference groups and opinion leadership
- 3.2 Influence of family and consumer behavior
- 3.3 Social class and consumer behavior
- 3.4 Cultural influence

Unit IV

- 4.1 New product and diffusion of innovation
- 4.2 Consumer decision making
- 4.3 Post purchase behavior
- 4.4 Organization as consumer

Unit V

- 5.1 Concerns of consumers
- 5.2 Impact of advertising
- 5.3 Concerns of marketers
- 5.4 Legal aspects of consumer protection

Recommended texts and readings:

1. K.S. Ramesh, S. Leon and K.L. Leslie, Consumer Behavior, Pearson
2. K. Ramneek and M. O. Nnamdi, Consumer Behavior, Mc Graw Hill,

3. N.R. Suja, Consumer Behavior in Indian Perspective: Text and Cases, Himalaya Publishing House
4. M.L. David, H.I. Del, K.B. Susan, Consumer Behavior: Building Marketing, McGraw Hill Education

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP103E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP103E02.1	3		2	3	2
O6.5LMP103E02.2		3	3	1	2
O6.5LMP103E02.3	3	2	2	3	
O6.5LMP103E02.4	3		3	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP104E02: Service Marketing

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Discipline Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP104E02.1 Develop an in-depth understanding of the unique features and challenges inherent in marketing and operating services.
- O6.5LMP104E02.2 Examine the factors leading to growth of services and its impact on sustainable development in the global economy.
- O6.5LMP104E02.3 Analyze the design and delivery aspects for services.
- O6.5LMP104E02.4 Design service strategies for customer satisfaction and delight.

Unit I

- 1.1 Growth of the Service Economy
- 1.2 Distinctive Characteristics and Classification of Services
- 1.3 Tangibility Spectrum; Service Marketing Triangle
- 1.4 Phases in Service Delivery/Encounters
- 1.5 Extended Marketing Mix for Services
- 1.6 The GAPS Model

Unit II

- 2.1 Consumer Behavior for Services
- 2.2 Realms of Customer Involvement in the Experience Economy
- 2.3 Expectations vs. Perceptions of Customers
- 2.4 Customer defined Service Standards
- 2.5 Tools for Service Research

Unit III

- 3.1 Core and Supplementary Aspects of Services
- 3.2 Service Quality its Measurement
- 3.3 Service Failure, Recovery and Recovery Paradox
- 3.4 Customer Relationships: Philosophy and Levels
- 3.5 Key Metrics for Customer Profiling and Customer Lifecycle

Unit IV

- 4.1 Approaches to Service Pricing
- 4.2 Physical and Digital Channels for Services
- 4.3 Integrated Service Marketing Communication
- 4.4 Physical Evidence and Servicescapes
- 4.5 Service Personnel: The Key Resource

Unit V

- 5.1 Service Blueprinting and Positioning
- 5.2 Service Operations: Demand vs. Capacity
- 5.3 Role of Services for Sustainability Across Business Formats

5.4 Service Entrepreneurship: Adding Value to the Economy

Recommended texts and readings:

1. V. A. Zeithaml, M. J. Bitner, D. D. Gremler and A. Pandit, Services Marketing- Integrating Customer Focus Across the Firm, McGraw Hill Education
2. C. Lovelock, J. Wirtz and J. Chatterjee, Service Marketing- People, Technology, Strategy, Pearson Education
3. V. Jauhari and K. Dutta, Services Marketing: Text and Cases, Oxford University Press
4. R. Nargundkar, , Services Marketing- Text and Cases,TATA McGraw Hill Education

Notes:

1. The assignment mentioned at the end of each unit will cover Case Analysis/Written assignments/ Projects/ Presentations/Role Plays/ Quiz etc. which should cover far as possible the whole unit.
2. Only latest editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP104E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP104E02.1	3	3		2	2
O6.5LMP104E02.2	2	3		3	2
O6.5LMP104E02.3	3	3	2	2	2
O6.5LMP104E02.4	3	3	3	2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP105E02: Customer Insights and Relationship Management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 70
Duration of Examination: 3 Hrs	End Semester Examination: 30	

Course Type: Domain-Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP105E02.1 Understand the key concepts of Customer Relationship Management and its implementation
- O6.5LMP105E02.2 Analyze the different components of a CRM plan.
- O6.5LMP105E02.3 Evaluate and identify the new trends in CRM, challenges, and Organizations
- O6.5LMP105E02.4 Apply the project approach to implementing CRM strategy and to assess its performance.

Unit I

- 1.1 CRM Concepts: Acquiring Customers & Customer Loyalty,
- 1.2 Criticality and Benefits of Customer Relationships
- 1.3 CRM Architecture Framework
- 1.4 Applications of CRM

Unit II

- 2.1 CRM in Marketing Strategy & Initiatives
- 2.2 Sales Force Automation
- 2.3 Campaign management
- 2.4 CRM and Customer Service - Call Centre, Customer service and support

Unit III

- 3.1 Consumer Insights: Analytical CRM
- 3.2 Managing customer information and databases- Ethics and legalities
- 3.3 Data mining, warehousing and filtering
- 3.4 Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering
- 3.5. Customer Profitability & Life time Value Modeling

Unit IV

- 4.1 Technology for CRM
- 4.2 CRM Implementation Roadmap
- 4.3 Operational Issues and Challenges of CRM Implementation
- 4.4 Measuring CRM Performance - metrics

Unit V

- 5.1 E-CRM in Businesses
- 5.2 Use of CRM across industries
- 5.3 Legal aspects of CRM

5.4 Global aspects of CRM

Recommended texts and readings:

1. J.Sheth, P.Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill,
2. Payne, Handbook of CRM- Achieving Excellence in Customer Management, Butterworth-Heinemann, Oxford
3. J. Dyche, The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education
4. P. Greenlers, CRM at the Speed of Light, TATA McGraw Hill
5. K. Anderson, C. J Kerr, Customer Relationship Management, TATA McGraw Hill

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP105E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP105E02.1	2	3		2	3
O6.5LMP105E02.2	2	3	2		3
O6.5LMP105E02.3	2	1	2	2	
O6.5LMP105E02.4		2	2	3	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP106E02: Business to Business Marketing

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Discipline Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP106E02.1 Understand and identify opportunities in the business to business (B2B) market
- O6.5LMP106E02.2 Assess the local and global impact of environmental changes on B2B market
- O6.5LMP106E02.3 Apply marketing mix and business plan elements for sustainable B2B success
- O6.5LMP106E02.4 Design strategies for the B2B market

Unit I

- 1.7 Fundamentals of Inter-organizational/ B2B Marketing
- 1.2 Classification of Markets
- 1.3 Market Structures
- 1.4 Environmental influences and analysis
- 1.5 Market potential and demand analysis

Unit II

- 2.1 Role of Research for B2B Markets
- 2.2 Competitor Analysis
- 2.3 Customer Needs and Value Proposition; Designing Market Offerings
- 2.4 Market Segmentation and Targeting

Unit III

- 3.1 Organizational buying process
- 3.2 The Buying Centre and its Roles
- 3.3 Types of B2B Selling
- 3.4 Structure of B2B Marketing Organization
- 3.5 B2B vs. B2C Formats of Marketing

Unit IV

- 4.1 Pricing Strategies and Policies
- 4.2 Channel Decisions and Conflict Management
- 4.3 Means of Communication and Promotion
- 4.4 Digital Commerce for B2B Markets

Unit V

- 5.1 Metrics for B2B Marketing Success
- 5.2 Role of Value based Selling in B2B Markets
- 5.3 Promoting B2B Markets as Enablers of Sustainable Growth
- 5.4 CRM and Key Account Management

Recommended texts and readings:

1. K. K. Havaldar, Business Marketing (Text and Cases), McGraw Hill Education (India)
2. M. D. Hutt, D. Sharma, T. W. Speh, B2B Marketing: A South Asian Perspective, Cengage
3. K. Venkataraman, B2B Marketing, Notion Press
4. R. P. Vitale, J. J. Giglierano, W. Pfoertsch, Business to Business Marketing: Analysis and Practice, Pearson

Notes:

1. The assignment mentioned at the end of each unit will cover Case Analysis/Written assignments/ Projects/ Presentations/Role Plays/ Quiz etc. which should cover far as possible the whole unit.
2. Only latest editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP106E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP106E02.1	3	2		2	
O6.5LMP106E02.2	3	2		3	3
O6.5LMP106E02.3	3	3	3	2	2
O6.5LMP106E02.4	3	3	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP111E02: Investment Analysis and Portfolio Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

- 06.5LMP111E02.1 Understand the working of the security market and principles of security analysis
- 06.5LMP111E02.2 Evaluate for composition and creation of a portfolio
- 06.5LMP111E02.3 Perform an analysis of a company through fundamental and technical analysis
- 06.5LMP111E02.4 Develop the skills required for portfolio management, evaluation and reconstruction

Unit I

- 1.1 Understanding Investments and Securities Markets
- 1.2 The Investment Decision Process
- 1.3 The Indian Securities Market: Constituents, Regulations and Trading
- 1.4 Investment Alternatives and Measurement of Risk and Return

Unit II

- 2.1 Introduction to Portfolio Theory, Diversification and Risk
- 2.2 Markowitz and Efficient Frontier Asset Pricing Models
- 2.3 The Capital Asset Pricing Model (CAPM)
- 2.4 Arbitrage Pricing Theory and Market Efficiency

Unit III

- 3.1 Economic Analysis: Global and Domestic Economic Indicators, Business Cycles
- 3.2 Industry Analysis: Analysis of Industry and Sectors, Life Cycle and Competitive Analysis, Industry Forecasts
- 3.3 Company Analysis: Analysis of Company Strategies, Interpretation of Financial Results, Earnings
- 3.4 Profitability Estimation Fixed Income Securities

Unit IV

- 4.1 Conceptual Framework for Technical Analysis
- 4.2 Charting Techniques
- 4.3 Technical Indicators
- 4.4 Moving Averages and Stochastic Indicators Portfolio Management

Unit V

- 5.1 Portfolio Selection and Strategies for Financial Decision Making
- 5.2 Portfolio Diversification and Rebalancing

5.3 Portfolio Management: Evaluation of Performance and Measures of Return

5.4 Risk Adjusted Measures of Performance

Recommended texts and reading

1. Kevin, S., Security analysis and portfolio management. PHI Learning Pvt. Ltd.
2. Jones, C.P., Investments: analysis and management. John Wiley & Sons.
3. Rustagi, R.P., Investment Analysis & Portfolio Management. Sultan Chand & Sons.
4. Pandya, F.H., Security analysis and portfolio management. Jaico Publishing House.
5. P.Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill.

Notes:

Only latest editions of the above books are recommended.

1. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Projects/Group Activities etc 15%
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP111E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP111E02.1	2	3		2	3
O6.5LMP111E02.2	2		3	2	1
O6.5LMP111E02.3	3	2	3	3	3
O6.5LMP111E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP112E02: Management of Financial Institutions & Services

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

- O6.5LMP112E02.1 Understand the role and dynamics of Indian Financial system
- O6.5LMP112E02.2 to gain a comprehensive understanding of various aspects related to money markets, capital markets, cash markets, and primary and secondary markets.
- O6.5LMP112E02.3 Analyze a firm's ability by determining its strengths and weaknesses, and be able to use financial services to improve performance.
- O6.5LMP112E02.4 understand the rules and regulations that governs the Indian financial markets, along with the steps taken by regulators to ensure stability.

Unit I: Introduction

- 1.1 Financial Markets: Introduction
- 1.2 Structure of Financial Market in India
- 1.3 Financial System and Economic Development, Financial Inter-mediation
- 1.4 Financial Sector Reforms since liberalization 1990-91

Unit II: Financial Markets & Capital Markets

- 2.1 Money Market – functions, Organization, and instruments
- 2.2 Capital Markets – Introduction, role and functions. Components
- 2.3 Cash markets- Equity and Debt, Depository (NSDL, CDSL).
- 2.4 Primary and Secondary Markets – NSE, BSE, NIFTY, SENSEX

Unit III: Financial Institutions

- 3.1 Commercial banking – introduction, classification, its role in financing -commercial and consumer,
- 3.2 Life and non-life insurance companies in India
- 3.3 Mutual funds
- 3.4 NBFCs

Unit IV: Financial Services Industry

- 4.1 Merchant Banking-Introduction
- 4.2 Leasing and Hire Purchase
- 4.3 Venture Capital Finance
- 4.4 Factoring

Unit V: Financial Regulations

5.1 Regulation of Financial Markets and Institutions

5.2 SEBI

5.3 RBI

5.4 AMFI

Recommended texts and reading:

1. M.Y. Khan, Indian Financial System, Tata Macgraw Hill
2. L.M. Bhole, Financial Institutions and Markets : Structure Growth and Innovations, Tata McGraw Hill
3. B.V. Pathak, The Indian Financial System: Markets, Institutions and Services, Pearson Education
4. R.M. Srivastava and D. Nigam, Management of Financial Institutions, Himalya Publishing House
5. RBI (Reserve Bank of India): Annual Reports
6. IDBI (Industrial Development Bank of India), Report on Development Banking

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP112E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP112E02.1	2	3		2	3
O6.5LMP112E02.2	2		3	2	1
O6.5LMP112E02.3	3	2	3	3	3
O6.5LMP112E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP113E02: Project Appraisal and Finance

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

O6.5LMP113E02.1	Understand the basic concepts and process of project financing.
O6.5LMP113E02.2	Acquire the requisite skills in executing various projects starting from project
O6.5LMP113E02.3	Identify different stages of project financing till project termination
O6.5LMP113E02.4	Appreciate the implication of project management techniques and its application in decision making.

Unit I

- 1.1 Project: Nature and Types
- 1.2 Infrastructure creation: Features, Significance, Bottlenecks
- 1.3 Resource Allocation Framework
- 1.4 Value Chain Analysis of the Project

Unit II

- 2.1 Project Costing, Appraisal, Financial Analysis
- 2.2 Life Cycle Costing and Activity Based Costing
- 2.3 Costing with alternative configuration/specifications
- 2.4 Appraisal: Marketing, Technical, Political, Financial and Social Aspects, Preparation of detailed project report

Unit III

- 3.1 Social Cost Benefit Analysis: Rationale and role of UNIDO
- 3.2 Little and Mirlees Approach
- 3.3 Sourcing of Funds
- 3.4 Public Private Partnerships: Forms, Guidelines, Problems and Issues

Unit IV

- 4.1 Project contracts: Principles, Practical and Legal aspects
- 4.2 Tendering Process, Escrow Account Operations
- 4.3 Insurance, Human Resource Aspects
- 4.4 Network analysis: CPM& PERT

Unit V

- 5.1 Performance Review
- 5.2 Project control system and MIS
- 5.3 Project Audit, Termination and Abandonment Analysis
- 5.4 Government Projects: Auditing and Control

Recommended texts and reading:

- 1. N. Dhameja, Financing and Managing Projects, Business Expert Press
- 2. P. Chandra, Projects Planning, Analysis, Financing, Implementation, and Review, Tata McGraw Hill
- 3. V. Desai, Project Management Himalaya Publishing House
- 4. N. Singh, Project Management & Control, Himalaya Publishing House
- 5. M. Bhavesh, Project Management, Vikas Publishing

Notes:

- 1. Only latest editions of the above books are recommended.
- 2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP113E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP113E02.1	2	3		2	3
O6.5LMP113E02.2	2		3	2	1
O6.5LMP113E02.3	3	2	3	3	3
O6.5LMP113E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP114E02: Corporate Financial Analysis and Appraisal

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

- O6.5LMP114E02** Understand financial statements and their analysis for decision making
- O6.5LMP114E02** Analyze basic valuation models and impact of rates in decision making
- O6.5LMP114E02** Appreciate the implication and have hands on approach/experience in valuation especially using financial analysis
- O6.5LMP114E02** Understand and develop models and error rectification valuation for making effective decision making

Unit I

- 1.1 Analytical Aspects of Financial Statements
- 1.2 Detailed Analysis of Financial Scorecards
- 1.3 Analyzing Financial Statements for Decision Making
- 1.4 Cash Flow and Fund Flow Analysis

Unit II

- 2.1 Approaches to Valuation
- 2.2 Identifying Value Drivers
- 2.3 Estimating the Discount Rates
- 2.4 Analyzing Financial Activities

Unit III

- 3.1 Analyzing Investment Activities
- 3.2 Inventory Accounting and Valuation
- 3.3 Analyzing Investment Activities: Inter-corporate Investments
- 3.4 Analyzing Operating Activities

Unit IV

- 4.1 Components and Analysis of Return on Invested capital
- 4.2 Projecting Financial Statements
- 4.3 Analyzing Return on Common Equity
- 4.4 Strategy-Finance-Valuation Trilogy

Unit V

- 5.1 Analyzing Liquidity and Working Capital
- 5.2 Capital Structure Composition and Solvency
- 5.3 Earnings Based Equity Valuation
- 5.4 Earning Power and Forecasting for Valuation

Recommended texts and reading:

- 1. A. N. Robert, D.F. Hawkins and K.A. Merchant, Accounting Text and Cases, McGraw Hill
- 2. N. Dhameja, K.S. Sastry, K. Dhameja, Finance and Accounting for Managerial Competitiveness, S. Chand Publication
- 3. N. Ramachandran and R.K. Kakani, Financial Accounting for Management, Tata McGraw Hill
- 4. S.K. Bhattacharya, Accounting for Management, Text and cases, Vikas Publishing House

Notes:

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Evaluation Policy:

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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP114E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP114E02.1	2	3		2	3
O6.5LMP114E02.2	2		3	2	1
O6.5LMP114E02.3	3	2	3	3	3
O6.5LMP114E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP115E02: Fundamentals of Taxation

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

- O6.5LMP115E02 Understand the concept and purpose of Taxation
- O6.5LMP115E02 Understanding various heads of income and develop abilities of tax Planning
- O6.5LMP115E02 Apply basic concepts of GST in real life solution
- O6.5LMP115E02 Evaluating Tax Policy and Ethical Considerations

Unit 1:

- 1.1. Definition and purpose of taxation
- 1.2. Historical evolution of taxation systems
- 1.3. Importance of taxation in modern economies
- 1.4. Types of taxes: direct taxes, indirect taxes, and others
- 1.5. Principles of Taxation

Unit 2:

- 2.1. Income under the five heads: Salary
- 2.2. Income from House Property
- 2.3. Profits and Gains of Business or Profession and
- 2.4. Capital Gains; Income from Other Sources (in brief)

Unit 3:

- 3.1. Tax policy objectives: Revenue generation, redistribution, economic stabilization
Taxation and economic behavior: Incentives and disincentives
- 3.2. Tax planning strategies
- 3.3. Tax administration: Roles of tax authorities, compliance, enforcement

Unit 4:

- 4.1. Tax evasion vs. tax avoidance
- 4.2. Taxpayer rights and responsibilities
- 4.3. Ethical considerations for taxpayers and tax professionals
- 4.4. Legal frameworks governing taxation: Tax codes, regulations, case law

Unit 5:

- 5.1 Digital taxation: Taxation of e-commerce, online platforms
- 5.2. Environmental taxation: Carbon taxes, pollution levies
- 5.3. Global tax reform initiatives

Recommended Text and Readings:

1. GirishAhuja& Ravi Gupta ,Systematic Approach to Taxation , Bharat Law House Pvt Ltd.
2. Vinod K. Singhania&Monica Singhania,Students Guide to Income Tax including GST ,Taxman Publications, New Delhi .
3. Mehrotra, H.C &Dr. S.P. Goyal, Income Tax Law & Accounts ,SahityaBhawan Publications, Agra
4. B.K. Agarwaland Rajeev Agarwal, Income Tax Law & Accounts ,Published by NirupamSahityaSadana, Agra

Notes:

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Evaluation Policy:The evaluation will include two types of assessments:

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 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP115E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP115E02.1	2	3		2	3
O6.5LMP115E02.2	2		3	2	1
O6.5LMP115E02.3	3	2	3	3	3
O6.5LMP115E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP116E02: Financial Derivatives & Risk Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

O6.5LMP116E02.1	Acknowledge the basic types of derivatives available for financial decision making
O6.5LMP116E02.2	Understand the basic risk management and trading strategies using derivatives
O6.5LMP116E02.3	Appreciate the implication of risk hedging techniques
O6.5LMP116E02.4	Develop pricing models and the application of option pricing theory in the area of financial engineering and corporate finance

Unit I

- 1.1 Risk: Alternative Definitions, Types of Risk, Risk Management Process and Methods
- 1.2 Objectives of Risk Management
- 1.3 Types of Risks and Risk Management
- 1.4 Corporate Risk Management

Unit II

- 2.1 Regulatory Framework - Changing Environment and Increasing Price Risks
- 2.2 Derivative Market and its Components
- 2.3 Speculation, Hedging and Arbitrage in Futures and Forwards Market
- 2.4 Effect of Speculation and Arbitrage on Market Efficiency

Unit III

- 3.1 The Futures Markets, Buying and Selling Futures,
- 3.2 Devising a Hedging Strategy
- 3.3 Using Futures, Stock Index Futures,
- 3.4 Foreign Currency Futures and Commodity Futures

Unit IV

- 4.1 Options Markets; Properties of Stock Option Prices
- 4.2 Option Pricing Models – Binomial Model, Black-Scholes Model
- 4.3 Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies
- 4.4 Cash Settled Options.

Unit V

- 5.1 Structure of a Swap
- 5.2 Interest Rate Swaps
- 5.3 Currency of Swaps
- 5.4 Credit Risk, Credit Derivatives

Recommended Text and Reading:

1. J. C.Hull, Futures and other derivatives, Options, Prentice-Hall of India
2. D. E. Fisher and R. J. Jordan, Security Analysis & Portfolio Management, Prentice Hall of India
3. M. Bansal and N. Bansal, Derivatives and Financial Innovations, Tata McGraw Hill
4. S.L. Gupta, Financial Derivatives Theory Concepts & Problems, Prentice Hall of India

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (6.5LMP116E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP116E02.1	2	3		2	3
O6.5LMP116E02.2	2		3	2	1
O6.5LMP116E02.3	3	2	3	3	3
O6.5LMP116E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP121E02: Developing High Performance Organizations

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP121E02.1 Understand the strategic importance of PMS in Organizations and its critical aspects

O6.5LMP121E02.2 Develop knowledge and ability to conduct the performance appraisal in organizations

O6.5LMP121E02.3 Apply performance management tools to measure the level of strategy implementation

O6.5LMP121E02.4 Design an organization's comprehensive Performance Management System

Unit I

- 1.1 Concept of Performance Management System
- 1.2 Role of HR and Leaders within Performance Management
- 1.3 Performance Management vs Performance Appraisal
- 1.4 Attributes of Sound PA System

Unit II

- 2.1 Criteria for Performance Measures
- 2.2 Methods and Approaches to Performance Appraisal
- 2.3 Pros and Cons of PA Methods and Tools
- 2.4 Performance Rating- Errors and Variations

Unit III

- 3.1 Performance Planning: Organizational mission, strategy and goals
- 3.2 Goals Setting- SMART Goals
- 3.3 Approaches to Performance Planning and Goal Setting
- 3.4 Linking Competency Mapping with Performance Planning

Unit IV

- 4.1 Outcome metrics – Economic Value Added (EVA); other economic measures.
- 4.2 Building a High-Performance culture

4.3 360–Degree Appraisal and Feedback

4.4 Self Appraisal and Ratingless Appraisal for Future

Unit V

- 5.1 PerformanceManagement: Key Performance Indicators (KPIs)
- 5.2 Developing the Best KPIs for Your Organization
- 5.3 The Value of the Balanced Scorecard (BSC)
- 5.4 Linking Performance Appraisal to Rewards and Recognition

Recommended texts and readings:

1. T. V. Rao and N. Chawla, Performance Management: Path to Growth and Excellence.
2. Mone, E., London, M., & Mone, E. M, Employee engagement through effective performance management: A practical guide for managers. Routledge.
3. M. Armstrong, Reinventing Performance Management: Building a Culture of Continuous Improvement.
4. D. Grote, The complete guide to performance appraisal. AMACOM

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Course Articulation Matrix

CO Statement (6.5LMP121E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP121E02.1		2	1		2
O6.5LMP121E02.2		2	1		
O6.5LMP121E02.3		3	1	2	
O6.5LMP121E02.4	2	1	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP122E02: Learning and Development

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Discipline Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP122E02.1 Understand basic concepts of learning, training, and development.
- O6.5LMP122E02.2 Describe various Learning theories for employee training and productivity in organizations
- O6.5LMP122E02.3 Evaluate training needs, training processes, and training methods, and evaluate training.
- O6.5LMP122E02.4 Worth of training and technology in Executive Development

Unit I

- 1.1 Meaning, Significance, and Characteristics of Learning
- 1.2 Process of Learning and Principles of Learning
- 1.3 Forces influencing learning in professionals
- 1.4 Concept of Training and Development- Need, and Importance

Unit II

- 2.1 Learning theories
- 2.2 Learning Cycle
- 2.3 Instructional Emphasis for Learning Outcomes
- 2.4 Learning Enhancement Factors

Unit III

- 3.1 Training Need Analysis
- 3.2 Developing a Training program
- 3.3 On-The-Job and Off-The-Job Training Methods of Training
- 3.4 Training Evaluation and Transfer of Learning

Unit IV

- 4.1 Significance and Objectives of Executive Development
- 4.2 Principles of Executive Development
- 4.3 Methods and Techniques of Executive Development
- 4.4 Training Organizations in India: ISTD, NHRD

Unit V

- 5.1 Learning Management System
- 5.2 E-Learning, Mobile Technology, and Training
- 5.3 Recent Training and Development Trends in Organization

5.4 Government Initiatives in the field of Learning, training and development: Skill India, Swayam and other new initiatives

Recommended texts and readings:

1. Lynton P. Rolf & Pareek, Udai, "Training for Development", Vistaar Publications.
2. Rao. P. L., "Enriching Human Capital through Training and Development", Excel Books.
3. Naik, G. P., "Training and Development: Text, Research and Cases", Excel Books.
4. Sahu R. K., "Training for Development", Excel Books, New Delhi.
5. Rishi pal, Training and Development Methods, India Sultan Chand and Sons
6. K. Aswath Appa, Human Resource Management – Text and Cases. New Delhi. Tata McGraw Hill

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Evaluation Policy:The evaluation will include two types of assessments:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP122E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP122E02.1	1	2	1		1
O6.5LMP122E02.2		2		2	
O6.5LMP122E02.3	2	1	2	2	
O6.5LMP122E02.4		2	3	3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP123E02: Talent Acquisition and Engagement

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes: By the end of the course, a student should be able to:

O6.5LMP123E02.1	Understand the concept of Talent acquisition, engagement and management
O6.5LMP123E02.2	Apply different tools and techniques of talent acquisition
O6.5LMP123E02.3	Analyze and appreciate the role of HR Professional in engaging talent
O6.5LMP123E02.4	Develop strategies that interplay between Talent acquisition, engagement and retention.

Unit I

- 1.1 Introduction To Talent Acquisition & Management
- 1.2 Principles of Talent Management
- 1.3 Challenges and Issues of Talent Management
- 1.4 Talent Acquisition Process

Unit II

- 2.1 Talent Acquisition- Then and Now
- 2.2 Talent Acquisition Practices at Organizations
- 2.3 Talent Assessment
- 2.4 Psychometric Testing and Analysis

Unit III

- 3.1 Concept and Role of Talent Engagement
- 3.2 Talent Engagement and Retention
- 3.3 The Zinger Model of Engagement
- 3.4 Global Talent Management Practices

Unit IV

- 4.1 Talent Mobility and Management
- 4.2 Integrated Talent Management Models
- 4.3 Talent Engagement and Organizational Culture
- 4.4 Coaching and Development

Unit V

- 5.1 Concept and Role of Talent Analytics
- 5.2 Transforming Talent Acquisition through AI
- 5.3 Talent Engagement and AI – Benefits and Challenges
- 5.4 Tools of Talent Acquisition and Management

Recommended texts and readings:

1. L. A. Berger, D. R. Berger, Association for Talent Development (ATD), Talent Management Handbook. Virginia, USA.
2. L. A. Berger, D. R. Berger, The Talent Management Handbook, Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People, McGraw Hill LLC.
3. R.F. Silzer and B. E. Dowell, Strategy-Driven Talent Management: A Leadership Imperative. United Kingdom: Wiley.
4. D.G Collings, K. Mellahi, W. F. Cascio, The Oxford Handbook of Talent Management. Oxford University Press
5. I. Tarique, Contemporary Talent Management: A Research Companion. United States: Taylor & Francis.

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 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP123E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP123E02.1			1	1	2
O6.5LMP123E02.2		1	2		
O6.5LMP123E02.3	1	2	1		1
O6.5LMP123E02.4	1	1	2	2	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP124E02: Compensation and Benefits Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP124E02.1	Analyze role of pay decisions in achieving a competitive advantage in organization
O6.5LMP124E02.2	Analyze and develop reward and benefits management process for organizations
O6.5LMP124E02.3	Integrate the knowledge to resolve compensation related issues in organizations
O6.5LMP124E02.4	Design rational and contemporary compensation systems in mode organizations

Unit I

- 1.1 Principles of Compensation Philosophy
- 1.2 Nature of Compensation
- 1.3 Types of Compensation Systems
- 1.4 Compensation Structure
- 1.5 Perspective of Compensation
- 1.6 Compensation as a Motivational Tool

Unit II

- 2.1 Role of Benefits in Compensation Planning
- 2.2 Models for Awarding Benefits
- 2.3 Link between Pay and the Benefits
- 2.4 Benefit, Motivation and Productivity
- 2.5 Legal Provision Concerning Benefits

Unit III

- 3.1 Development of Base Pay System
- 3.2 Role of Compensation
- 3.3 Understanding Intra and Inter Industry Compensation Differentials
- 3.4 Internal and External Equities in Compensation
- 3.5 Pay for Performance and Variable Pay
- 3.6 Operational Aspects of Pay Grade Fixation

Unit IV

- 4.1 Compensation of Special Groups
- 4.2 Components of Executive Compensation

4.3 Statutory Provisions Governing Compensation Plans, and Employee Benefits

4.4 Compensation and Corporate Performance

Unit V

5.1 Strategic Framework for Compensation

5.2 Strategic Compensation Planning

5.3 International Compensation

5.4 Components and Benefit Management Trends

Recommended texts and readings:

1. Milkovich, G., Newman, J., Milkovich, C. Compensation. United Kingdom: McGraw-Hill Education.
2. S. Gardner. Compensation. Walker Publishing
3. M. Bhattacharya and N. Sengupta, Compensation management. Excel Books
4. Aggarwal, R., Samwick, A. Executive Compensation, Strategic Competition, and Relative Performance Evaluation: Theory and Evidence. United States: National Bureau of Economic Research.

Notes:

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Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP124E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP124E02.1		1	1	2	2
O6.5LMP124E02.2	1		1	2	2
O6.5LMP124E02.3		1	1	2	
O6.5LMP124E02.4		1		2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP125E02: Organization Change and Development

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

06.5LMP125E02.1	Explain theories and models relating to organizational development(OD) and change
06.5LMP125E02.2	Application of intervention at individual, group, and organization level
06.5LMP125E02.3	Apply various diagnostic tools for planning organizational change
06.5LMP125E02.4	Analyze role of OD consultant in change process

Unit I

- 1.1 Introduction to Organizational Development and Change
- 1.2 Nature and Forces of Change
- 1.3 The OD Practitioner Operating with the Culture
- 1.4 Planning for Organizational Change

Unit II

- 2.1 Diagnostic Process and Assessing Resistance
- 2.2 Change Models
- 2.3 Types of Strategies and The Process Skills used in OD Efforts
- 2.4 Resistance to Change
- 2.5 Cultural Factors in the Change Process

Unit III

- 3.1 Overview of OD Interventions
- 3.2 Individual Interventions
- 3.3 Organizational Development Process
- 3.4 Interpersonal and Team Development

Unit IV

- 4.1 Group Intervention
- 4.2 Third Party Peacemaking Interventions
- 4.3 Structural Intervention
- 4.4 Transforming Entire Systems
- 4.5 Strategic Change

Unit V

- 5.1 Evaluation, Role of Power and Politics in the Practice of OD
- 5.2 Fundamental Strengths of OD
- 5.3 Ethical conduct of OD practitioner
- 5.4 The Future of OD in India

Recommended texts and readings:

1. L. F. Wendell and Cecil H. Bell, J. Organizational Development. Prentice Hall.
2. W. Pasmore, R. Woodman and A. Shani, Research in organizational change and development, Emerald, Bingley.
3. C. Carnall, Managing change in organizations Prentice Hall.
4. T. Cummings, OD and Change, Thomson Publishing.
5. J. Hammons, Organization development & Change strategies. Jossey-Bass Publishing.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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 - Projects/Group Activities etc 15%
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Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%
Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP125E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP125E02.1		1	1		
O6.5LMP125E02.2	1	2	2		
O6.5LMP125E02.3	2	1	1		
O6.5LMP125E02.4		1		2	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP126E02: International Human Resource Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP126E02.1 Familiarize students with key concepts and contemporary issues of IHRM
- O6.5LMP126E02.2 Develop amongst students understanding of expatriate's recruitment & training programs.
- O6.5LMP126E02.3 Examine HR Practices, Policies and strategies at International Level
- O6.5LMP126E02.4 Establish a Global mindset and sense of Global Leadership

Unit I

- 1.1 International Human Resource Management-Overview
- 1.2 Difference between IHRM and Domestic HRM
- 1.3 IHRM: Role and Distinguishing Activities
- 1.4 Challenges and Complexities of Global Workforce

Unit II

- 2.1 Staffing Practices in International Human Resource Management
- 2.2 Different approaches to multinational staffing decisions,
- 2.3 Recruitment and Selection for Overseas Assignments
- 2.4 International Transfers and Repatriation Strategies

Unit III

- 3.1 International Human Resource Planning
- 3.2 Training and Development in International Context
- 3.3 International Performance Management
- 3.4 Global Compensation Practices

Unit IV

- 4.1 International Practices and Industrial Relations
- 4.2 Shifts in IHRM and Industrial Relations
- 4.3 International Labor Laws and Standards
- 4.4 Global Unions

Unit V

- 5.1 Cross-Cultural Training, Sensitivity Training

- 5.2 Knowledge Transfer in Multinational Companies
- 5.3 Emerging Trends in International HRM
- 5.4 IHRM and Corporate Social Responsibility

Recommended texts and readings:

1. Crawley, E., Swailes, S., Walsh, D. Introduction to International Human Resource Management. United Kingdom: Oxford University Press.
2. Dowling, P., Welch, D. E. International Human Resource Management: Managing People in a Multinational Context. United Kingdom: Thomson/South-Western.
3. International Human Resource Management. India: SAGE Publications.
4. P.L. Rao. International Human Resource Management: Text and Cases. India: Excel Books.
5. C. Brewster, G. Vernon, P. Sparrow and E. Houldsworth. International Human Resource Management, Kogan Page Publishers.

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Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP126E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP126E02.1	1			2	1
O6.5LMP126E02.2	1	1		1	1
O6.5LMP126E02.3	1	1	1	2	2
O6.5LMP126E02.4	2		2	2	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP141E02: Modelling Using Excel

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP141E02.1 Understand and exercise basic practice of data management and visualization using excel.
- O6.5LMP141E02.2 Apply advanced modelling techniques for strategic understanding of business analytics and demonstrate critical thinking skills.
- O6.5LMP141E02.3 Appreciate connection between quantitative tools to navigate the complex demands of dynamic business environments.
- O6.5LMP141E02.4 Design appropriate strategies for planning and management using different tools for business decision making.

Unit I

- 1.1 Developing Decision Matrix Using Excel
- 1.2 Excel Formulae Functions: Financial, Logical, Date and Time, Lookup
- 1.3 Reference and Statistical
- 1.4 Developing Nested Formulae Function
- 1.5 Consolidation: Linking Principles, Consolidation Function, Outlining Function, Linking to External Data Source

Unit II

- 2.1 Exploratory Data Visualization using Excel
- 2.2 Advanced Charts
- 2.3 Advanced Graphing Formatting Techniques
- 2.4 Creating Interactive Graphs
- 2.5 Advanced Formatting Techniques
- 2.6 Conditional Formatting Techniques
- 2.7 Developing Dashboards, Lookup and Match Functions, using SLICERS

Unit III

- 3.1 Data and Statistical Analysis Data Management
- 3.2 Data Cleaning Functions, Creating Tables, Filtering Functions, Special Function Using Tables
- 3.3 Analyzing Data with Pivot, OLAP, Importing from External Databases
- 3.4 Performing Calculations in PIVOT Table, Creating Graphs in PIVOT Chart
- 3.5 Data Analysis Pack, Working with Statistical Functions, Forecasting, Multiple Regression, Linear Programming, Data Mining Toolset

Unit IV

- 4.1 Advance Interactive Model
- 4.2 Modeling Methodology, Designing the Model Structure
- 4.3 Developing the Calculations Modules Considering Funding Considerations, Working Capital Management, Cash Flow Estimates
- 4.4 Auditing the Model, Spreadsheet Audit, Stress Testing to Determine Logic, Documentation

Unit V

- 5.1 Modeling Analytics
- 5.2 Creating Output Screens and Reports
- 5.3 Report Presentation Dynamics and Examination of Output
- 5.4 What If, Goal Seek and Scenario Manager to Determine Results
- 5.5 Complying with the Disclosure Requirements, Writing up the Investment Report Features of MS Word 2010 and Power Point 2010

Tools required for the course:

1. Microsoft Excel
2. Tableau Public (Free tool by Tableau)- <https://public.tableau.com/en-us/s/download>
3. Microsoft Word
4. Microsoft Power Point

Recommended texts and readings:

1. D. Whigham, Business Data Analysis using Excel, Oxford University Press
2. A. L.Day, Mastering Financial Modeling in Microsoft Excel, Prentice Hall-Pearson
3. J. Swan, Practical Financial Modelling, CIMA Publishing, Burlington
4. P. K.Scott, Building Financial Models with Microsoft Excel: A guide for business professionals, John Wiley & Sons,
5. G. Isaac, Next Generation Excel: Modeling Excel for Analysts and MBAs, Wiley

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Course Articulation Matrix

CO Statement (O6.5LMP141E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP141E02.1	3			1	2
O6.5LMP141E02.2	1	2	3	3	2
O6.5LMP141E02.3	3	2	3	2	3
O6.5LMP141E02.4	2	3	2	3	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP142E02: Business Analytics with Python

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

- O6.5LMP142E02.1 Understand and exercise basic coding sequential, conditional, and looping structure for business decision making
- O6.5LMP142E02.2 Apply advanced data management tasks using Python for reading, writing, cleaning of data and reshaping datasets.
- O6.5LMP142E02.3 Perform exploratory and statistical analysis with Python for various business functions.
- O6.5LMP142E02.4 Design and develop analytical skills for creating data structures and applications in business data management

Unit I

- 1.1 Introduction to Business Data Analysis
- 1.2 Knowledge Domains of Data Analyst
- 1.3 Understanding the Nature of Data
- 1.4 Data Analysis Process
- 1.5 Quantitative and Qualitative data analysis

Unit II

- 2.1 NumPy-Types of Data
- 2.2 Arithmetic Operations
- 2.3 Universal Functions Matrix
- 2.4 Indexing Arrays, Loading Files
- 2.5 Reading Files with Tabular Data; Introduction to SciPy

Unit III

- 3.1 Pandas Function by Element; Function by Row/Column
- 3.2 CSV and Text Files
- 3.3 Merging, Concatenating; Data Transformation
- 3.4 Data Aggregation

Unit IV

- 4.1 Matplotlib, Plotting Windows
- 4.2 Plotting Charts; Adding Text, Bar Chart, Histogram, Pie Charts, Line Charts
- 4.3 Writing Mathematical Expressions

Unit V

- 5.1 Open Data Sources Analysis: Political and Government
- 5.2 Data Sources Analysis: Climate and Health Data
- 5.3 Reports Generation
- 5.4 Inferences from Secondary Open-Source Data

Recommended texts and readings:

1. W. McKinney, Python for Data Science, O'Reilly Media Inc.
2. F. Nelli, Python Data Analytics, Après
3. J. Rogel, Salazar, Chapman and Hall, Data Science and Analytics with Python, CRC Press
4. A.B. DowneyThink Stats2, O'Reilly Media Inc.

Notes:

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Objective Type Questions:	30%
Short/Long Questions:	70%

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Course Articulation Matrix

CO Statement (O6.5LMP142E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP142E02.1	3			2	3
O6.5LMP142E02.2	2	2	3	3	2
O6.5LMP142E02.3	2	3	3	1	2
O6.5LMP142E02.4	3	2	2	3	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP143E02: Big Data Analytics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- | | |
|-----------------|---|
| O6.5LMP143E02.1 | Understand and describe big data and its importance with its applications |
| O6.5LMP143E02.2 | Differentiate various big data technologies like Hadoop MapReduce, Pig, Hive, and HBase |
| O6.5LMP143E02.3 | Apply tools and techniques to analyze big data. |
| O6.5LMP143E02.4 | Design a solution for a given problem using suitable big data techniques. |

Unit I

- 1.1 Introduction to big data: Introduction, distributed file system,
- 1.2 Big Data and its importance & Drivers
- 1.3 Big data analytics
- 1.4 Big data applications
- 1.5 Big data value for the enterprise - Setting up the demo environment

Unit II

- 2.1 Introduction to Hadoop
- 2.2 Big Data, Apache Hadoop, Ecosystem, MapReduce, Data Serialization
- 2.3 Hadoop components: MapReduce/Pig/Hive/HBase
- 2.4 Loading data into Hadoop, Handling files in Hadoop& Getting data from Hadoop

Unit III

- 3.1 Querying big data with Hive - Introduction to the SQL Language
- 3.2 From SQL to HiveQL
- 3.3 Introduction to HIVE e HIVEQL
- 3.4 Using Hive to query Hadoop files

Unit IV

- 4.1 Hadoop Map reduce: Employing Hadoop Map Reduce, Executing Hadoop Map –
- 4.2 The Building Blocks of Hadoop Map Reduce & Selecting appropriate execution modes
- 4.3 Installing and Running Pig, Comparison with Databases
- 4.4 Pig Latin, User Define Functions & Data Processing Operators

Unit V

- 5.1 Big data & Machine learning
- 5.2 Spark &SparkML

5.3 H2O & No-SQL

5.4 Azure ML

Recommended Texts and Readings :

1. M. Michael, M. Minelli, and A. Dhiraj, 2013, Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today’s Business, Wiley CIO Series
2. A. Sathi, 2012, Big Data Analytics: Disruptive Technologies for Changing the Game, IBM Corporation
3. B. Franks, 2012, Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics, 1st Edition, Wiley and SAS Business Series
4. T. White, 2012, Hadoop: The Definitive Guide, O’Reilly

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

Course Articulation Matrix

CO Statement (O6.5LMP143E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP143E02.1	3	2		3	2
O6.5LMP143E02.2	3	2		3	
O6.5LMP143E02.3		2	3		3
O6.5LMP143E02.4		3	2		3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP144E02: Business Analytics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP144E02.1 Understand and exercise basic practice of Business using analytics
- O6.5LMP144E02.2 Recognize trends in data and detect outliers
- O6.5LMP144E02.3 Analyze relationships between variables in qualitative and quantitative terms
- O6.5LMP144E02.4 Identify relationships among three or more variables to improve understanding and provide better forecast

Unit I

- 1.1 Building a data-driven culture in an organization
- 1.2 Analytics readiness of an organization and building a data-driven decision-making culture
- 1.2 Building organizational team for making use of Data Science and Analytics
- 1.3 Appreciating the emerging nature of competition and the role of business analytics

Unit II

- 2.1 Statistics - The art of summarizing data and statistical learning in decision-making
- 2.2 Probability Applied probability and decision-making under uncertainty
- 2.3 Sampling Data sampling and the art of inferring about the population from samples
- 2.4 Regression techniques and the art of capturing relationships among variables of interest

Unit III

- 3.1 Experiment Design, Analysis & Testing
- 3.2 Data capture and pre-processing issues
- 3.3 Causal Inference and analysis Interpretation of raw data
- 3.4 Interpreting results Interpretation of statistical summary of data

Unit IV

- 4.1 Forecasting Business forecasting principles and issues
- 4.2 Artificial Intelligence and Machine Learning in decision-making – role of supervised learning
- 4.3 Clustering Role of unsupervised learning in decision-making
- 4.4 Time series analysis-based decision-making

Unit V

- 5.1 Simulation Learning through simulation and games
- 5.2 Decision Analysis Individual and group decision-making issues
- 5.3 Optimization Models use of discrete optimization concepts in decision-making

5.4 Neural Networks and Deep Learning Artificial neural network and deep learning in decision-making

Recommended texts and readings:

1. D. Kumar, Business Analytics – The science of Data Driven Decision Making, Wiley Publishing
2. R. Mathew, Data Analytics for Decision Making, Pearson Publishing
3. J. Evans Business Analytics, Pearson Publishing

Notes:

- 1.
2. Only latest available editions of the above books are recommended.
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Evaluation Policy:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (6.5LMP144E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP144E02.1	3			1	2
O6.5LMP144E02.2	1	2	3	3	2
O6.5LMP144E02.3	3	2	3	2	3
O6.5LMP144E02.4	2	2	2	1	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP145E02: Introduction to Business Intelligence

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation:30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- | | |
|-----------------|---|
| O6.5LMP145E02.1 | Understand the major framework of Business intelligence (BI) |
| O6.5LMP145E02.2 | Evaluate how various business intelligence systems can contribute to organizational success |
| O6.5LMP145E02.3 | Analyze the BI requirements & technological architecture that makes up BI systems |
| O6.5LMP145E02.4 | Plan and execute an implementation of BI solution |

Unit I

- 1.1 Introduction to Business Intelligence,
- 1.2 A Framework for Business Intelligence (BI), BI & Strategy
- 1.3 Intelligence Creation, Implementation & Governance
- 1.4 Overview Analytics Ecosystem & Big Data Analytics

Unit II

- 2.1 Data Warehousing Process Overview & Architecture
- 2.2 Data Integration and the Extraction, Transformation, and Load Processes
- 2.3. Data Warehouse Development & Data Warehousing Implementation Issues.
- 2.4 Data Warehouse Administration, Security Issues and Future Trends

Unit III

- 3.1 Data Mining Concepts and Applications.
- 3.2 Data Mining Process
- 3.3 Data Mining Methods.
- 3.4 Data Mining Software Tools.

Unit IV

- 4.1 Text Analytics and Text Mining Overview.
- 4.2 Text Mining Applications & Process.
- 4.3. Web Mining Overview & Web Usage Mining
- 4.4 Other concepts - Natural Language Processing, Sentiment analysis, Web Analytics, Social Analytics, Search Engines

Unit V

- 5.1 Big Data and Analytics & its Fundamentals
- 5.2 Big Data Technologies & Data Warehousing
- 5.3 Big Data and Stream Analytics & its applications
- 5.4 Future trends, Privacy & other considerations

Recommended texts and readings:

1. E. Turban, R. Sharda, & D. Delen, Business Intelligence: A Managerial Approach, Publisher: Prentice Hall
2. R. Sherman, Business Intelligence Guidebook: From Data Integration To Analytics, Morgan Kaufmann
3. R. Sharda, D. Delen, E. Turban, Business Intelligence and Analytics: Systems for Decision Support, Pearson Publishing
4. L. Moss, & S. Atre, Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications, Addison-Wesley Professional

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Course Articulation Matrix

CO Statement (6.5LMP145E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP145E02.1	1	3		2	2
O6.5LMP145E02.2	2	3		2	2
O6.5LMP145E02.3		2	2	3	3
O6.5LMP145E02.4		3	2	3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP146E02: Predictive Analytics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

O6.5LMP146E02.1	Understand predictive concepts and its importance in forecasting
O6.5LMP146E02.2	Differentiate various applications of predictive analytics in Business
O6.5LMP146E02.3	Appreciate business processes and features in predictive modelling
O6.5LMP146E02.4	Apply predictive modelling across sectors

Unit I

- 1.1 Introduction to Analytics
- 1.2 Analytics in Decision Making
- 1.3 Game changers & Innovators
- 1.4 Predictive Analytics

Unit II

- 2.1 Simple Linear Regression (SLR)
- 2.2 Case-let Overview
- 2.3 Introduction to Regression
- 2.4 Model Development & Validation

Unit III

- 2.1 Multiple Linear Regression (MLR)
- 2.2 Estimation of Regression Parameters
- 2.3 Model Diagnostics
- 2.4 Dummy, Derived & Interaction Variables
- 2.5 Multi-collinearity & Model Deployment

Unit IV

- a. Logistic Regression: Train a text embedding model.
- b. Discrete choice models
- c. MLE Estimation of Parameters
- d. Logistic Model Interpretation and diagnostics

Unit V

- 5.1 Decision Trees and Unstructured data analysis

- 5.2 Chi-Square Automatic Interaction Detectors (CHAID)
- 5.3 Classification and Regression Tree (CART)
- 5.4 Naive Bayes Classification

Recommended Texts and Readings

1. H. Jones, Data Science for Business: Predictive Modeling, Data Mining, Data Analytics, Data Warehousing, Data visualization, Regression Analysis, Database Querying, and Machine Learning for Beginners, BravexPublications.
2. E. Siegel, Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. Wiley Publisher.

NOTES

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
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Course Articulation Matrix

CO Statement (O6.5LMP146E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP146E02.1	3	2		3	2
O6.5LMP146E02.2	3	2		3	
O6.5LMP146E02.3		2	3		3
O6.5LMP146E02.4		3	2		3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP131E02: International Marketing

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP131E02.1 Critically evaluate theoretical and functional approaches to International Marketing.
- O6.5LMP131E02.2. Analyze all forms of International Marketing strategies for the underlying strategic and tactical objectives
- O6.5LMP131E02.3. Assess and evaluate different forms of IM tools and strategy for functional relevance
- O6.5LMP131E02.4. Critique and analyze the relationship between international brand and their stakeholders.

Unit I

- 1.1 Framework of International Marketing
- 1.2 Dimensions of Export Marketing
- 1.3 Export vs. International Marketing
- 1.4 Benefits of International Marketing.
- 1.5 Global Marketing Environment

Unit II

- 2.1 Planning for International Marketing
- 2.2 International Marketing Research
- 2.3 Secondary Information sources
- 2.4 Market Analysis
- 2.5 Foreign Market Entry strategies

Unit III

- 3.1 Product Policy and Planning
- 3.2 Product Design and Standardization
- 3.3 Developing and International Product Lines
- 3.4 Foreign Product Diversification
- 3.5 International Branding Decisions
- 3.6 International Packaging

Unit IV

- 1.1 Terms of Sale and Methods of Financing in International Marketing
- 1.2 International Pricing Decisions and Strategies
- 1.3 International Channels of Distribution
- 1.4 Issues in International Channel Management
- 1.5 Aspects of International Supply Chain Management

Unit V

- 5.1 Elements of International Promotion Mix
- 5.2 International Promotion Strategies
- 5.3 Issues in International Advertising and Media Selection
- 5.4 International Sales Negotiation
- 5.5 Ethical Issues in International Promotions

Recommended texts and readings:

- 1. S.Onkvisit and J. J. Shaw, International Marketing – Analysis and Strategy, PHI
- 2. D. Isobel and R.Lawe, International Marketing Strategy, Thomson Learning
- 3. W. J., Keegan, Global Marketing Management, Pearson Education
- 4. R. M. Joshi, International Marketing, Oxford University Press
- 5. C. Rajagopal, International Marketing, Vikas

Notes:

- 1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP131E02.1)	PO1	PO2	PO3	PO4	PO5
O6.5LMP131E02.1		2	3	2	
O6.5LMP131E02.2		2	3		2

O6.5LMP131E02.3	3	3	1		
O6.5LMP131E02.4	2			3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP132E02: Multinational Financial Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP132E02.1. Examine movements in exchange rates
- O6.5LMP132E02.2. Examine the contemporary approaches by which exchange rates are determined
- O6.5LMP132E02.3. Understand the operational aspects of foreign exchange management and their instruments
- O6.5LMP132E02.4. Apply the knowledge of exchange rates in dealing with foreign exchange risk and exposure.

Unit I

- 1.1 Nature and scope of International Financial Management
- 1.2 Distinguishing features of International Finance
- 1.3 Emergences of Global financial markets and MNCs
- 1.4 Foreign Investment Flows
- 1.5 Overvalued and Undervalued Currencies; Exchange Rate Systems

Unit II

- 2.1 General Factors of Exchange Rate Fluctuations
- 2.2 Nature Functions and Participants of Foreign Exchange Market
- 2.3 Exchange Rate Overshooting and the J-Curve Effect
- 2.4 Central Banking Interventions for Exchange Rate Stability
- 2.5 Effect of Depreciation on Trade Balance

Unit III

- 3.1 Types of exposure in foreign markets
- 3.2 Spot and Forward Markets; Forward Premium
- 3.3 Forwards in Hedging and Arbitrage
- 3.4 Methods of Quoting Exchange Rates; Cross Rates of Exchange
- 3.5 The Interest Rate Parity Theorem; The Expectation Theory; International Fisher Effect

Unit IV

- 4.1 Currency Futures
- 4.2 Options and Determination of their Market Value
- 4.3 Over-The-Counter Options; Fisher Black's Optional-Pricing Model
- 4.4 Currency and Interest Rate Swaps; Credit Risk of Swaps
- 4.5 Euro Currency Market and Its Instruments

Unit V

- 5.1 Theory and practice of International Financial Management
- 5.2 International financial subsidiaries for MNCs
- 5.3 Foreign Exchange Regulation in India

Recommended texts and readings:

- 1. A. Shapiro, Multinational Financial Management, 7th edition Wiley
- 2. D. L. Maurice, International Finance, Prentice Hall of India
- 3. A. Buckley, Multinational Finance, Prentice Hall of India
- 4. P. Roth, Mastering Foreign Exchange and Money Markets, Pitman
- 5. P.G.Apte, International Financial Management, Tata McGraw Hill

Notes:

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Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP132E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP132E02.1		2		3	2

O6.5LMP132E02.2	3		2	2	2
O6.5LMP132E02.3		3	2		
O6.5LMP132E02.4	2	2		2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP133E02: Management of Strategic Alliances

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP133E02.1. Develop an understand the basic operation of MNCs.
- O6.5LMP133E02.2. Examine the role of HRM in MNC
- O6.5LMP133E02.3. Analyze competitive strategies in a global framework
- O6.5LMP133E02.4. Apply control techniques in the management of global organizations.

Unit I

- 1.1 Nature of Multinational Corporations
- 1.2 Special Challenges Facing an International Manager
- 1.3 Major Staffing Decisions in A Multinational Corporation
- 1.4 Recruiting and Selecting Staff for International Assignments
- 1.5 Dimensions of Training of Expatriate Staff

Unit II

- 2.1 Standardization and Adaptation of Work Practices
- 2.2 Issues Relating to International Compensation
- 2.3 Key Issues in International Industrial Relations
- 2.4 Performance Management of International Work Force
- 2.5 Ethical Issues In International HRM

Unit III

- 3.1 Designing Organizational Structure of MNC
- 3.2 Leveraging Resources and Capabilities
- 3.3 Meeting Cross Cultural Challenges
- 3.4 Developing Strategy for Entering in Foreign Markets

Unit IV

- 4.1 Key Issues in International Operations Management
- 4.2 Taking Make or Buy Decisions
- 4.3 Contract Manufacturing
- 4.4 Just In Time Strategies
- 4.5 Decisions Concerning International Quality Standards

Unit V

- 5.1. Managing Global Competitive Dynamics
- 5.2. Managing International Innovation
- 5.3. Considerations Behind International Collaborations and Strategic Alliances
- 5.4. Managing International Corporate Social Responsibility

5.5. Control Techniques in MNCs

Recommended texts and readings:

1. M.S. Khan, Management of Multinational Corporations, Himalaya Publishing House
2. R. Benett, International Business, Pearson Education
3. M. W. Peng, Global Strategy, Thomson South Western

Notes:

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Course Articulation Matrix

CO Statement (O6.5LMP133E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP133E02.1	1	2			3
O6.5LMP133E02.2	3		2	3	3
O6.5LMP133E02.3	3		2	2	1
O6.5LMP133E02.4	2	2	2	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP134E02: Organization Structure and Dynamics for MNCs

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP134E02.1. Develop competency in dealing with crosses cultural situations
- O6.5LMP134E02.2. Compare/contrast critical issues of human resource management in domestic and international business operation

- O6.5LMP134E02.3. Analyze external forces (e.g. globalization, sociocultural changes, political and economic changes) that have the potential to shape international HRM
- O6.5LMP134E02.4. Examine the strategic and functional roles of HRM in various international contexts

Unit I

- 1.1 Human Resource Management in Global Perspective, Meaning and Concept of Culture
- 1.2 Human and Cultural Variables in Global Organizations
- 1.3 Models and Attitudinal Dimensions of Culture, Hofstede's Cultural Dimensions
- 1.4 Cultural Differences, Similarities and Managerial Implications
- 1.5 Managing Diversity

Unit II

- 2.1 Global HR Issues: Cross-National Differences
- 2.2 Differences in Communication
- 2.3 Work Settings, Negotiations
- 2.4 Leadership, Motivation in Cross Cultural Contexts
- 2.5 Standardization and Adoption of Work Practice in Cross Cultural Contexts

Unit III

- 3.1 Managing Global Staff: Recruitment, Selection Criteria and Issues
- 3.2 Retaining And Motivating International Staff
- 3.3 Training and Development of International Staff
- 3.4 Bargaining Behavior and Negotiation Strategies
- 3.4 Expatriates Training
- 3.5 Linking HR to International Expansion Strategies

Unit IV

- 4.1 Cross Cultural Leadership
- 4.2 International Compensation: Objectives, Determinants and Key Components
- 4.3 Issues in Managing Expatriates

- 4.4 Standards of Performance Management in Global Perspective
- 4.5 Rewards in The International Context

Unit V

- 5.1 Transfer of Employment Practice Across Borders
- 5.2 Cross Boarder Industrial Relations
- 5.3 Repatriation and Knowledge Management
- 5.4 Global Work Life Management
- 5.5 IHRM Trends and Future Challenges

Recommended texts and readings:

1. Charles M. Vance, 2nd Edition, Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, Routledge
2. R. M. Hodgetts, F. Luthans and J. P. Doh, International Management – Cultural, Strategy and Behavior, Tata McGraw Hill
3. P. J. Dolling and D. E. Welch, International Human Resource Management, Thomson Learning- Excel Books
4. J. B. Cullen, Multinational Management, Thomson Learning

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Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP134E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP134E02.1	2	3		2	
O6.5LMP134E02.2		2	2	2	3
O6.5LMP134E02.3	3	2			3
O6.5LMP134E02.4			3	3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP135E02: International Supply Chain Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

At the completion of course, the student should be able to:

- 06.5LMP135E02.1. Understand the concepts and importance of Supply Chain Management
- 06.5LMP135E02.2. Understand role of informational technology in international supply chain management.
- 06.5LMP135E02.3. Gain a practical understanding of the documentation and role of Inco Terms in supply chain.
- 06.5LMP135E02.4. Analyze how logistical decisions (e.g. facilities, inventory and transportation) impact the performance of the firm as well as the entire supply chain.

Unit I

- 1.1 Nature and Characteristics of International Supply Chain Management
- 1.2 Types of Supply Chain Strategies
- 1.3 Global Outsourcing & its relevance
- 1.4 Role of Information Technology in International Supply Chain Management

Unit II

- 2.1 Supply Chain Components – Value Chain, Needs of Supply Chain, and Participants in Supply Chain
- 2.2 Role of Supply Chain Manager
- 2.3. Key drivers of Supply chain
- 2.4 SCOR Model – Fourth Party Logistics – Bull Whip Effect
- 2.5 Supply Chain Metrics (KPIs)

Unit III

- 3.1 Managing Relationships – Role of Relationship Marketing in SCM
- 3.2 Role of Suppliers and Customers in SCM
- 3.3 SCM Distribution Networks
- 3.4 Purchasing Cycle and its key factors
- 3.5 Supplier Evaluation and Supplier Selection & its importance in SCM

Unit IV

- 4.1 Nature and Scope of Logistics
- 4.2 System Elements – Inbound & Outbound Logistics, Value Added Role of Logistics
- 4.3 JIT (Just in Time) Concept in Logistics
- 4.4 Third Party Logistics and Fourth Party Logistics
- 4.5 Material Management & Handling in Logistics

Unit V

- 5.1 Charter Party Agreements – Nomination of Vessel, Acceptance of Vessel
- 5.2 Demurrage Rates, Loading / Unloading Rates & Procedures – Barge Loading
- 5.3 Lay Can and Lay Time of Vessels; Voyage Time Charter of Vessels
- 5.4 Berthing Procedures (Normal/Priority); Letter of Indemnity
- 5.5.INCO Terms – Significance and Use

Recommended texts and readings:

1. C. C.Bozarth and R. B. Handfield, Introduction to Operations and Supply Chain Management; Pearson Education
2. J. D. Wisner,K-C Tan and G. K. Leong,Principles of Supply Chain Management – A Balanced Approach, Thomson Learning
3. N.Gaither and F. Greg,Operations Management, Thomson Learning
4. B. Mahadevan, Operations Management– Theory and Practice, Pearson Education
5. L. J,Krajewskand L. P. Ritzman, Operations Management – Processes and Value Chains, Pearson Education

Notes:

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2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%
Short/Long Questions: 70%

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Course Articulation Matrix

CO Statement (O6.5LMP135E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP135E02.1	2	2			
O6.5LMP135E02.2	3	2			2
O6.5LMP135E02.3		1		3	2
O6.5LMP135E02.4	2	3		2	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP136E02: TRADE LOGISTICS & GLOBAL SOURCING

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP136E02.1. Understand the trade logistics and its relevance in dynamic world
- O6.5LMP136E02.2 Interpret how the Marking , Containerization are key variables of logistics
- O6.5LMP136E02:3 Understand about MHE and their role in Trade
- O6.5LMP136E02:4 Analyze the key functions and relate it with changing pattern

Unit I

- 1.1 Introduction to Trade logistics
- 1.2 Leading Players
- 1.3 Logistics subsystem: Integrated logistics
- 1.4 Barriers to Internal Integral Logistics
- 1.5.Documents to international trade Logistics

Unit II

- 2.1 Global Sourcing
- 2.2 Factors & Drivers of Global sourcing
- 2.3 International Marketing Channel
- 2.4 Modes of Transportation and cost aligned

Unit III

- 3.1 Containerization: Chartering Containerization
- 3.2 Inland Custom Depot-Roles and Functions
- 3.3 Export Clearance at ICD
- 3.4 CONCOR

Unit IV

- 4.1. Inventory Management
- 4.2 Packaging Inventory
- 4.3 Functions and types of Packages
- 4.4 Freight definition & Structure

Unit V

- 5.1 Marking & its Types
- 5.2 Features of Marking & Key components
- 5.3 Recent Trend in pattern of logistics
- 5.4 Material Handling in logistics & its relevance

Recommended texts and readings:

1. Rosenbaum, J. and Pearl, J., Investment banking: valuation, LBOs, M&A, and IPOs. John Wiley & Sons.
2. Salvatore, D., International economics. John Wiley & Sons.
3. Connolly, M., International business finance. Routledge.
4. Shapiro, A.C., Hanoian, P. and Sarin, A., Multinational financial management. John Wiley & Sons.

Notes:

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 - Discussion/Presentation 15%
 - Projects/Group Activities etc. 15%
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP136E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP136E02.1		3	2		2
O6.5LMP136E02.2	2			3	
O6.5LMP136E02.3	2	2			2
O6.5LMP136E02.4			3	2	2
O6.5LMP136E02.5			3	2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP181E02: Supply chain and Logistics management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP182E02.1 Understand the role of logistics and supply chain in a market oriented society.
- O6.5LMP182E02.2 Identify the role of major building blocks, functions, processes, performance metrics & decisions in supply chain networks.
- O6.5LMP182E02.3 Apply stochastic, optimization and simulation models in supply chain planning and decision making.
- O6.5LMP182E02.4 Evaluate the role of internet technologies and E- commerce in supply chain operations.

Unit I

- 1.1 Introduction to Logistics & Supply chain
- 1.2 Logistics Relationships
- 1.3 Logistics Applications- HR, Finance, Marketing, Operations & IT.
- 1.4 Logistics v/s Supply chain Management
- 1.5 Global SCM & its applications.

Unit II

- 2.1 Building blocks of supply chain network
- 2.2 Performance measures supply chain management matrix
- 2.3 Decisions in Supply chain world
- 2.4 Models for Supply chain decision making
- 2.5 Impact of model on current industries

Unit III

- 3.1 Economic order quantity models
- 3.2 Re-order point models
- 3.3 Multiechelon inventory systems
- 3.4 Stochastic models –effects & solutions
- 3.5 Combinatorial optimization-design & mechanism in Supply chain

Unit IV

- 4.1 Relation to ERP, E-logistics & E- Procurement
- 4.2 Internet Auctions
- 4.3 Electronic business process optimization
- 4.4 Business objects in SCM
- 4.5 Implications of E- supply models on industries

Unit V

- 5.1 Supply chain management and profitability
- 5.2 Ethical supply chains
- 5.3 Mass customization and global management
- 5.4 Ethical and environmental issues on operations and supply chain functions
- 5.5 Recent changes and developments in the concepts.

Recommended texts and readings:

- 1. R. P. Mohanty and S. G. Deshmukh, Supply Chain Management, Biztantra
- 2. M. Christopher, Logistic & Supply Chain Management. Financial Times Prentice Hall
- 3. D. J Bowersox and D. J. Closs, Logistical Management. The integrated supply chain management Tata McGraw Hill
- 4. P. David, International Logistics, Biztantra

Notes:

- 1. Only latest available editions of the above books are recommended.
- 2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

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 - Discussion/Presentation 15%
 - Projects/Group Activities etc. 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%
Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP182E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP182E02.1	3	2		3	2
O6.5LMP182E02.2	2	2	3	1	2
O6.5LMP182E02.3	3		2	3	
O6.5LMP182E02.4	3	2	3	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP182E02: Quality Toolkit for Managers

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|--|
| O6.5LMP182E02.1 | Understand quality concepts and its dimensions in organizations |
| O6.5LMP182E02.2 | Develop skills to managing quality issues in public and private sector organizations |
| O6.5LMP182E02.3 | Apply tools and techniques for process and product improvement |
| O6.5LMP182E02.4 | Analyze different methodologies for quality management for organization success |

Unit I

- 1.1 Introduction to quality management
- 1.2 Concepts of product and service quality
- 1.3 Dimensions of quality
- 1.4 Deming's, Juran's, Crosby's Quality Philosophy
- 1.5 Quality Cost

Unit II

- 2.1 Introduction to Process Quality
- 2.2 Graphical and statistical techniques for Process Quality Improvement
- 2.3 Graphical tools for data representation
- 2.4 7 QC tools

Unit III

- 3.1 Sampling, sampling distribution, and hypothesis Testing
- 3.2 Regression Control charts
- 3.3 Process capability analysis Measurement system analysis
- 3.4 Analysis of Variance (ANOVA)
- 3.5 Design and Analysis of Experiment (DOE)

Unit IV

- 4.1 Acceptance sampling plan
- 4.2 TQM Leadership Lean and JIT
- 4.3 Quality Philosophy Benchmarking
- 4.4 Process failure mode and effect analysis (PFMEA)
- 4.5 Six sigma for Process Improvement
- 4.6 ISO 9001 and QS 9000
- 4.7 Quality Audit Quality Circles

Unit V

- 5.1 Quality Function Deployment
- 5.2 Robust Design and Taguchi Method
- 5.3 Design Failure Mode & Effect Analysis
- 5.4 Product Reliability Analysis
- 5.5 Six Sigma in Product

Recommended texts and readings:

1. A. Mitra, Fundamentals of Quality Control and Improvement, PHI
2. J. Evans and W. Lindsay, The Management and Control of Quality. Thomson
3. D. H. Besterfield, C. Besterfield, G. H. Besterfield, M. Besterfield, H. Urdhwareshe and R. Urdhwareshe, Total Quality Management. Pearson Education
4. D. C. Montgomery, Design and Analysis of Experiments. John Wiley & Sons

Notes:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP182E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP182E02.1	3	3	3	2	2
O6.5LMP182E02.2	2	3		1	1
O6.5LMP182E02.3	3	2	2	3	
O6.5LMP182E02.4	2		3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP183E02: Pricing and Revenue Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

06.5LMP183E02.1 Apply the concepts and theory for of pricing strategic and tactical pricing decisions

06.5LMP183E02.2 Analyze the concepts and theory of revenue management and pricing for yield management in various industries

06.5LMP183E02.3 Exhibit knowledge and skills of how to apply revenue management models for business performance

06.5LMP183E02.4 Demonstrate knowledge and ability to apply the data driven models for decision making and implementation of revenue management

Unit I

- 1.1 Strategic Pricing
- 1.2 Value Creation
- 1.3 Pricing Structure:
- 1.4 Pricing Policy : Promotional Pricing

Unit II

- 2. 1 Theories of Pricing
- 2.2 Review of microeconomic and marketing theories on consumer behavior and
- 2.3 Introduction to Pricing and Revenue Optimization
- 2.4 Price Optimization:
- 2.5 Price Differentiation:
- 2.6 Pricing with Constrained Supply : Variable Pricing

Unit III

- 3.1 Introduction to Revenue Management
- 3.2 Revenue Management: History, Levels, Strategy, The System Context, Tactical . Measurement
- 3.3 Capacity Allocation: Introduction, Two-Class Problem , Capacity Allocation
- 3.4 Network Management: Background/ Applications

Unit IV

- 4.1 Overbooking: Model, Solutions, Measuring and Managing
- 4.2 Markdown Management: Optimization, Sensitivity
- 4.3 Customized Pricing
- 4.4 Pricing and Revenue Optimization

Unit V

- 5.1 Revenue Management: Economics
- 5.2 Demand Forecasting: Methods
- 5.3 RM in airlines, hospitality, rental car, Retailing, Media and Broadcasting
- 5.4 Estimation techniques, New Directions in Revenue Management

Recommended texts and readings

1. T. Nagle, J. Zale, J. Hogan, The strategy and tactics of pricing, Prentice Hall
2. R. L. Phillips, Pricing and Revenue Optimization, Stanford Business Book
3. K. T. Talluri, and G. J. Van Ryzin, The theory and practice of revenue management, Springer
Yeoman, Revenue Management and Pricing: Case Studies and Applications, UnaMcMahon-Beattie
4. D. K. Hayes and A. Miller, Revenue Management for the Hospitality Industry, John Wiley & Sons Inc.
5. O. Ozer and R. Phillips the oxford handbook of pricing management, Oxford University Press

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▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc.	15%
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Objective Type Questions:	30%
Short/Long Questions:	70%

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MAPPING OF COURSE OUTCOMES WITH PROGRAM OUTCOMES:

CO Statement (O6.5LMP183E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP183E02.1	1	3	2	3	2
O6.5LMP183E02.2	2	3	2	2	1
O6.5LMP183E02.3	2	3	2	2	3
O6.5LMP183E02.4	1	3	2	3	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP184E02: Operations Strategy

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP184E02.1	Understand the key concepts associated with operations strategy
O6.5LMP184E02.2	Comprehend lean manufacturing, capacity and network strategy
O6.5LMP184E02.3	Assess process technology, strategy and dimensions.
O6.5LMP184E02.4	Analyze the application of operations strategy in products and services
O6.5LMP184E02.5	Evaluate the sustainability issues related to operations strategy.

Unit I

- 1.1 Operations Strategy-Concept.
- 1.2 The operations strategy matrix.
- 1.3 Operations strategy framework in Manufacturing and Services.
- 1.4 Operations strategy objectives and measurement.

Unit II

- 2.1 Manufacturing Strategy (lean Manufacturing).
- 2.2 Capacity strategy and change.
- 2.3 Supply network strategy.
- 2.4 Network management.

Unit III

- 3.1 Process technology strategy.
- 3.2 Process technology dimensions.
- 3.3 Evaluating process technology-feasibility and acceptability, market and resource acceptability.
- 3.4 Process improvement strategy and performance mapping
- 3.5 Sand cone Theory.

Unit IV

- 4.1 Developing operations strategy
- 4.2 Deploying capabilities in the market
- 4.3 The strategic importance of product and service development,
- 4.4 Product and service development as a process

Unit V

- 5.1 Sustainable alignment for operations strategy,
- 5.2 Models for sustainable alignment,
- 5.3 Issues in applying operations strategies,
- 5.4 Recent approaches to operations-Waste elimination, BPR

5.5 Quality as strategic factor – CAD/CAM/CIM, Value addition.

Recommended texts and readings:

1. N. Slack and M. Lewis, Operations Strategy. Prentice Hall
2. D. Garvin, Operations Strategy. Prentice Hall
3. H. Irwin, Manufacturing Strategy. McGraw-Hill
4. J. Miltenburg, Manufacturing Strategy: How to formulate and implement a winning plan. New York Productivity Press.

Notes:

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Course Articulation Matrix

CO statement (6.5LMP184E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP184E02.1	2	2		3	
O6.5LMP184E02.2	3	1	2		3
O6.5LMP184E02.3	2	1	2		
O6.5LMP184E02.4	3	2	2	3	2
O6.5LMP184E02.5	3	3	2		2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP185E02: Facility Planning

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP185E02.1	Understand the planning concepts associated with capacity and layout
O6.5LMP185E02.2	Comprehend production planning and control process.
O6.5LMP185E02.3	Perform demand forecasting and project management techniques
O6.5LMP185E02.4	Examine the role of quantitative techniques in inventory management
O6.5LMP185E02.5	Evaluate the efficacy of maintenance systems and processes

Unit I

- 1.1 Facility, capacity & layout planning
- 1.2 Analysis of designed and installed capacity,
- 1.3 Commissioned capacity and utilized capacity,
- 1.4 Factors affecting productivity and capacity expansion strategies.

Unit II

- 2.1 Demand forecasting – Quantitative and qualitative techniques,
- 2.2 Measurement of forecasting errors,
- 2.3 Long term forecast methodologies.
- 2.4 Project management – its role in functional areas of management,
- 2.5 Network representation of a project,
- 2.6 CPM and PERT techniques, Analyzing cost-time trade-offs.

Unit III

- 3.1 Production planning & control
- 3.2 Steps in PPC process mapping and feedback mechanism
- 3.3 Aggregate production planning and strategies,
- 3.4 Disaggregating the aggregate plan,
- 3.5 Materials Requirement Planning (MRP), MRP-II,
- 3.6 Operation scheduling, prioritization.

Unit IV

- 4.1 Inventory planning & control
- 4.2 EOQ models- with and without shortages,
- 4.3 Price breaks, effect of quantity discount
- 4.4 Inventory control techniques – ABC, FSN, VED etc.
- 4.5 Types of inventory control – Perpetual, two-bin
- 4.6 Periodic inventory system – JIT, SMED, kanban, zero inventory.

Unit V

- 5.1 Maintenance strategies and planning,
- 5.2 Maintenance quantitative analysis including optimal number of machines,
- 5.3 Replacement strategies and policies – economic service life, opportunity cost,
- 5.4 Replacement analysis using specific time period,
- 5.5 Spares management.
- 5.6 Maintenance records.

Recommended texts and readings:

- 1. S. N. Chary, Production and Operations Management. Tata McGraw Hill
- 2. R. Pannererselvam, Production and Operations Management. Prentice Hall India
- 3. J. B. Dilworth, Operations Management – Design, Planning and Control for Manufacturing and Services, McGraw Hill Inc. Management Series
- 4. G. Chryssolouris, Manufacturing Systems: Theory and Practice. Springer

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- 2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Discussion/Presentation	15%
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Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

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Course Articulation Matrix

CO Statement (6.5LMP185E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP185E02.1	3	3	3	3	
O6.5LMP185E02.2	3		3	3	3
O6.5LMP185E02.3	3	3	2		3
O6.5LMP185E02.4	3	3	2	3	3
O6.5LMP185E02.5	3	2	2		3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

06.5LMP186E02: Procurement Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

06.5LMP186E02.1	Understand the integration of procurement and sourcing in strategy.
06.5LMP186E02.2	Acknowledge the economic aspect of procurement process.
06.5LMP186E02.3	Develop the organizational structure of procurement department.
06.5LMP186E02.4	Examine the measurement of procurement performance.
06.5LMP186E02.5	Appraise procurement and sourcing at international level.

Unit I

- 1.1 Integrating procurement in strategy
- 1.2 Procurement segmentation and strategies
- 1.3 Procurement requirements
- 1.4 Upstream procurement practices
- 1.5 Sourcing policy, supplier panels and supplier relationship management (SRM)

Unit II

- 2.1 Quantitative forecasting of procurement
- 2.2 Procurement economic optimization
- 2.3 Procurement tender management
- 2.4 Procurement of services
- 2.5 Public procurement in India

Unit III

- 3.1 Concept of vendor management
- 3.2 Procurement and strategic sourcing
- 3.3 The process of procurement, negotiation and its principal
- 3.4 Retail sourcing trends and managing the relationship with suppliers

Unit IV

- 4.1 Procurement communication plan
- 4.2 Measuring procurement performance
- 4.3 Procurement information and reporting system
- 4.4 Role of IT in sourcing

Unit V

- 5.1 Globalization and international procurement
- 5.2 Sustainable procurement
- 5.3 Outsourcing, 'make or buy' decisions

5.4 Managing customers, contractors and subcontractors

Recommended texts and readings:

1. O. Bruel, Strategic Sourcing Management: Structural and Operational Decision-making, Kogan page
2. R. B. Handfield, Sourcing and supply chain management, Cengage Learning
3. S. Parniangtong, Supply Management: Strategic sourcing, Springer
4. F. Sollish and J. Semanik, Strategic global sourcing best practices, Wiley

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc. 15%
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP186E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP186E02.1		2		3	2
O6.5LMP186E02.2	2	2	3	1	2
O6.5LMP186E02.3	3	2	2	3	2
O6.5LMP186E02.4	3	2	3	2	
O6.5LMP186E02.5	3	4	3	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP1101E02: Principles of Event and Media Management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation:30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1101E02.1 Develop confidence level and professionalism in organizing an event
- O6.5LMP1101E02.2 Understand the role, importance of events, and risk
- O6.5LMP1101E02.3 Analyze individual media businesses and understand the economic drivers of the media economy
- O6.5LMP1101E02.4 Develop an integrated marketing plan using a wide variety of media that will take a comprehensive approach to a marketing challenge.

Unit I

- 1.1 Introduction to Event and Media Management
- 1.2 Scope and Importance of Event and Media Management
- 1.3 Types of Events, Role of Event Manager
- 1.4 Introduction to Media and Society
- 1.5 Media Ecosystem

Unit II

- 2.1 Event and Media Planning
- 2.2 Selection of Event Location
- 2.3 Press and Broadcast Media Relations
- 2.4 Media Mix - Strength of Each Media Platform
- 2.5 Business of Media - Print, Events, Radio, Television, Animation-Gaming Films, Sports**

Unit III

- 3.1 Pricing Decisions in Events & Media
- 3.2 Cost & Revenue Functions
- 3.3 Budgeting and Timelines
- 3.4 Event Production and Logistics
- 3.5 Integrated Marketing Communications for Events

Unit IV

- 4.1 Sponsorship - Concepts, Objectives, and Components
- 4.2 Events as Communications Tools
- 4.3 Distribution Functions - Media Platforms
- 4.4 PR in Event Management

Unit V

- 5.1 Evaluation- Post Event, Selected Media
- 5.2 Media and Event Laws and Ethics
- 5.3 Media Analytics
- 5.4 Future of Media & Events, Issues and Challenges
- 5.5 Events Management Consultancy/ Agency

Recommended Texts and Readings:

1. L. V. Wagen and B. R. Carlos, Event Management for Tourism, Cultural, Business, and Sporting Events, Pearson
2. A. Saget, The Event Marketing Handbook: Beyond Logistics and Planning, Dearborn Trade Publishing
3. S. Gaur and S. V. Saggere, Event Marketing and Management, Vikas Publishing
4. K. J. Kumar, Mass Communication in India, Jaico Publishing House
5. R. Raj, P. Walters and T. Rashi, Event management, an integrated & practical approach, SAGE

Notes:

1. Only latest available editions of the above books are recommended.
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Evaluation Policy:

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▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc.	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1101E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1101E02.1	3		2	3	
O6.5LMP1101E02.2		2	3	2	
O6.5LMP1101E02.3	2		2	2	3
O6.5LMP1101E02.4	3	2	1		

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP1102E02: Managing Sponsorships for Events

Periods/week	Credits	Max. Marks	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1102E02.1 Understand the process of development and management of event sponsor relationships.
- O6.5LMP1102E02.2 Design compelling and attractive sponsorship proposal strategies
- O6.5LMP1102E02.3 Develop an effective event marketing plan to take the correct business decisions.
- O6.5LMP1102E02.4 Identify key elements of effective Sponsorship strategies for special event marketing.

Unit I

- 1.1 Introduction to the Events Marketing Industry
- 1.2 Marketing Through Events
- 1.3 Product Decision un-Events Marketing
- 1.4 Events as Communications Tools
- 1.5 Relationship Marketing in the Business of Events

Unit II

- 2.1 Sponsorship - Concepts, Objectives and Components
- 2.2 Sponsors and Sponsorship, Types
- 2.3 Sponsorship Strategy and Planning
- 2.4 Developing and Designing the Sponsorship Proposal
- 2.5 Corporate Marketing vs Brand Marketing

Unit III

- 3.1 Selling the Sponsorship Proposal
- 3.2 Assessment of Sponsorship Opportunities
- 3.3 Leveraging Techniques for Sponsorship
- 3.4 Rights Holders and Sponsorship
- 3.5 Sponsorship Implementation and Activation

Unit IV

- 4.1 Post-Event Sponsorship Evaluation
- 4.2 Identifying Reasons for Sponsorship Failure and Success
- 4.3 Special Sponsorship Forms
- 4.4 Venue Naming Rights
- 4.5 Licensing and Endorsement.

Unit V

- 5.1 Current Issues, Trends and Developments
- 5.2 Ethical Sponsorship
- 5.3 The Sponsorship Contract
- 5.4 Sponsorship Research and Management
- 5.5 Legal Aspects of Sponsorship

Recommended texts and readings:

1. L. V. Wagen and B. R. Carlos, Event Management: for Tourism, Cultural, Business, and Sporting Events, Pearson
2. A. Saget, The Event Marketing Handbook: Beyond Logistics and Planning, Dearborn Trade Publishing
3. B. E. Skinner and. Rukavina, Event Sponsorship, The Wiley event management series
4. I. MacDonnell and M. Moir, Event Sponsorship and Fundraising: An advance guide, Routledge

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1102E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1102E02.1	3	2			3
O6.5LMP1102E02.2	2		3	2	3
O6.5LMP1102E02.3	3		2	3	
O6.5LMP1102E02.4	1	2		2	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP1103E02: PR for Events and Media

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation:30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP1103E02.1 Understand the issues when planning and evaluating public relations strategies and execution
- 06.5LMP1103E02.2 Combine the appropriate theories and models with practical information to make better PR decisions
- 06.5LMP1103E02.3 Apply PR in the process for the success of various event
- 06.5LMP1103E02.4 Be equipped with the knowledge to ensure that you make the correct decisions when it comes to PR and various media including digital

Unit I

- 1.1 Requirement of Event Manager
- 1.2 Types of Events
- 1.3 Aim of Event, Develop A Mission, Establish Objectives
- 1.4 Preparing Event Proposal, Use of Planning Tools

Unit II

- 2.1 Meaning and Objectives of Public Relations
- 2.2 Emergence of Public Relations
- 2.3 Decisions Required for Effective PR Campaign
- 2.4 Strategic Perspective of Public Relations

Unit III

- 3.1 Locating People for events, Clarifying Roles
- 3.2 Developing Content Guidelines
- 3.3 Participant Tips
- 3.4 Requirement Forms

Unit IV

- 4.1 Types of Media
- 4.2 Media Management and PR Strategy
- 4.3 Planning and Identifying Right PR Strategy
- 4.4 Content Writing for PR

Unit V

- 5.1 Digital Marketing and Social Marketing
- 5.2 Content Marketing
- 5.3 Latest Trends in PR and Media
- 5.4 Evaluation of a Public Relations Campaign

Recommended texts and readings:

- 1.P. Lesly, Handbook of Public Relations and Communications, McGraw Hill
- 2. G. C. Banik, PR and Media Relations, Jaico Publishing House
- 3. I. S. Sachdeva, Public Relations Principles and Practices, Oxford Higher Education

Notes:

- 1. Only latest available editions of the above books are recommended.
- 2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1103E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1103E02.1	3		2	3	2
O6.5LMP1103E02.2	1	2	2	2	3
O6.5LMP1103E02.3	2	2	3		2
O6.5LMP1103E02.4	3	2		2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP1104E02: Event Budgeting and Costing

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1104E02.1 Understand the budgeting process of an event.
- O6.5LMP1104E02.2 Develop understanding of event partnership and sponsorship
- O6.5LMP1104E02.3 Comprehend basic cost concepts associated with events.
- O6.5LMP1104E02.4 Analyze various pricing techniques adopted in events.

Unit I

- 1.1 Event Budget Inclusions and Negotiations
- 1.2 Supplier's and Contract Management
- 1.3 Payment Schedules
- 1.4 Budget Deficit

Unit II

- 2.1 Event Partnership
- 2.2 Securing Sponsorships and Benefits of Sponsorship
- 2.3 Event Income and Other Revenue Opportunities - Ticket Collection, Merchandise, Live Streaming
- 2.4 Return on Investment
- 2.5 The Budgeting Process

Unit III

- 3.1 Basic Concepts of Costs
- 3.2 Cost Classification
- 3.3 Allocation and Absorption of Costs
- 3.4 Cost Centers

Unit IV

- 4.1 Cost Analysis for Managerial Decisions
- 4.2 Direct Costs
- 4.3 Break Even Analysis
- 4.4 Relevant Costs

Unit V

- 5.1 Pricing – Joint Costs, Make or Buy, Relevant Fixed Costs, Sunk Costs
- 5.2 Cost Analysis and Control
- 5.3 Standard Costing
- 5.4 Variance Analysis
- 5.5 Unit and Output Costing
- 5.6 Budgeting and Control

Recommended texts and readings:

1. L. Capell, Event management for dummies, John Wiley and Sons Ltd., Chichester
2. G. Bowdin, J. Allen, R. Harris, I. McDonnell and William O'Toole, Events management, Routledge
3. R. N. Anthony, D. F. Hawkins and K. A. Merchant, Accounting Text and Cases, McGraw Hill
4. N. Dhameja, K. S. Sastry and K. Dhameja, Finance and Accounting for Managerial Competitiveness, S. Chand Publication
5. N. Dhameja,, Public Budgeting and Financial Management (Indian Experience), S. Chand and Sons

Notes:

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Evaluation Policy:

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Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1104E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1104E02.1		3	2	3	2
O6.5LMP1104E02.2	1	2	2	2	3
O6.5LMP1104E02.3	2	2	3		2
O6.5LMP1104E02.4	2	2	3	2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP1105E02: Planning Marketing Communications for Events

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examinations:	70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1105E02.1 Understand the importance and evolution of event marketing
- O6.5LMP1105E02.2 Evaluate the relative value of various marketing media for events
- O6.5LMP1105E02.3 Develop a marketing strategy and a marketing plan for different types of events
- O6.5LMP1105E02.4 Develop and implement a marketing strategy to beat competition

Unit I

- 1.1 Event Objectives and Event Elements
- 1.2 Audience Identification and Targeting
- 1.3 Events as a Marketing Tool
- 1.4 Role of Events in the Marketing Mix
- 1.5 The Event Marketing Mix

Unit II

- 2.1 Setting the Budget for Event Marketing
- 2.2 Internal and External Resources
- 2.3 Funding Through Sponsorship
- 2.4 Approaches to Event Budgeting

Unit III

- 3.1 Internal and External Event Marketing
- 3.2 Event Promotion: Media and Messages
- 3.3 Promoting Events Electronically
- 3.4 PR for Events: Objectives and Scope
- 3.5 PR Strategy

Unit IV

- 4.1 Marketing for Conferences and Expositions
- 4.2 Marketing Festivals and Fairs
- 4.3 Marketing Corporate Events with Firm-Based Objectives
- 4.4 Cause-Related Marketing Programmes
- 4.5 Personal Grooming and Personality for Event Marketing

Unit V

- 5.1 Impact of Event Marketing (Qualitative and Quantitative)
- 5.2 Calculating Return on Investment
- 5.3 Calculating Return on Sponsorship
- 5.4 Refining Event Marketing Evaluation

Recommended texts and readings:

1. H. Leonard, *Event Marketing: How to Successfully Promote Events, Festivals, Conventions and Expositions*, John Wiley & Sons Inc.
2. J. Allen, *Event Planning*, John Wiley & Sons Inc.
3. C. Preston, *How to Successfully Promote Events, Festivals, Conventions and Expositions*, John Wiley & Sons Inc.
4. G. Masterman and E. H. Wood, *Innovative Marketing Communications: strategies for the events industry*, Elsevier/Heinemann, Oxford
5. A. Saget, *The Event Marketing Handbook: Beyond Logistics and Planning*, Dearborn Trade Publishing

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Course Articulation Matrix

CO Statement (O6.5LMP1105E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1105E02.1	3		2	3	2
O6.5LMP1105E02.2	1	2	2	2	3
O6.5LMP1105E02.3	2	2	3		2
O6.5LMP1105E02.4	3	2		2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP1106E02: Legal Aspects and Ethics in Events and Media

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3		Continuous Evaluation:30
Duration of Examination: 3 Hrs			End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP1106E02.1 Understand basic principles of laws
- 06.5LMP1106E02.2 Create awareness and understanding of the ethical values
- 06.5LMP1106E02.3 Appreciate ways in which law both facilitates and restricts business activities
- 06.5LMP1106E02.4 Communicate effectively about legal and ethical issues using appropriate oral and written conventions

Unit I

- 1.1 Types of Law
- 1.2 Types of Court Systems
- 1.3 Introduction to Contract Act
- 1.4 Defamation Law and elements of Defamation

Unit II

- 2.1 Comparative Introduction to Media Laws and Ethics
- 2.2 The Relevance of Laws and Ethics to Modern Journalism
- 2.3 Difference/Distinction Between Objective Journalism and Yellow Journalism
- 2.4 Truth and Transparency in Journalism

Unit III

- 3.1 Media and National Security Laws
- 3.2 Cyber Space, Terrorism, National Security and the Media
- 3.3 Invasion of Privacy and Right of Publicity

Unit IV

- 4.1 Permissions Required for Holding an Event - General Details, Police Permission, Traffic Police, Ambulance, Fire Brigade, Municipal Corporation
- 4.2 Indian Performing Rights Society (IPRS) 208
- 4.3 Phonographic Performing License (PPL)
- 4.4 Permissions for Open Ground Events, Auditorium Show
- 4.5 Forming an Event Company - Self Marketing And Outsourcing

Unit V

- 5.1 Code of Ethics and Business Conduct Framework for the Event Manager
- 5.2 Ethics-Meaning, Importance, Nature and Relevance to Business
- 5.3 Values and Attitudes of Professional Accountants
- 5.4 Seven Principles of Public Life-Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership
- 5.5 Ethics in Business

Recommended texts and readings:

1. Getz Donald , Event Studies -Theory, Research and Policy for Planned Events, Routledge
2. C. G. Christians, Media Ethics: Cases and Moral Reasoning, Allyn& Bacon
3. J. Curran andJ. SeatonPower without Responsibility, Routledge
4. C. Frost, Journalism ethics and regulation, Pearson Education, Harlow
5. M. McGonagle, Media law, Round Hall
6. D. McHugh, Libel Law: a handbook for journalists,Round Hall
7. P. L. Plaisance,Media ethics : key principles for responsible practice, SAGE

Notes:

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Evaluation Policy:

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Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1106E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1106E02.1	2	3	2		
O6.5LMP1106E02.2	3	2	2		
O6.5LMP1106E02.3	2				3
O6.5LMP1106E02.4		3		2	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1111E02: Enterprise Resource Planning

Periods/week		Credits	Max. Marks:100
L:3 T:- P:-	3		Continuous Evaluation: 30
Duration of Examination: 3 Hrs			End Semester Examination: 70

Pre-requisites:-

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1111E02.1 Understand the functionality that ERP systems deliver to organizations
- O6.5LMP1111E02.2 Evaluate the basic modules of ERP, Business Processes & project management cycle
- O6.5LMP1111E02.3 Analyze the emerging trends in ERP developments
- O6.5LMP1111E02.4 Apply the tools and techniques required for implementation of ERP systems

Unit I

- 1.1 Introduction to ERP Systems
- 1.2 Role of ERP in Business
- 1.3 Advanced ERP –ERP and E-Commerce
- 1.4 ERP Architecture
- 1.5 ERP Technologies

Unit II

- 2.1 ERP Solutions and Functional Modules
- 2.2 Scope of various ERP Modules
- 2.3 SDLC - ERP Life Cycle – Project Management and Monitoring
- 2.4 Overview of ERP software solutions- small, medium and large enterprise vendor solutions, 2.5 ERP Vendor and Software Selection – Market Dynamics and Competitive Strategies - Hidden Costing

Unit III

- 3.1 ERP Implementation & Post Implementation
- 3.2 Guidelines of ERP Implementation
- 3.3 Implementation life cycle – ERP implementation & change Management
- 3.4 Post ERP Implementation Methodology - Review, Support, Maintenance and Security
- 3.5 Success and Failure factors of ERP Implementation.

Unit IV

- 4.1 Significance of BPR
- 4.2 BPR Principles and Practices
- 4.3 BPR and ERP with IT
- 4.4 Implementation Process and Strategies

Unit V

- 5.1 Emerging Trends in ERP
- 5.2 Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics –
- 5.3 Future trends in ERP systems-web enabled
- 5.4 Wireless technologies, cloud computing.

Recommended texts and readings:

1. D.P.Goyal, Enterprise Resource Planning: A Managerial Perspective, Tata Mc Graw Hill
2. V. K. Garg and N.K.Venkitakrishnan, Enterprise Resource Planning: Concepts and Practice,- Prentice Hall of India.
3. A. Leon, Enterprise Resource Planning, Tata McGraw-Hill
4. M. Jaiswal and G. Vanapalli, ERP, Macmillan India

Notes:

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2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (6.5LMP1111E02)	PO 1	PO 2	PO 3	PO 4	PO 5
6.5LMP1111E02.1	3		2	2	
6.5LMP1111E02.2		2		3	2
6.5LMP1111E02.3	2			2	1
6.5LMP1111E02.4	3	2	2		3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

6.5LMP1112E02: Software Project Management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:- 3	Continuous Evaluation: 30	
Duration of Examination: 3 Hrs.	End Semester Examination: 70	

Pre-requisites:-

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP1112E02.1	Understand different aspects of Software Project Management
O6.5LMP1112E02.2	Evaluate the tools and techniques of Software Project Management
O6.5LMP1112E02.3	Analyze the importance of, and learning techniques to ensure, software quality
O6.5LMP1112E02.4	Apply Software Package for Software Project Management

Unit I

- 1.1 Introduction - Software Characteristics & Applications
- 1.2 Size Factors, Quality and Productive Factors
- 1.3 Software Development Process Models & evolutionary Models
- 1.4 Role of Management in Software Development
- 1.5 Software Metrics - Process and project metrics.

Unit II

- 2.1 Software Project planning – objectives, scope, requirements validation.
- 2.2 Software Design Principles
- 2.3 Software Project Size
- 2.4 Cost estimation & Estimation Techniques

Unit III

- 3.1 Project Scheduling and Tracking : Concept & Defining Task set
- 3.2 Software Staff & Personnel Planning
- 3.3 Software Team Organization & Control Structure
- 3.4 Project Monitoring & Control Techniques
- 3.3 Issues involved Project Scheduling and tracking

Unit IV

- 4.1 Software Quality & Quality Assurances
- 4.2 Software Testing - Formal Technical Reviews, ISO
- 4.3 Software Quality Standards,
- 4.4 Software Configuration Management - SCM Process, Configuration Audit

Unit V

- 5.1 Software risk management and configuration management
- 5.2 Risk Management – Reactive and Proactive risk strategies,

- 5.3 Risk identification, projection, mitigation, monitoring and management
- 5.4 Modern Software Development - Agile Methods for Software Development

Recommended texts and readings:

1. B. Hughes and M. Cotterell, Software Project Management, Tata McGraw Hill Publishing Company Ltd.
2. W. Royce, Software Project Management, Pearson Education
3. S. Humphrey, Winning with Software - An Executive Strategy, Pearson Education

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc. 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (O6.5LMP1112E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1112E02.1	3	3			2
O6.5LMP1112E02.2	3		2	3	2
O6.5LMP1112E02.3	2			2	3
O6.5LMP1112E02.4	1		3		3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1113E02: Digital Innovation and Transformation

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:- 3		Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Pre-requisites:-

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP1113E02.1	Understand factors affecting digital revolution in economy
O6.5LMP1113E02.2	Develop skills to manage existing business models and new digitally enhanced business models
O6.5LMP1113E02.3	Learn to manage competitive interactions
O6.5LMP1113E02.4	Leverage crowds for innovation for organization success

Unit I

- 1.1 Introduction of digital revolution
- 1.2 Role of technological factors
- 1.3 Role of economic factors
- 1.4 Introduction to business models
- 1.5 Introduction to digital platforms

Unit II

- 2.1 Existing business models
- 2.2 Digitally led business models
- 2.3 Understanding linked platforms
- 2.4 Business ecosystem

Unit III

- 3.1 Market competition and business models
- 3.2 Motivation and goal setting in digital transformation
- 3.3 Assessment, analysis and action plan
- 3.4 Different digital business models

Unit IV

- 4.1 Digital space and digital innovation
- 4.2 Service innovation initiatives
- 4.3 Organizing service innovation
- 4.4 Managing digital space and platforms

Unit V

- 5.1 Leveraging crowd innovation
- 5.2 Crowd sourcing business models
- 5.3 Principles of crowd innovation

5.4 Executing crowd sourcing business models

Recommended texts and readings:

1. J. McQuivey and J. Bern off,, Digital Disruption, Introduction to Psychology
2. L. Rogers David, The Digital Transformation, Readers Paradise

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Discussion/Presentation 15%
 - Projects/Group Activities etc. 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (O6.5LMP1113E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1113E02.1	3	2			
O6.5LMP1113E02.2		3			2
O6.5LMP1113E02.3		2	3	3	
O6.5LMP1113E02.4				2	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1114E02: IT Consulting

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Pre-requisites:-

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1114E02.1 Understand the role of the consultant and importance of IT consultancy
- O6.5LMP1114E02.2 Identify different consultancy models & assignment life cycle
- O6.5LMP1114E02.3 Plan, scope, propose and contract consultancy assignment and manage client relationships
- O6.5LMP1114E02.4 Apply a range of best practice consultancy techniques, quality control and measurement within consultancy assignments

Unit I

- 1.1 The Structure and Drivers of the IT/IS Industry
- 1.2 The Role of the Consultant
- 1.3 Competencies of Consultants
- 1.4 Consultancy Models
- 1.5 Considerations for the External Consultant, Internal Consultant and Sole Practitioner
- 1.6 Managing Change

Unit II

- 2.1 The Life Cycle of a Consultancy Assignment
- 2.2 Gaining Entry - Qualification of Opportunities
- 2.3 Contracting and Assignment Initiation
- 2.4 Identification of Problems and Business Needs
- 2.5 Business Environment Analysis - Root Cause Analysis and Creative Problem Solving

Unit III

- 3.1 Diagnosis and Solution Definition
- 3.2 Solution Appraisal and Evaluation
- 3.3 Implementation and Taking Action
- 3.4 Disengaging and Expansion
- 3.5 Closure and Review
- 3.6 Evaluation, Follow Up and Business Development

Unit IV

- 4.1 Management of Client Relationships
- 4.2 Proposals and Bids - Influencing and Negotiation
- 4.3 Working in Teams - Team Management and Delegation
- 4.4 Marketing of Consultancy Services
- 4.5 Issues in the Use of Consultants

Unit 5

- 5.1 Communications and Reviews
- 5.2 Quality Management Systems
- 5.3 Risk Management and Change Control
- 5.4 Legislation, Ethics and Professional Standards
- 5.5 The Economics of Consulting
- 5.6 Transferring Experience to the Client
- 5.7 Benefits Management

Recommended texts and readings:

1. R. Freedman, The IT Consultant : A Commonsense Framework for Managing the Client Relationship, Wiley
2. R. Freedman, Building the IT consulting practice, Wiley
3. D. Maister, C. Green and R. Gall ford, The Trusted Advisor, Free Press

Notes:

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Evaluation Policy:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc. 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (O6.5LMP1114E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1114E02.1	3		2		
O6.5LMP1114E02.2	2	3		3	
O6.5LMP1114E02.3	2		2		3
O6.5LMP1114E02.4		2	2	3	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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O6.5LMP1115E02: E Commerce and Digital Marketing

Periods/week	Credits	Max. Marks: 200
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Pre-requisites:-

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1115E02.1 Understand the unique aspects and challenges inherent in ecommerce
- O6.5LMP1115E02.2 Apply ecommerce and digital marketing concepts and frameworks to formulate valuable solutions
- O6.5LMP1115E02.3 Analyze the tools for promoting websites
- O6.5LMP1115E02.4 Develop a digital marketing plan and understand the optimization of websites

Unit I

- 1.1 E-Business - Origin and Need of E-Commerce
- 1.2 Factors Affecting E -Commerce
- 1.3 Business Dimension and Technological Dimension of E-Commerce
- 1.4 E Commerce Frame Work

Unit II

- 2.1 E-Commerce Business Model - Business to Consumer (B2C), Business to Business (B2B) Business Models
- 2.2 Building an E-Commerce Web Site: A Systematic Approach
- 2.3 Tools for Promoting Website
- 2.4 The E-Commerce Security Environment
- 2.5 Payment System, E-Commerce Payment System

Unit III

- 3.1 Consumer Online: The Internet Audience and Consumer Behavior
- 3.2 Marketing on The Web
- 3.3 B2C and B2B E-Commerce Marketing and Business Strategies
- 3.5 E-Commerce in Action: E-Tailing Business Models
- 3.6 Applications in E-Commerce - in Manufacturing, Wholesale and Retail and Service Sector

Unit IV

- 4.1 Introduction to Web Analytics
- 4.2 Web Analytics – Levels
- 4.3 Google Analytics
- 4.4 Introduction to Social Media Marketing, Social Networks and Online Communities, Online Auctions, E-Commerce Portals
- 4.5 Budgeting

Unit 5

- 5.1 Introduction to Digital Marketing Plan
- 5.2 SWOT Analysis and Target Group Analysis
- 5.3 Content Management
- 5.4 Optimization of Websites
- 5.5 SEO Optimization

Recommended texts and readings:

1. D. Whitley-Commerce Strategy, Technologies and Applications, Tata McGraw-Hill
2. G. P. Schneider and P. James, Electronic Commerce, Thomson Learning
3. K. Bajaj and D. Nag, E-Commerce: The Cutting Edge of Business, McGraw Hill

Notes:

1. Only latest available editions of the above books are recommended.
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Evaluation Policy:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (O6.5LMP1115E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1115E02.1	3	2			2
O6.5LMP1115E02.2	2		3	2	3
O6.5LMP1115E02.3	3		2	3	2
O6.5LMP1115E02.4	1	2		2	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1116E02: Strategic Management of IT

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination:70

Pre-requisites:-

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1116E02.1 Understand the main issues in effective management and use of IT resources.
- O6.5LMP1116E02.2 Evaluate the value of IT investments and the strategic issues regarding IT outsourcing.
- O6.5LMP1116E02.3 Define the critical role that IT Governance plays in how much value an enterprise receives from IT.
- O6.5LMP1116E02.4 Demonstrate proficiency in solving business problems using software applications

Unit I

- 1.1 The Strategic Use of Information Resources
- 1.2 Technology and The Modern Enterprise
- 1.3 Dimensions of IT
- 1.4 Business Information Warehousing

Unit II

- 2.1 IT and Competitive Strategy
- 2.2 Business value of IT
- 2.3 IT and Strategic Leadership
- 2.4 Organizational agility

Unit III

- 3.1 IT Risk Management
- 3.2 Risk Identification and Assessment
- 3.3 Selecting a Risk Control Strategy
- 3.4 Information security

Unit IV

- 4.1 Strategic IT outsourcing
- 4.2 Enterprise Architecture
- 4.3 Strategic IT Transformation
- 4.4 Virtual Organization & IT

Unit V

- 5.1 IT governance
- 5.2 Disruptive Innovation

5.3 Analytics & SM

5.4 Cybersecurity

Recommended texts and readings:

1. J. Gallagher, Getting the Most out of Information Systems, Flat world Publisher
2. J. N. Luftman, Managing the Information Technology Resource: Leadership in the Information Age, Prentice Hall
3. K. E. Pearson and C. S. Saunders, Managing and Using Information Systems. A Strategic Approach, John Wiley & Sons

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 - Short/Long Questions: 70%

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Course Articulation Matrix

CO Statements (O6.5LMP1116E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1116E02.1	2		3		2
O6.5LMP1116E02.2	3	2		2	
O6.5LMP1116E02.3	1		2		2
O6.5LMP1116E02.4	3		2	2	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

06.5LMP191E02: Hospital Facility Planning

Periods/week	Credits	Max. Marks: 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP191E02.1 Demonstrate and understand origin of hospitals and its step-by-step development and types.
- 06.5LMP191E02.2 Explore the skills and understand the administrative aspects of multiple clinical services in the hospital.
- 06.5LMP191E02.3 Analyze the framework and importance of accreditation standards in the hospitals and ensure the safety and security of the patients, visitors and the hospital staff.
- 06.5LMP191E02.4 Explore and identify the recent trends in disaster management and operations management of Utility services in hospital

Unit I

- 1.1 Introduction to organization of health services in India - Central, States, Defence, Railways and other PSUs
- 1.2 Voluntary agencies
- 1.3 Comprehensive health projects with Rural Development
- 1.4 International organizations related to health services

Unit II

- 2.1 Organizing and Managing Facility Support Services - Laundry - Housekeeping - Pest control
- 2.2 Recent trends in Disaster Management
- 2.3 Hospital Engineering Services (Plumbing, Electricity, Civil, A/C, Lifts)
- 2.4 Strategies of hospital equipment- planning and Selection-purchase procedure
- 2.5 Installation and commissioning-hospital equipment repair and maintenance quality control

Unit III

- 3.1 Imaging - CSSD - Laboratory - Blood Bank - Diet - Medical Records - Mortuary - Pharmacy
- 3.2 Admission & Discharge Procedure
- 3.3 Billing Procedure
- 3.4 Medical Equipment & Bio medical engineering
- 3.5 Ambulance Services

Unit IV

- 4.1 General safety of the patients
- 4.2 Review reports on healthcare
- 4.3 Health Indicators - Applying Economic Concepts to Service Evaluation
- 4.4 Assessing Patient Satisfaction - Techniques of Hospital Services Evaluation –

4.5 Indicators of Hospital Efficiency & Effectiveness

Unit V

5.1 Epidemiological Triad, Levels of Disease Prevention

5.2 Disaster Management/ Disaster Plan- Firefighting-

5.3 Dealing with crisis situations- Natural disasters -floods, earthquakes etc.-

5.4 Mob violence against medical establishments- Bomb threat- Terrorist strike-

5.5 Political agitation- Mass casualties

Recommended Texts and Readings:

1. A. D. Kalcizony and S. M. Shortell, Health Care Management, Cengage learning
2. C. S. Piggot, Business Planning for Health Care Management, Open University Press
3. D. E.Cope, Organization Development and Action Research in Hospitals-Perspectives in health care - Nancy North - Macmillan Press

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty. Only the latest available editions to the above books are recommended

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc. 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%
Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

Course Articulation Matrix

CO Statement (6.5LMP191E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP191E02.1	2	3		2	
O6.5LMP191E02.2	2		2	3	2
O6.5LMP191E02.3	3	2			3
O6.5LMP191E02.4		3	3	2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP192E02: Legal Aspects of Healthcare

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination:70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

06.5LMP192E02.1	Understand basic principles of laws
6.5LMP192E02.2	Develop awareness and understanding of the ethical values
6.5LMP192E02.3	Evaluate the ways in which law both facilitates and restricts business activities
6.5LMP192E02.4	Apply the knowledge of legal and ethical issues using appropriate oral and written conventions

Unit I

- 1.5 Types of Law
- 1.6 Principles of civil law
- 1.7 Indian contracts act,1872
- 1.8 law of Tort
- 1.9 Civil procedure code,1908

Unit II

- 2. 1 Laws related to hospital services and health
- 2.2 Legal issues in patient care situations
- 2.3 Emerging issues with legal connotations
- 2.4 Federal government's access to protected health information
- 2.5 Indian Evidence Act, 1872

Unit III

- 3.1 Use of health records in legal proceedings
- 3.2 State open-meeting and public record laws
- 3.3 Consumer Protection Act 1986
- 3.4 Redressal Agencies under Consumer Protection Act

Unit IV

- 4.1HIPAA and the HITECH Act
- 4.2 Legal requirements
- 4.3. Form and content of records
- 4.4 Access to health information

Unit V

- 5.1Laws related to hospitals and health- ethical issues and drug issues,

- 5.2 Establishment issues
- 5.3 Healthcare Insurance
- 5.4 Introduction to general Laws applicable for Hospital Management

Recommended Texts and Readings:

1. T. K. Koley, Medical Negligence Law in India: Duties and Responsibilities Rights, Oxford University Press
2. S. Abraham, Laws on Hospital Administration, Bi Publications Pvt. Ltd.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Assessment Tools:

- Assignments can include – Written Assignments/Projects/Presentations/ Role Plays/ Case Analysis/ Quiz etc.
- Sessional tests
- Class Participation
- Term end examination

Distribution of Marks for Continuous Evaluation:

Parameters	Weightage
Sessional test 1	20
Sessional test 2	20
Assignments	40
Class participation	10
Attendance	10

Instructions for setting the question paper: The question paper shall consist of two parts (Part A and Part B). In Part A - The first question will consist of 10 small conceptual questions covering the entire syllabus and all the Cos (and BLs up to Level 3). In Part B - There will be four questions each (Q2-Q5) covering all the Course Outcomes and the complete syllabus. There can be an internal choice between each of the questions covering the same (set) of COs and BLs. The question paper in the last section will be comprised of the pie chart and bar chart comprising the marks covered in each, e.g., there should be an effort to distribute the marks equally for all the course outcomes.

Course Articulation Matrix

CO Statement (6.5LMP192E02)	PO1	PO2	PO3	PO4	PO5
6.5LMP192E02.1	3				2
6.5LMP192E02.2		3	3		2
6.5LMP192E02.3	2			2	3
6.5LMP192E02.4		2	2	3	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP193E02: Health Care Economics and Finance

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

06.5LMP193E02.1	Understand the importance of maintaining good health
06.5LMP193E02.2	Develop an in-depth understanding of the components of health care economics
06.5LMP193E02.3	Formulate effective financial management in health care
06.5LMP193E02.4	Assess the role of various government and non-government health care programs

Unit I

- 1.1 Assessment of causes of poor health in the developing countries
- 1.2 Health services provided
- 1.3 Stage of economic development
- 1.4 National development planning in health services sector, health care schemes and funds for healthcare

Unit II

- 2.1 Economic appraisal of health services
- 2.2 How and why People Invest to Maintain Good Health
- 2.3 Needs vs. demand vs. supply model
- 2.4 Health sector financing and expenditure surveys

Unit III

- 3.1 Costs associated with primary care
- 3.2 Resource availability and allocation in primary care
- 3.3 Methods and models in the analysis
- 3.4 Evaluation of health sector financing

Unit IV

- 4.1 Financial management in health services
- 4.2 Control, pricing and efficiency in health services
- 4.3 The Health Care Imperative: lowering Costs and Improving Outcomes
- 4.4 Value pricing

Unit V

- 5.1 Economics of non-Governmental health care, social cost benefit analysis
- 5.2 Economics of various national health programs

5.3 The Economics of Government Interventions to Improve Outcomes and Efficiency in the Health System.

5.4 IPD/OPD Billing, Purchase and Inventory Management

Recommended Texts and Readings:

1. T. E. Getzen, Health Economics and Financing, Wiley,
2. S. Penner, Introduction to Health Care Economics and Financial Management: Fundamental Concepts with Practical Application
3. J. Bhattacharya, T. Hyde and P. Tu, Health Economics, Red Globe Press

Notes:

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Evaluation Policy: The evaluation will include two types of assessments:

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Course Articulation Matrix

CO Statement (O6.5LMP193E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP193E02.1	3		1	2	2
O6.5LMP193E02.2	2		2	3	
O6.5LMP193E02.3		3	2		3
O6.5LMP193E02.4	2		3	2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP194E02: Biomedical Waste Management

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP194E02.1 Understand the types of waste generated in the healthcare sector
- 06.5LMP194E02.2 Evaluate the adverse effects of bio medical waste on various facets of the environment.
- 06.5LMP194E02.3 Develop strategies to manage bio medical waste: collection, segregation, disposal.
- 06.5LMP194E02.4 Prepare plans to educate stakeholders for bio medical waste management

Unit I

- 1.1 Sources of Biomedical Waste
- 1.2 Classification of Biomedical waste
- 1.3 Characterization of Types of Waste
- 1.4 Classification of Waste as per WHO, Govt. of India and Regulatory Agencies

Unit II

- 2.1 Environmental Health Hazards
- 2.2 Types of Pollutants from Healthcare Industry (chemicals, gases etc.)
- 2.3 Environmental Impact of Biomedical Waste
- 2.4 Impact of Healthcare Waste on Human Health

Unit III

- 3.1 Handling Healthcare Waste
- 3.2 Waste Collection from the Sources
- 3.3 Segregation, Transportation and Storage of Waste
- 3.4 Treatment and Disposal of Waste
- 3.5 General Principles of Waste Management (3 Rs, Sustainable Development Goals)

Unit IV

- 4.1 Legal Aspects of Waste Management
- 4.2 Hazardous Waste (Management and Handling) Rules
- 4.3 Federal Hazardous Waste Regulations under RCRA, Superfund, CERCLA and SARA
- 4.4 Protocols, issues and challenges in transportation of hazardous waste

Unit V

- 5.1 Measures for Minimizing Waste
- 5.2 Partnering Waste Management Initiatives (Role of various Levels of Govt., Private Sector)
- 5.3 Educating Patients, Employees and General Public

5.4 Occupational Safety Precautions

Recommended Texts and Readings:

1. G. Tchobanoglous, H. Theisen and A. Viquel, Integrated Solid Waste Management: Engineering, Principles and Management issues, Tata McGraw Hill Publishing Company Ltd.
2. W.P. Cunningham and M.A. Cunningham, Principles of Environmental Science, Tata McGraw Hill Publishing Company Ltd.
3. R. Johri, E-waste: implications, regulations, and management in India and current global best practices, TERI Press
4. B. Krishnamoorthy, Environmental Management, Text Book and Cases, PHI Learning (P) Ltd.

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Course Articulation Matrix

CO Statement (O6.5LMP194E02)	P O 1	PO2	PO3	PO4	PO5
O6.5LMP194E02.1		2		3	2
O6.5LMP194E02.2	3	3		2	3
O6.5LMP194E02.3	2	2	3	1	2
O6.5LMP194E02.4	2	1	3	3	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP195E02: Health and Hospital Information Systems

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP195E02.1 Understand the role and value of information technologies in potentially revolutionizing healthcare delivery, administration, education, and research.
- O6.5LMP195E02.2 Evaluate the various types of healthcare information applications and develop basic familiarity with healthcare IT products
- O6.5LMP195E02.3 Analyze obstacles and success factors for implementation and integration of information, communication and decision technologies in healthcare
- O6.5LMP195E02.4 Develop teamwork skills to mediate the communication between healthcare professionals and information technology personnel

Unit I

- 1.1 Basics of IT Technology - Hardware, software and Data management
- 1.2 Meaning and role of information systems.
- 1.3 Types of information systems
- 1.4 System Acquisition & Implementation

Unit II

- 2.1 Introduction to Healthcare Information Systems - Objectives, Characteristics, Elements, Categories
- 2.2 HIS for Various Levels of Management (Top / Middle / Operational)
- 2.3 Integrated HIS (IHMIS) Comprehensive Single Hospital MIS (CSHS), Comprehensive Multi hospitals MI (CMHS)
- 2.4 Business Office Multi-hospital MIS (BMHS) and Special Purpose Single Hospital MIS (SSHS)

Unit III

- 3.1 Application of Computers in Hospitals and Health Programs
- 3.2 Computerizing across all departments of Hospital
- 3.3 Implementing wireless computerized patient records
- 3.4 Complexity in computerizing Hospitals
- 3.5 Computerizing Health Programs / Projects

Unit IV

- 4.1 Healthcare Information Regulations & Standards
- 4.2 Legal Aspects of Managing Health Information
- 4.3 Health records Privacy and Security
- 4.4 Certification and Accreditation

Unit V

- 5.1 Mobile IT devices in healthcare
- 5.2 Clinical Practices through Internet Telehealth
- 5.3 Electronic Medical Documentation and Smart Cards
- 5.4 Geographical Information System (GIS) : Digitizing Map, Software and Hardware needed

5.5 Future Trends in Health Care Information Systems

Recommended Texts and Readings:

- 1 K.A.Wager,F. W.Lee,J. P.Glaser, Health care Information System-A practical approach for Health Care Management, Wiley
- 2 M. J. Browie and M. A. Green, 'Essentials of Health Information Management: Principles and Practices, Cengage
- 3 T. Hebda, K. Hunter and P. Czar, Handbook of Informatics for Nurses and Health Care Professional, Prentice Hall

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Course Articulation Matrix

CO Statement (O6.5LMP195E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP195E02.1		3			1
O6.5LMP195E02.2	3	2	1		
O6.5LMP195E02.3	2		2	3	3
O6.5LMP195E02.4		1	3	3	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP196E02: Quality Assurance for Healthcare- I

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination : 70

Course Type: Domain Specific Elective

Course Outcomes:

O6.5LMP196E02	Understand the most important issues when planning and evaluating Quality Assurance for Healthcare.
O6.5LMP196E02	Evaluate appropriate theories and models with practical information to make better decisions regarding Quality in Healthcare.
O6.5LMP196E02	Discuss and understand customer satisfaction via applications of quality improvement strategies, philosophies and techniques.
O6.5LMP196E02	Prepare plans to improve quality in various delivery set up

Unit I

- 1.1 Introduction to Quality
- 1.2 Quality Assurance vs. Quality Control
- 1.3 Policy, Process and Procedures in Quality Assurance
- 1.4 Cost of Quality

Unit II

- 2.1 Six Sigma and Lean Strategies
- 2.2 Key Performance Indicators (KPIs) for Quality
- 2.3 Introduction and Application of Kaizen
- 2.4 PDCA or Deming Cycle

Unit III

- 3.1 Waste Elimination– 3M
- 3.2 Japanese 5S Principles
- 3.2 RCA and CAPA
- 3.3 Quality Control Tools

Unit IV

- 4.1 Risk Management and Liability Issues
- 4.2 National Health System and Quality Management
- 4.3 Planning and Quality Management in Services
- 4.4 Proactive vs. Reactive Quality Management Program

Unit V

- 5.1 Introduction to Accreditation Process
- 5.2 Requirements of Accreditation for Quality Management in Hospital
- 5.2 Introduction to NABH
- 5.3 Patient Centered NABH Chapters

Recommended Texts and Readings:

1. U. Manjunath, Total Quality Service in Healthcare, McGraw Hill
2. J. Sandars, ABC of Patient Safety, BMJ Books
3. Hospital Information Control Guidelines,ICMR: A handbook

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Course Articulation Matrix

CO Statement (O6.5LMP196E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP196E02.1	2		3		
O6.5LMP196E02.2		1		2	3
O6.5LMP196E02.3	3	3			2
O6.5LMP196E02.4		2	3	3	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP161E02: Strategies and Practices of Entrepreneurial Firms

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP161E02.1. Understand the concepts and tools required for designing and implementing entrepreneurial strategies
- O6.5LMP161E02.2. Assessing the unique performance requirements and capabilities of entrepreneurial firms.
- O6.5LMP161E02.3. Develop a working knowledge of how to address the idiosyncratic organizational, management, financial and relational dynamics present in entrepreneurial firms.
- O6.5LMP161E02.4. Understand the strategies and practices for strategic renewal, growth, and exit for entrepreneurial firms.

Unit I

- 1.1 Processes to Explore Innovations: from Idea to Market
- 1.2 Design Thinking
- 1.3 Cooperation and Collaboration with Established Firms
- 1.4 Strategy for building right team
- 1.5 Licensing deals

Unit II

- 2.1 Executing Innovation Processes
- 2.2 Innovation Platforms
- 2.3 Funding for growth stages
- 2.4 Creating and Scaling Company Culture
- 2.5 Demand Forecasting and Acquiring Customers

Unit III

- 3.1 Blue Ocean Strategy
- 3.2 IP strategy,
- 3.3 Disruptive Strategy
- 3.4 Architectural Strategy

Unit IV

Unit V

- 5.1 Entrepreneurial Strategy and Dynamic Capabilities
- 5.2 Thin and Lean Business Strategy
- 5.3 Growth and Survival – Turnaround Strategies
- 5.4 Internationalization Strategy

Recommended texts and readings:

1. H. W. Chesbrough, Open innovation: The new imperative for creating and profiting from technology, Harvard Business School Press
2. K. Lakhani and B. Wolf, why hackers do what they do: Understanding motivation and effort in free/open-source software projects. in J. Feller and B. Fitzgerald & S. Hissam& K. Lakhani (Eds.), Perspectives on free and open-source software: 3-21: MIT Press
3. J. Katzenbach and D. Smith, The Wisdom of Teams: Creating the High-Performance Organization. Harper Business

Notes:

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Course Articulation Matrix

CO Statement (O6.5LMP161E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP161E02.1	2	3	2		3
O6.5LMP161E02.2	3			2	2
O6.5LMP161E02.3	1		2		3
O6.5LMP161E02.4	3	2		2	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP162E02: Creativity, Innovation and Entrepreneurship

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP162E02.1. Understand what makes an organization creative and innovative?
- O6.5LMP162E02.2. Recognize the creative problem-solving process and apply tools for solving innovation dilemmas and challenges.
- O6.5LMP162E02.3. Develop a practical framework for the design and implementation of a systematic innovation strategy.
- O6.5LMP162E02.4. Connect the theoretical issues with the concrete reality through work on actual experiences of companies that have a culture in innovation and studying successful study cases

Unit I

- 1.1 Concept and Models of Innovation
- 1.2 The Underpinning of Profits: Assets, Competences and Knowledge
- 1.3 Sources and Transfer of Innovation
- 1.4 Creating a Culture of Innovation

Unit II

- 2.1 Schumpeter and Creative Destruction
- 2.2 The Evolutionary Theory of Nelson and Winter
- 2.3 Models of the Dynamic Capabilities, Competitive Advantages, Extended Rivalry
- 2.4 Drucker and the Systematic Innovation
- 2.5 Role of Von Hippel User
- 2.6 Rodgers and the Innovations Diffusion Speed Adoption

Unit III

- 3.1 Key Elements in Managing Innovation Learning Cycle
- 3.2 The Roles of the Innovator
- 3.3 The Generation of Ideas and Brainstorming
- 3.4 Creativity Business Model V/S Classical Approach.
- 3.5 The Business Model Canvas by Alex Osterwalde; Principles and Applications

Unit IV

- 4.1 The Entrepreneur Profile Analysis
- 4.2 Behaviour and Motivations
- 4.3 Lean Start –Up
- 4.4 The Entrepreneurial Ecosystem: Entrepreneurs and Strategic Decisions

Unit V

- 5.1 Globalization of Innovations
- 5.2 Innovation for Emerging Economies
- 5.3 Role of National Government in Innovation
- 5.4 Strategic Innovation Process

Recommended texts and readings:

1. A. Afua Innovation Management, Oxford Publications
2. R. D. Hisrich, Entrepreneurship, McGraw Hill Education
3. S. Fisher and J.-N. Duane, The Startup Equation, McGraw Hill
4. S. Conway and F. Steward, Managing & Shaping Innovation, Oxford University Press

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Course Articulation Matrix

CO Statement (O6.5LMP162E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP162E02.1	1	2			3
O6.5LMP162E02.2	3			2	2
O6.5LMP162E02.3	3		2		2
O6.5LMP162E02.4	2	3	3	3	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

06.5LMP163E02: Managing Strategic Partnership and Negotiation

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course a student should be able to:

- 06.5LMP163E02.1. Understand role of partnerships play within an overall business strategy
- 06.5LMP163E02.2. Understand fundamentals and drivers of strategic partnerships and negotiations between organizations.
- 06.5LMP163E02.3. Analyze the various degrees of partnership agreements and apply them in a business context.
- 06.5LMP163E02.4. Design and implement a successful negotiation settlement in outsources relationships.

Unit I

- 1.1 Objectives of Strategic Partnerships
- 1.2 Partnerships – Causes and Consequences
- 1.3. Strategic Alliances-Impact on Economy
- 1.4. Analyzing Competitive Advantage in International Context
- 1.5. Implications of International Linkages for Industry Analysis

Unit II

- 2.1The Role of Corporate Management in Partnerships
- 2.2 Managing Individual Businesses
- 2.3 Managing Linkages across Businesses
- 2.4 Managing Change in Multinational Corporation
- 2.5 Governance of Multi Business Corporation

Unit III

- 3.1 Negotiation-Definition and Aspects of Negotiation Research and Practice
- 3.2 Identifying Goals, Options and Criteria of Success
- 3.3 Catalysts and Barriers of Successful Collaboration
- 3.4 Designing a Negotiation Plan
- 3.5 3 Phases of Negotiations: Initial, Exploratory and Finalization

Unit IV

- 4.1 Tactics for Promoting a Constructive Negotiation Climate
- 4.2 Principled Negotiations
- 4.3 3-D Negotiation
- 4.4 Transactional Analysis in Negotiations
- 4.5 Mixed Negotiating

Unit V

- 5.1 Post-Negotiation Stage: Implementation and Compliance
- 5.2 Post-Negotiation Assessment and Evaluation
- 5.3 International and Cross-Cultural Negotiations
- 5.4 Crisis Negotiations

Recommended texts and readings:

1. D.A. Lax and J. K. Sebenius, 3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals. Harvard Business Press
2. C. Lyons, I Win, You Win: The Essential Guide to Principled Negotiation. A&C Black Business Information and Development,
3. E.A. Berghoff, The International Negotiations Handbook. Success through Preparation, Strategy, and Planning. PILPG and Baker & McKenzie.

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Course Articulation Matrix

CO Statement (O6.5LMP163E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP163E02.1	3	2			2
O6.5LMP163E02.2	2		3	3	3
O6.5LMP163E02.3	1		2	2	2
O6.5LMP163E02.4	3	2	2	3	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP164E02: Regulatory and Legal Issues of Entrepreneurship

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation:30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course a student should be able to:

- 06.5LMP164E02.1. Understand the fundamental aspects of Intellectual property rights
- 06.5LMP164E02.2. Apply the knowledge on patents, patent regime in India and abroad and registration aspects
- 06.5LMP164E02.3. Apply the knowledge on copyrights and its related rights and registration aspect
- 06.5LMP164E02.4. Attain knowledge on trademarks and registration aspects
- 06.5LMP164E02.5. Evaluate design, geographical Indication (GI), plant variety and layout design protection and their registration aspects
- 06.5LMP164E02.6. Analyze current trends and governmental regulations on IPR, copyrights and trademarks laws and regulations

UNIT I

- 1.1 General Aspects of Intellectual Property Rights
- 1.2 Evolution and Development of IPR's at International and National Level
- 1.3 Emergence of WIPO and WTO-Trips
- 1.4 Emerging Issues in IPR

Unit II

- 2.1 Copyright and their Applications
- 2.2 Issues in Copyright Application
- 2.3 Digital Rights Management (DRM)
- 2.4 'Creative Commons' (CC)
- 2.4 Infringement and Enforcement of Copyrights

Unit III

- 3.1 Patents and their Applications
- 3.2 Identification and Benefits of Patents in Various Fields
- 3.3 Introduction to Patent Searching, Drafting and Procedures
- 3.4 Patent Search Tools

Unit IV

- 4.1 Trademarks and their Applications
- 4.2 Trademark aspects: Sections and Features
- 4.3 Design Rights and their Applications
- 4.4 Designs – Ornamental and Other Types
- 4.5 Geographical Indication (GI)- Infringements and Legal Remedies

Unit V

- 5.2 Interpretation of Claims on IPR
- 5.3 Doctrine of Equivalents
- 5.4 Product Testing as Infringing Use
- 5.5 Doctrine of Exhaustion
- 5.6 Legal and Equitable Remedies for Infringement

Recommended texts and readings:

1. M.K. Bhandari, Law Relating to Intellectual Property Rights, Central Law Publication
2. A. Parulekar and S. D' Souza, Indian Patents Law – Legal & Business Implications, Macmillan India Ltd.
3. B.L. Wadehra, Law Relating to Patents, Trade Marks, Copyright, Designs & Geographical Indications; Universal law Publishing Pvt. Ltd.
4. P. Narayanan, Law of Copyright and Industrial Designs; Eastern law House
5. T. Markets, Global Patents: Limits of transnational Enforcement, Oxford University Press, Oxford

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP164E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP164E02.1	2	3			
O6.5LMP164E02.2		2		3	2
O6.5LMP164E02.3	2		3		1
O6.5LMP164E02.4	3	2		2	3
O6.5LMP164E02.5	3			2	
O6.5LMP164E02.6	1			2	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP165E02: Entrepreneurial Finance

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course a student should be able to:

- O6.5LMP165E02.1. Understand the concepts and tools required for evaluating the financial performance of an entrepreneurial firm
- O6.5LMP165E02.2. Apply the concepts and tools for funds management, funds sourcing, valuation and financial management of entrepreneurial firms
- O6.5LMP165E02.3. Analyze the regulatory and economic eco system related to entrepreneurial finance
- O6.5LMP165E02.4. Implement the concepts of portfolio analysis, risk management, governance, and deal structuring and exit strategies

Unit I

- 1.1Capital Structure
- 1.2Organizing and Financing a New Venture
- 1.3Measures of Financial Performance
- 1.4Short term and long-term Financial Planning
- 1.5Types and Costs of Financial Capital

Unit II

- 2.1Types of Business Finance
- 2.2Sources of Finance Based on Time Period
- 2.3Types of Shares and Bonds
- 2.4Retained profits and Deposits
- 2.5Specialized Financial Institutions and government schemes

Unit III

- 3.1 Venture Capital
- 3.2 Features of Venture Capital
- 3.4 Criteria for Venture Capital Finance
- 3.5 Corporate Venture Capital

Unit IV

- 4.1 Professional Venture Capital Private Equity Funding
- 4.2 Angel Financing
- 4.3 Incubators and accelerators
- 4.4 Other Financing Alternatives (Bootstrapping, Crowd Funding, Grants etc.)
- 4.5 Security Structures Business plan contests and seed funding
- 4.6 Process of Going Public
- 4.7 Governance, Incentives and Deal structure strategic partnerships

Unit V

- 5.1 Deal Structuring, Recording and Organizing Transactions
- 5.2 Financial Valuation Models
- 5.3 Financial Forecasting
- 5.4 Pre money and Post Money Valuation
- 5.5 Project Evaluation, Real Options and Risk Assessment
- 5.6 Turnaround Strategies
- 5.7 Exit Strategies and Harvesting

Recommended texts and readings:

1. A. Phillip, and A. M. Marks, Entrepreneurial Finance: Finance for Small Business, Prentice Hall, Inc.
2. R. Melicher and J. Leach and, Entrepreneurial Finance, Nelson Education
3. J. K. Smith, R. L. Smith and R. T. Bliss, Entrepreneurial Finance, Strategy, Valuation and Deal Structure

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc. 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP165E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP165E02.1	3	2			1
O6.5LMP165E02.2	2			2	3
O6.5LMP165E02.3	2	3	2	3	3
O6.5LMP165E02.4	2	2	3	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP166E02: Entrepreneurial Marketing

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course a student should be able to:

- O6.5LMP166E02.1. Develop an in-depth understanding of the unique aspects and challenges inherent in entrepreneurial marketing
- O6.5LMP166E02.2. Apply segmentation and positioning marketing concepts and frameworks to formulate valuable solutions
- O6.5LMP166E02.3. Analyze the tools for branding of the venture
- O6.5LMP166E02.4. Develop an entrepreneurial marketing plan

Unit I

- 1.1 Importance of Marketing for Entrepreneurship
- 1.2 Entrepreneurial Marketing and The Marketing Environment
- 1.3 Screening for New Entrepreneurial Ventures

Unit II

- 2.1 Segmentation and Positioning
- 2.2 Product/Service Development
- 2.3 Finding and Evaluating the Right Market Opportunity
- 2.4 Understanding Customers and Competition

Unit III

- 3.1 Pricing for Entrepreneurs
- 3.2 Sales Force
- 3.3 Product Launch
- 3.4 Distribution Channel Issues
- 3.5 Distribution Channel Strategy

Unit IV

- 4.1 Product: The Online Offer
- 4.2 Price: The Online Value
- 4.3 The Internet for Distribution
- 4.4 Buying Digital Media Space
- 4.5 Customer Relationship Management

Unit V

- 5.1 Marketing and Business Plans
- 5.2 Raising Capital for Entrepreneurial Ventures
- 5.3 Building Strong Brands
- 5.4 Discussion of Team Plans

Recommended texts and readings:

1. P. Kotler and K. Keller, Marketing Management: A South Asian Perspective, Pearson
2. J. Strauss Andr. Frost, E-Marketing, Harlow
3. H.L. Morgan, A. Kallianpur and L.M. Lodish, Entrepreneurial Marketing, John Wiley & Sons
4. J. Aaker, Strategic Market Management, D. A. John Wiley & Sons

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc.	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP166E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP166E02.1	2	3			1
O6.5LMP166E02.2	3		2	3	2
O6.5LMP166E02.3	3		2	2	3
O6.5LMP166E02.4	2	2	3	2	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1121E02: Introduction to Waste Management and Sanitation

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP1121E02.1. Understand basics of environment and waste (levels, types, hazards)
- O6.5LMP1121E02.2. Characterize waste types, sources and sustainability
- O6.5LMP1121E02.3. Promote environmental health and individual responsibility in waste management
- O6.5LMP1121E02.4. Undertake and guide treatment of sludge and construction of sanitation facilities.

Unit I

- 1.1 Meaning, Structure and Functions of Ecosystem
- 1.2 Levels of Organization in Nature (Trophic Structure, Food Chain)
- 1.3 Earth's Carrying and Assimilation Capacity
- 1.4 UN Sustainable Development Goals

Unit II

- 2.1 Waste Generation: Sources
- 2.2 Exponential Growth of Waste
- 2.3 Categories of Solid Waste
- 2.4 Rural Waste vs Urban Waste
- 2.5 Pollution vs Waste

Unit III

- 3.1 Waste Segregation
- 3.2 Incentivization and Waste Projection
- 3.3 Source Reduction and Waste Reduction
- 3.4 Economic Benefits of Waste Reduction

Unit IV

- 4.1 Life Cycle Analysis of Waste
- 4.2 Corporate Social Responsibility in Waste Management
- 4.3 Ecological Footprint
- 4.4 Role of Small Businesses

Unit V

- 5.1 Scope and Meaning of Sanitation and Hygiene
- 5.2 Sanitation Infrastructure
- 5.3 Community Sanitation

5.4 Sanitation for Various Groups of People

Recommended Texts and Readings :

1. A.B. Akolkar, Status of Solid Waste Management in India, Implementation Status of Municipal Solid Wastes, Management and Handling Rules, Central Pollution Control Board
2. P. P. Appasamy, Economic benefit Cost Analysis of a proposed Solid Waste Resource Recovery plant in Gopal K. Kade Kodi (eds), 'Environmental Economics in Practice' Oxford University Press
3. S.E. Hassan, Introduction to Waste Management, Wiley- Blackwell, Chichester
4. J. Pichtel, Waste Management Practices, CRC Press

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - For Summative assessment (End Semester Examination or End-Term Examination):
Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1121E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1121E02.1	2	3		3	2
O6.5LMP1121E02.2	2	2	2	3	2
O6.5LMP1121E02.3	2	1	3	2	3
O6.5LMP1121E02.4	3	2	3	3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

6.5LMP1122E02: Waste Management Logistics and Export Procedures

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP1122E02.1. Understand components of logistics for waste management
- O6.5LMP1122E02.2. Implement logistics and inventory procedures for waste management
- O6.5LMP1122E02.3. Design systems to eradicate dumping of waste across international boundaries
- O6.5LMP1122E02.4. Develop economically efficient practices for trading waste.

Unit I

- 1.1 Introduction to Waste Management Logistics
- 1.2 Steps in Waste Management Logistics
- 1.3 Waste Handling Equipment and Technology
- 1.4 Managerial Goals of Waste Management Logistics

Unit II

- 2.1 Waste Collection (sources, types, quantity)
- 2.2 Route optimization (planning, scheduling, dynamic dispatching)
- 2.3 Role of GIS and GPS
- 2.4 Reverse Logistics/ Reverse Supply Chain

Unit III

- 3.1 Basic of Inventory and Material Management
- 3.2 Preventive Maintenance and Tertiary Transfer
- 3.3 Process and Precautions for Recycling
- 3.4 Composting

Unit IV

- 4.1 Logistics Chain at Regional and Global Level
- 4.2 Initiatives Taken by Firms and Government for 3R
- 4.3 Impact of 3R on Supply Chain
- 4.4 Human Resources for Waste Handling and Logistics

Unit V

- 5.1 Categories for Trade in Waste
- 5.2 Export Promotion and Incentives (EoUs, EPZs etc.)
- 5.3 Export Procedure (Establishment of Firm and Product)
- 5.4 Export Finance (Sources, Risk Mitigation)
- 5.5 Processing of Export Orders for Waste

Recommended Texts and Readings :

1. T.M. Letcher Andaya. Vallero, Waste: A Handbook for Management
2. J. Pichel, 2014, Waste Management Practices, CRC Press
3. J. Singh and A.L. Ramanathan, Solid Waste Management - Present and Future Challenges, I K International Publishing House Pvt. Ltd.
4. T.V. Rama Chandra, Environmental Engineering Series - Management of Municipal Solid Waste, TERI Press
5. R. Paras, Export : What, Where and How, Anupam Publication
6. B.S. Rathor, Export Marketing, Himalaya Publishing House

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term categorization for the same is:
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 - Subjective (Short/Long) 40%
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 - Projects/Group Activities etc. 15%
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- For continuous or Formative assessment (in semester): Maximum 30 percent. The ster Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1122E0 2)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1122E02.1	3	3		2	2
O6.5LMP1122E02.2	3	3	2	2	3
O6.5LMP1122E02.3	3	3	2	3	3
O6.5LMP1122E02.4	3	3	2	3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

6.5LMP1123E02: Regulatory Framework and Environment Impact

Periods/week

L:3 T:- P: -

Duration of Examination: 3 Hrs.

Credits

3

Max. Marks : 100

Continuous Evaluation: 30

End Semester Examination:70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- 06.5LMP1123E02.1. Understand the legal provisions for environmental and waste management
- 06.5LMP1123E02.2. Estimate the impact of waste management practices
- 06.5LMP1123E02.3. Apply national and international constitutional and quality provisions for managing waste
- 06.5LMP1123E02.4. Conduct waste audit and environment impact assessment.

Unit I

- 1.1 Constitutional Provisions for Environment Protection (Fundamental Rights and Duties)
- 1.2 Directive Principles of State Policy
- 1.3 Role of Ministries, CPCB/ SPCB, NGT
- 1.4 Role of Judiciary and Environmental Jurisprudence

Unit II

- 2.1 Legal Framework for Established Industries
- 2.2 Laws for Managing Waste Types (Air, Water, Plastic, Hazardous Waste, E Waste etc.)
- 2.3 Rules for Municipal Waste Management (Plastic, Construction etc.)
- 2.4 Opportunities for Recycling

Unit III

- 3.1 International Instruments for Environment Management
- 3.2 Conventions and Protocols
- 3.3 Rules for Nuclear Safety
- 3.4 Control of Trans-boundary Movement of Waste

Unit IV

- 4.1 Background and Scope of Environment Impact Assessment (EIA)
- 4.2 Guidelines for EIA
- 4.3 Social Impact Assessment
- 4.4 Application of EIA (dump yards and landfills), Environmental Management Plan (EMP)

Unit V

- 5.1 Waste Audit: Objectives and Steps
- 5.2 Quality Principles under ISO 14000, 14001, 9000:2015 (and latest standards)
- 5.3 Benefits of Implementing ISO systems for Environment

5.4 Quality of Implementation

Recommended Texts and Readings:

1. A. Rosencranz and S. Divan, Environmental Law and Policy in India: Cases, Materials, and Statutes, Oxford University Press
2. T.S. Daboia, Environmental and Pollution Laws in India, Lexis-Nexis
3. S. Bell, D. Gilli vary and O. Pederson, Environmental Law, Oxford University Press
4. V. Navneet, Environmental Law- An introduction, Lexis-Nexis

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
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Evaluation Policy: The evaluation will include two types of assessments:

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 - Discussion/Presentation 15%
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- For Summative assessment (End Seme examination. Weightage of assessments are as follows:
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP1123E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1123E02.1	2	3		3	3
O6.5LMP1123E02.2	3	3		2	3
O6.5LMP1123E02.3	3	3	2	3	3
OMBA-DS-WM-303.4	3	3	2	2	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1124E02: Waste Management Banks

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- OMBA-DS-WM-304.1. Appreciate the role of waste management banks as intermediary institutions
- OMBA-DS-WM-304.2. Identify opportunities for development of waste aggregators and banks
- OMBA-DS-WM-304.3. Motivate and initiate waste banks for community benefit
- OMBA-DS-WM-304.4. Estimate economic contribution of waste banks.

Unit I

- 1.1 Concept and Need of Waste Aggregation and Waste Banks
- 1.2 Transition from Unorganized to Organized Structure for Waste Management
- 1.3 Waste Circulation
- 1.4 Economic Benefit of Waste Aggregation

Unit II

- 2.1 Aggregation Opportunities with Population Below Poverty Line
- 2.2 Identification of Waste Banking Opportunities
- 2.3 Procurement of Waste Types: Food, Bio-degradable, Lethal and Hazardous, Plastic, E Waste
- 2.4 Managing Dealer and Vendor Relations

Unit III

- 3.1 Concept of Waste Reuse and Recycle through Banks
- 3.2 B2C Market: books, furniture, utensils, toys etc.
- 3.3 B2B Market: Furniture, Compost, E items etc.
- 3.4 Distribution and Logistics (drop off and buy back services)

Unit IV

- 4.1 Community-based Waste Management
- 4.2 Local and Community Economic Development
- 4.3 Decentralized Waste Banks
- 4.4 Role of Self-Help Groups, Cooperatives and Micro Finance

Unit V

- 5.1 Motivation for Waste Banking
- 5.2 Incentives and Govt. Schemes
- 5.3 Waste Banking as a Waste Management Opportunity
- 5.4 Safety of Waste Handlers

Recommended Texts and Readings:

1. D. Wulandari, S.H. Utomo and B.S. Narmaditya, Waste Bank: Waste Management Model in Improving Local Economy, *International Journal of Energy Economics and Policy*, 7(3), 36-41
2. Supermini and S.P. Junaid, the role of waste bank partnership in efforts to decrease waste volume in urban: A case study at a waste bank in Kalibaru, Cilodong, Depok City, *IOP Conference Series: Earth and Environmental Science*,
3. S. Suryania, Waste Bank as Community-based Environmental Governance: A Lesson Learned from Surabaya DyahRetnoWijyantia, *Procedia - Social and Behavioral Sciences*, 184, 171 – 179
4. N. Indrani, Community-based Solid Waste Bank Model for Sustainable Education, *Procedia - Social and Behavioral Sciences*, 224, 158 – 166
5. J. Gutberlet, Waste to Energy, Wasting Resources and Livelihoods, Intech Open Limited
6. S.C. Bhatia, Wealth from Waste - Agricultural food and chemical Processing Waste, Atlantic Publishers and Distributors Pvt. Ltd.

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc. 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1124E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1124E02.1	3	2		3	3
O6.5LMP1124E02.2	2	2		2	
O6.5LMP1124E02.3	2		3		3
O6.5LMP1124E02.4	3	3		3	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1125E02: Hotel Waste Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP1125E02.1. Understand the types of hotel waste and methods to handle them
- O6.5LMP1125E02.2. Evaluate the importance of managing hotel waste for the economy
- O6.5LMP1125E02.3. Learn and implement tools for hotel waste management
- O6.5LMP1125E02.4. Conduct waste and energy audits for hotels.

Unit I

- 1.1 Hotel and Hospitality Industry: Overview
- 1.2 Sources and Types of Waste
- 1.3 Need for Hotel Waste Management
- 1.4 Integration with Other Industries

Unit II

- 2.1 Steps for Effective Waste Management
- 2.2 Strategies for Implementing 3Rs
- 2.3 Benefits of Waste Reduction and Management
- 2.4 Budget Allocation and Investment for Waste Management

Unit III

- 3.1 Partner Relations for Waste Management
- 3.2 Employee Training and Motivation
- 3.3 Vendor Selection and Relations
- 3.4 Guest Participation
- 3.5 Role of Community: Sponsorship, Beautification etc.

Unit IV

- 4.1 Waste Management Programme
- 4.2 Food Waste Management
- 4.3 Procuring Eco friendly Material
- 4.4 Waste Management Audit
- 4.5 Accreditations (Ecotel, Green Globe, Energy Star, Green Key etc.)

Unit V

- 5.1 Dealing with Hazardous Materials
- 5.2 Laws for Hotel Waste Management
- 5.3 Smart and Green Buildings

5.4 Maintaining External and Internal Air Quality

Recommended Texts and Readings:

1. D. Kirk, Environmental Management for Hotels- A Students' Handbook, Butterworth-Heinemann, Oxford Press
2. S.K. Agarwal, Eco-informatics, APH Publishing Corporation
3. International Tourism Partnership, Green Hotelier, Know How Guide to Reducing and Managing Food Waste in Hotels
4. International Tourism Partnership, Environmental Management for Hotels, The Industry Guide to Sustainable Operation for Waste
5. A. Omidiani and S.M. HashemiHezaveh, Waste Management in Hotel Industry in India: A Review, *International Journal of Scientific and Research Publications*, 6(9)

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc. 15%
- For Summative assessment (End Seme examination. Weightage of assessments are as follows:
- For continuous or Formative assessment (in semester): Maximum 30 percent. The steer Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP1125E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1125E02.1	3	3		2	2
O6.5LMP1125E02.2	2	3	2	3	2
O6.5LMP1125E02.3	3	3		3	2
O6.5LMP1125E02.4	3	3	2	3	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP1126E02: Biomedical Waste Management

Periods/week

Credits

Max. Marks : 100

L:3 T:- P:-

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs.

End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1126E02.1 Understand the types of waste generated in the healthcare sector
- O6.5LMP1126E02.2 Evaluate the adverse effects of bio medical waste on various facets of the environment.
- O6.5LMP1126E02.3 Develop strategies to manage bio medical waste: collection, segregation, disposal.
- O6.5LMP1126E02.4 Prepare plans to educate stakeholders for bio medical waste management

Unit I

- 1.1 Sources of Biomedical Waste
- 1.2 Classification of Biomedical waste
- 1.3 Characterization of Types of Waste
- 1.4 Classification of Waste as per WHO, Govt. of India and Regulatory Agencies

Unit II

- 2.1 Environmental Health Hazards
- 2.2 Types of Pollutants from Healthcare Industry (chemicals, gases etc.)
- 2.3 Environmental Impact of Biomedical Waste
- 2.4 Impact of Healthcare Waste on Human Health

Unit III

- 3.1 Handling Healthcare Waste
- 3.2 Waste Collection from the Sources
- 3.3 Segregation, Transportation and Storage of Waste
- 3.4 Treatment and Disposal of Waste
- 3.5 General Principles of Waste Management (3 Rs, Sustainable Development Goals)

Unit IV

- 4.1 Legal Aspects of Waste Management
- 4.2 Hazardous Waste (Management and Handling) Rules
- 4.3 Federal Hazardous Waste Regulations under RCRA, Superfund, CERCLA and SARA
- 4.4 Protocols, issues and challenges in transportation of hazardous waste

Unit V

- 5.1 Measures for Minimizing Waste
- 5.2 Partnering Waste Management Initiatives (Role of various Levels of Govt., Private Sector)
- 5.3 Educating Patients, Employees and General Public
- 5.4 Occupational Safety Precautions

Recommended Texts and Readings:

1. G. Tchobanoglous, H. Theisen and A. Viquel, Integrated Solid Waste Management: Engineering, Principles and Management issues, Tata McGraw Hill Publishing Company Ltd.
2. W.P. Cunningham and M.A. Cunningham, Principles of Environmental Science, Tata McGraw Hill Publishing Company Ltd.
3. R. Johri, E-waste: implications, regulations, and management in India and current global best practices, TERI Press, New Delhi
4. B. Krishnamoorthy, Environmental Management, Text Book and Cases, PHI Learning (P) Ltd.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.5LMP1126E02)	PO1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1126E02.1		2		3	2
O6.5LMP1126E02.2	3	3		2	3
O6.5LMP1126E02.3	2	2	3	1	2
O6.5LMP1126E02.4	2	1	3	3	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1131E02: Airline and Airport Management

Periods/week	Credits	Max. Marks: 100
L: 3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1131E02.1 Understand Aviation's History, its major players and its current trends and challenges.
- O6.5LMP1131E02.2 Determine the Planning process for an airport and operations involved in the Airport.
- O6.5LMP1131E02.3 Interpret the Meteorological data and to calculate the Airport fees, Rates and Charges.
- O6.5LMP1131E02.4 Understand and adhere to the various Regulations involved in the Aviation industry.
- O6.5LMP1131E02.5 Evaluate the Navigational and ATC control process.

Unit I

- 1.1 History of Aviation-organisation,global,social ethical environment
- 1.2 Major players in the airline industry
- 1.3 SWOT analysis of the different airline companies in India
- 1.4 Market potential of airline industry in India
- 1.5 New airport development plans

Unit II

- 2.1 Airport planning
- 2.2 Terminal planning design and operation
- 2.3 Airport operations and functions
- 2.4 Airline privatization—full/gradual/partial.

Unit III

- 3.1 Various Airport Services
- 3.2 International air transport services
- 3.3 Indian Scenario-an overview of airports Delhi, Mumbai, Hyderabad and Bangalore
- 3.4 The role of private operators-airport development fees, rates, tariffs

Unit IV

- 4.1 Slot allocation
- 4.2 Methodology followed by ATC and DGCA
- 4.3 Management of bilateral economic regulations
- 4.4 Airport Authority of India— Role & comparison global and Indian airport management

Unit V

- 5.1 Role of Air Traffic Control
- 5.2 Airspace and navigational aids-control process
- 5.3 Airport tendering process
- 5.4 Current challenges in the airline industry

Recommended Text and Readings

1. A. Graham, Managing Airports: an international perspective-butterworth-heinemann, Oxford
2. A. Wells, Airport Planning and Management, McGraw-Hill
3. R. Doganis., The Airport Business, Routledge
4. A. T. Wells and Y. Seth, Principles of Airport Management, McGraw Hill

Notes:

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Evaluation Policy: The evaluation will include two types of assessments:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

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Course Articulation Matrix

CO Statement (O6.5LMP1131E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1131E02.1	2	2	2	3	2
O6.5LMP1131E02.2	2	2	3		2
O6.5LMP1131E02.3		2		3	2
O6.5LMP1131E02.4	3	2	3	2	
O6.5LMP1131E02.5	3	3	3	3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1132E02: Airline Marketing Management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- OMBA-DS-AM-302.1 Gain knowledge about the Principles of Marketing and to apply it in real time situation in an Aviation Industry.
- OMBA-DS-AM-302.2 Understand about the various segments of Air Transport Services thereby to make decision for to make analysis of the Market.
- OMBA-DS-AM-302.3 Formulate strategies for marketing Airline related products.
- OMBA-DS-AM-302.4 Implement various marketing tools and techniques while doing the marketing research of the product in the market.
- OMBA-DS-AM-302.5 Use IT on the marketing decisions and online marketing.

Unit I

- 1.1 Marketing Environment-customer oriented organization–
- 1.2 Marketing interface with other functional areas
- 1.3 Marketing in A Globalized Environment
- 1.4 Marketing Mix–stages in the Application of Marketing, principles to Airline Management.

Unit II

- 2.1 Customer-Definition-ApparentandTrueNeeds
- 2.2 IndustrialBuying Behavior
- 2.3 Customers the Business Air Travel Market - Customer in Leisure Air Travel Market – Customer in the Air Freight Market
- 2.4 Market Segmentation in Air Passenger & Air Freight Market –
- 2.5 Marketing Environment – TheoreticalBasisofPESTEL Analysis-BuildingCustomerSatisfaction.

Unit III

- 3.1 Product-definition-ProductLife Cycle
- 3.2 Product Lifecycle in Aviation Industry
- 3.3 Managing Product Portfolio

- 3.4 Balancing Risk and Opportunity-Fleet & Schedules related Product Features
- 3.5 Customer Service-Related Product Features
- 3.6 Pricing Decisions-Building Blocks in the Airline Pricing Policy –Uniform and Differential Pricing
Distribution Channel Strategies-Travel Agency Distribution System –Global Distribution System-promotion methods.
- 3.7 Advertisement and Personal Selling, public relations.

Unit IV

- 4.1 Types, process - tools and techniques
- 4.2 Application of marketing research - product launching, demand estimation, advertising, brand preferences,
- 4.3 Customer satisfaction, retail stores image, customer perception, distribution, customer relationship,
- 4.4 Competitor analysis and related aspects

Unit V

- 5.1 Online marketing - web based marketing programmed
- 5.2 Online advertisement and personal selling
- 5.3 IT tools and techniques for Aviation marketing
- 5.4 Emerging now trends and challenges to marketers.

Recommended Text and Readings

1. P. Kotler, Marketing Management (Millennium Edition), Prentice Hall India (Ltd)
2. M.R. Czinkota and M. Kota be, Marketing Management, Vikas Thomson Learning
3. D.J. Dalrymple, Marketing Management, John Wiley & Sons
4. A. Nag, Marketing Successfully: A Professional Perceptive, MacMillan

Notes:

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O6.5LMP1132E02.2	2	3	3	1	1
O6.5LMP1132E02.3		2			2
O6.5LMP1132E02.4	2	2	3	2	3
O6.5LMP1132E02.5	2	3	3	3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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O6.5LMP1133E02: Airline Financial Management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP1133E02.1	Compute Time Value, Future Value, Annuity Value of Money concepts
O6.5LMP1133E02.2	Analyze a Financial Statement by way of Ratio Analysis Students able to understand Airline specific Ratios
O6.5LMP1133E02.3	Understand various sources of Internal and External sources of funds
O6.5LMP1133E02.4	Understand various financial planning aspects such as Budgets & Control in Airlines and Working Capital Management
6.5LMP1133E02.5	Devise Hedging Strategies and understand Leasing concepts

Unit I

- 1.1 Financial management - An overview, time value of money.
- 1.2 Capital Budgeting: Principles and techniques,
- 1.3 Nature of capital budgeting,
- 1.4 Identifying relevant cash flows,
- 1.5 Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques, Project selection under capital rationing,
- 1.6 Inflation and capital budgeting.

Unit II

- 2.1 World Airline Financial results - Factors affecting financial results –
- 2.2 Airline Financial Statements & Financial Ratios
- 2.3 Inter Airline Comparison of Financial Ratios
- 2.4 Valuation of Tangible Assets - Intangible assets
- 2.5 Valuation of Airline as a whole - Rating Agencies

Unit III

- 3.1 Sources of internal finance
- 3.2 Sources of external finance
- 3.3 Institution evolved in Aircraft Finance - Equity Finance - Foreign Ownership Limits
- 3.4 Share trading and Share Market Listings - Initial Public Offerings

Unit IV

- 4.1 Financial planning – conceptual introduction
- 4.2 Budget Preparation and Control–
- 4.3 Working capital Management-Principles of working capital: Concepts need; Determinants, issues and destination of working capital,
- 4.4 Accounts Receivables Management and factoring-Financial Planning.

Unit V

- 5.1 Introduction to airline risk management – concepts and issues
- 5.2 Exchange rate volatility-Airline trading exposure to currency movements,
- 5.3 Airline Foreign exchange risk management
- 5.4 Fuel price exposure
- 5.5 Aircraft leasing-Finance Lease-Operating Lease-Japanese Operating Lease-Wet Lease-Sale and Leaseback-Aircraft Securitizations.

Recommended Text and Readings

1. P.S. Morrell, Airline Finance, Ash Gate
2. I.M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan and P.K. Jain, Financial management, Text, Problems and cases, Tata McGraw Hill Publishing Company Ltd.

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O6.5LMP1133E02.4			3	2	1
O6.5LMP1133E02.5	2	3	3	2	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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O6.5LMP1134E02: Aviation Legal Environment

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1134E02.1 Know the broad outlook of the total evolution of Aviation Law
- O6.5LMP1134E02.2 Understand various forums and ordinances which contributed to the formation of the law in aviation industry.
- O6.5LMP1134E02.3 Comprehend the deliberations at Chicago convention, agreements signed by member countries at Bermuda, the intricacies leading to the formation of airline companies
- O6.5LMP1134E02.4 Do an in-depth analysis of legal concepts related to the aviation industry including aircraft operations, airports, fixed based operators (FBOs), contracts, insurance and liability, regulatory statutes, and caselaw.

Unit I

- 1.1 Introduction-Paris Convention on Air Navigation 1919
- 1.2 First Indian Air Board-Birth of Indian Air Companies
- 1.3 Indian Aircraft Act 1934-Aircraft Rules 1937
- 1.4 Civil Aviation pre and post Second world war
- 1.5 Nationalisation of Air Services-International Airports Authority in India
- 1.6 History of Aviation- Survey of Current Air law in India.

Unit II

- 2.1 Air regime prior to the Chicago convention-Chicago conference
- 2.2 Convention on the international Civil Aviation-Rules for Air Navigation
- 2.3 Liberalisation of International Air transportation
- 2.4 Bermuda Agreement
- 2.5 Multilateralism for Liberalisation - Application of GATT Principles to International Air
- 2.6 Transportation-
- 2.7 Environmental Protection Measures-India and Bilateral Services Agreement.

Unit III

- 3.1 Liability of the Carrier under the Indian Carriage by Air Act 1972
- 3.2 Warsaw Convention 1929
- 3.3 International Carriage
- 3.4 Hague Protocol 1955- Montreal Interim Agreement 1966-Guatemala City Protocol 1971

Montreal Protocol 1975–

3.5 Consumer Protection Act and Air Carriage Claims.

Unit IV

4.1 Introduction to Airlines ownership

4.2 Privatisation-Policy issues–

4.3 Current Situation-Changing Trends of Liberalization and Ownership in Air Services–

4.4 Air Space Management in India.

Unit V

5.1 Past-present-Future Overview-Air Law and Aviation Policy in India

5.2 Air Routes and Aerodromes in India

5.3 Aviation Security-Development of Civil Aviation and Air Law and Policy in India

5.4 Development in Aviation in India and Future Outlook for National Airlines

Recommended Text and Readings

1. S. Bhatt., V.S. Mani and V.B. Reddy, 1996, Air Law and Policy in India, Vikas Publishing House

Notes:

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Evaluation Policy:

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▪ Projects/Group Activities etc	15%
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Objective Type Questions:	30%
Short/Long Questions:	70%

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Course Articulation Matrix

CO Statement (O6.5LMP1134E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP1134E02.1	3	2	3	2	2
O6.5LMP1134E02.2	2		3	2	
O6.5LMP1134E02.3	3	2			2
O6.5LMP1134E02.4	2	3	3	3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

06.5LMP1135E02: Aviation Safety and Accident Management System

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination : 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP1135E02.1 Build and implement Aviation Safety Management Programs in Aviation related organization.
- 06.5LMP1135E02.2 Understand the importance of Human factor and thereby build Human factor training for their organization to reduce accidents and incidents occurring because of Human factor.
- 06.5LMP1135E02.3 Formulate and implement Aviation Safety Programs and to prepare Accident and Incident reports.
- 06.5LMP1135E02.4 Plan and schedule maintenance activities for the aircrafts,
- 06.5LMP1135E02.5 Understand and maintain the Airport Certification Manual and to conduct Airport and Helipad Inspection Program

Unit I

- 1.1 Aviation Safety-Meaning-Need
- 1.2 Economic of Aviation Safety-Safety Vs Mission
- 1.3 Randomness of Damage and Injury - Zero Accident Rate - Accident causes - Multiple Vs Single Cause
- 1.4 Aircraft Accident - Aircraft Mishap - Aircraft Incident –
- 1.5 Building Aviation Safety Program - Prevention Methodology – Risk Management.

Unit II

- 2.1 Theory of Risk - Changing the Behavior of the risk takers –
- 2.2 Attitudes - Discipline - Punishment - Protection of Safety –
- 2.3 Motivating Safe Behavior - Human factors difficulties –
- 2.4 Training involving human factors - Human Performance Concerns - Human Performance Factors.

Unit III

- 3.1 Internal reporting Systems – Information Distribution systems
- 3.2 Aviation Safety Committees - Aviation Safety Inspection Programs - Aviation safety program Evaluation - Flight Operation Safety Inspection
- 3.3 Safety Inspection report Format - Aviation Safety Education and Training
- 3.4 Aviation Safety Awards Programs - Accident Preparation and Investigation.

Unit IV

- 4.1 Aircraft Discrepancies - Delayed and Deferred Discrepancies

- 4.2 Training-Configuration Control- Maintenance Engine Runs and Taxiing - Maintenance Test Flights - maintenance Analysis
- 4.3 Tool Control-HazardousWasteDisposal-Bogus Parts-Technical Data
- 4.4 Maintenance Inspections- FlightLinePractices-MaintenanceSafetyPrograms-MaintenanceSafetyInspections.

Unit V

- 5.1 AirportCertificationManual-Airport Emergency Plan
- 5.2 Airports/Heliports Criteria-Airfield Criteria- Airspace Criteria
- 5.3 ForeignObjectControl-Bird Hazards-Snow And ice Removal
- 5.4 Fuel Handling- VehicleControl-AirportandHeliport Safety Inspections.

Recommended Readings and Texts

- 1. R.H. Wood, Aviation Safety Programs, A Management Handbook, Jeppesen

Notes:

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Course Articulation Matrix

CO Statement (O6.5LMP1135E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1135E02.1	3		2	3	2
O6.5LMP1135E02.2	2	2	3		2

O6.5LMP1135E02.3	3	2	2	3	2
O6.5LMP1135E02.4	3	2		2	2
O6.5LMP1135E02.5	3	3	3	3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

06.5LMP1136E02: Airline and Airport Operations

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP1136E02.1 Know the historical underpinnings and development led in the aviation sector
- 06.5LMP1136E02.2 Understand airport planning including operational and terminal planning
- 06.5LMP1136E02.3 Discuss the role of private participation and environmental regulatory compliances
- 06.5LMP1136E02.4 Comprehend various aspects of airline terminal management
- 06.5LMP1136E02.5 Analyze the role of warehouses and logistics in global supply chain network

Unit I

- 1.1 History of Aviation- Development of Air transportation in India-
- 1.2 Major players in Airline Industry-
- 1.3 Swot analysis in Airline Industry-
- 1.4 Market potential of Indian Airline Industry—
- 1.5 Current challenges in Airline Industry-Competition in Airline Industry-IATA & ICAO

Unit II

- 2.1 Airport Planning-Operational area and Terminal planning,
- 2.2 Airport design and operation
- 2.3 Organization structure of Airline and Airports sectors-
- 2.4 Airport Authorities-Global and Indian scenario of Airport management – DGCA –AAI.

Unit III

- 3.1 International Trends-Emerging Indian scenario-
- 3.2 PPP- Public Private Participation in Indian Airports-
- 3.3 Environmental Regulations-Private participation in international developments
- 3.4 Environment Regulations-Regulatory Issues-Meteorological services for Aviation-Airport fees, rates, and charges.

Unit IV

- 4.1 Airline Terminal Management-Flight Information Counter/Reservation and Ticketing-Check In/Issue of Boarding pass-
- 4.2 Customs and Immigration Formalities-Co-ordination-Security Clearance-
- 4.3 Baggage and Handling of Unaccompanied minors and Disabled Passengers Handling of Stretcher Passengers and Human Remains-
- 4.4 Handling of CIP,VIP & VVIP-Coordination of Supporting Agencies /Departments.

Unit V

- 5.1 Concept of Logistics- Role of Ware Housing-
 5.2 Trend in material handling-Global Supply Chain
 5.3 Quality concept and Total Quality Management-improving Logistic performance Air Cargo
 5.4 Concept- Cargo Handling-Booking of Perishable Cargo and Live Animals-
 5.5 Industry Relation Type of Air Cargo-Air Cargo Tariff, ratios and Charges-Airway Bill, Function, Purpose, Validation.

CO Statement (6.5LMP1136E02)	PO 1	PO 2	PO 3	PO 4	PO 5
6.5LMP1136E02.1	3	1	2	3	1
6.5LMP1136E02.2	1	4	3	1	2
6.5LMP1136E02.3	3		2		2
6.5LMP1136E02.4	3	4	3	2	2
6.5LMP1136E02.5		2	2	2	2

Recommended Text and Readings

1. A. Graham, Managing Airport an International Perspective –Butterworth Heinemann, Oxford
2. A. Wells, Airport Planning and Management, Edition-McGraw-Hill
3. R. Doganis, The Airport Business-Routledge
4. A.T. Well and S. Young, Principles of Airport Management, McGraw Hill

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 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1141E02: Fintech and Financial Services

Periods/week	Credits	Max. Marks : 200
L: 3, T:- P:-	3	Continuous Evaluation: 100
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

- O6.5LMP1141E02.1. Get acquainted with financial ecosystem for banking and insurance products
- O6.5LMP1141E02.2. Develop understanding framework for risk management.
- O6.5LMP1141E02.3. Design appropriate strategies for financial product development and pricing in the contemporary context
- O6.5LMP1141E02.4. Work with different analytical tools to minimize risk and increase profitability for banks and insurance companies

Unit I

- 1.1 Financial Ecosystem and Retail Banking and Insurance in India,
- 1.2 Universal Banking Process Framework,
- 1.3 E-commerce, Payments Ecosystem, Compliance and Risk management
- 1.4 Disaster recovery and Business Continuity Planning

Unit II

- 2.1 Understanding Bank's Financial Statements and Insurance companies
- 2.2 Segments, Sources and Application of Funds
- 2.3 Product Pricing, Funds Management in Banks & NBFC
- 2.4 Regulatory Framework for Banks, NBFCs and Insurance Companies

Unit III

- 3.1 Payment Ecosystem, P2P, B2C, B2B Payment requirement,
- 3.2 Consumer and Retail Payments: Mobile based, Person to Person, Credit Cards, POS based ecosystem
- 3.3 Traditional vs New Wholesale and Retail Payments

Unit IV

- 4.1 Traditional vs New Fintech Approach
- 4.2 Robo Advisory, Chat Bots, Loan Apps,
- 4.3 Predictive Algorithms, Big Data Analytics for Banking and Insurance sector
- 4.4 PSD2, Mifid II, XVA, Basel IV and FRTB

Unit V

- 5.1 Financial Software and Analytic Tools
- 5.2 Banking and Payment Processing Systems
- 5.3 Information Technology in Financial Markets and Financial Markets Infrastructure

Recommended texts and readings:

1. G.S. Popli and S.K. Puri, Strategic Credit Management in Banks, PHI Learning Private Ltd
2. C. Susanne and B. Janos, The Fintech Book: The financial technology handbook for investors, entrepreneurs and visionaries, Wiley Publication
3. G.S. Popli and A. Jain, Principles and System of Banking, PHI Learning Private Ltd
4. B. King, Banking everywhere, never at a bank, Marshall Cavendish International (Asia) Pte Ltd

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1141E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1141E02.1	3	2	2	3	2
O6.5LMP1141E02.2	2	2	3	1	2
O6.5LMP1141E02.3	3	2	2	3	2
O6.5LMP1141E02.4	3	2	3	2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1142E02: Project Financing

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1142E02.1. Gain knowledge in project management, explore the different aspect of project management in banking and insurance
- O6.5LMP1142E02.2. Knowledgeable in project and project process help in analyze the service delivery process and discover the critical success factors of service quality
- O6.5LMP1142E02.3. Understand the concept and significance of project management in banking and insurance industry
- O6.5LMP1142E02.4. Appreciate the role of commercial banks and insurance companies while using the costing and appraisal in project management.

Unit I

- 1.1 Project definition and characteristics
- 1.2 Objectives of project management
- 1.3 Importance of project management
- 1.4 Historical and recent advances in project management

Unit II

- 2.1 Process of project management
- 2.2 Project life cycle and its phases
- 2.3 Classification of projects
- 2.4 Market and demand analysis

Unit III

- 3.1 Technical analysis – sources and selection of technology
- 3.2 Financial analysis – costs, sources of finance, working capital requirements
- 3.3 Environmental analysis – identification of sources of pollution, impact and mitigating measures
- 3.4 PESTEL analysis in project management

Unit IV

- 4.1 Cost of project and production
- 4.2 Break even Analysis
- 4.3 Tax Aspects in Project Finance
- 4.4 Role of Financial Institution in Project Finance
- 4.5 Project appraisal techniques - Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return etc.

Unit V

- 5.1 Infrastructure development in India – challenges, opportunities.
- 5.2 Methods of financing infrastructure and funding sources in India.
- 5.3 Public finance for infrastructure projects
- 5.4 Private finance for infrastructure project
- 5.5 Infrastructure funding problems

Recommended texts and readings:

1. T. Merna, C. Njiru and T. Telford, Financing Infrastructure Projects, Telford Publishing
2. R.B. Khanna, Project Management, PHI learning
3. R.M. Gupta, Project Management, PHI Learning
4. N. Dhameja, Financing and Managing Projects, Business Expert Press
5. P. Chandra, Projects Planning Analysis, Financing, Implementation, and Review, Tata McGraw Hill
6. V. Desai, Project Management Himalaya Publishing House
7. N. Singh, Project Management & Control, Himalaya Publishing House
8. M. Bhavesh, Project Management, Vikas Publishing

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1142E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1142E02. 1	2	3		2	3
O6.5LMP1142E02. 2	2		3	2	1
O6.5LMP1142E02. 3	3	2	3	3	3
O6.5LMP1142E02. 4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

06.5LMP1143E02: Managing HR for Banking and Financial Services

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP1143E02.1. Understand the importance of human resources and its functions in organization
- 06.5LMP1143E02.2. Formulate human resources policies and practices for Banking and Financial Services sector
- 06.5LMP1143E02.3. Understand the role of analytics in human resource management
- 06.5LMP1143E02.4. Analyze the role of international human resource practices for global banks and insurance agencies

Unit I

- 1.1 Challenges of human resource management (HRM) in banking sector
- 1.2 Linkage between HRM and strategic goals
- 1.3 HR philosophy, practices and policies
- 1.4 Careers in financial services sector

Unit II

- 2.1 Critical aspects of human resource planning
- 2.2 Job Analysis, recruitment and selection
- 2.3 Training and development for role efficacy
- 2.4 Work profile of insurance and banking jobs

Unit III

- 3.1 Performance appraisal (PA)
- 3.6 Methods of PA
- 3.7 Performance management
- 3.8 Job Evaluation
- 3.9 Compensation and benefit management

Unit IV

- 4.5 International human resource management
- 4.6 Theories of cultural analysis
- 4.7 Managing cross cultural teams
- 4.8 Working global banks and insurance agencies
- 4.9 HR aspects in mergers and acquisitions
- 4.10 Cultural intelligence and impact on work

Unit V

- 5.1 Strategic human resource management
- 5.2 Core aspects of HR analytics
- 5.3 HR analytics for performance evaluation,
- 5.4 HR analytics staffing
- 5.5 Talent management

Recommended texts and readings:

1. R.M. Hodgetts, 1998, International Management, Tata McGraw Hill
2. G. Dessler and V. Biju, 2014, Human Resource Management . Pearson Education
3. J.A. Mello, 2018, Strategic Human Resource Management, Cengage Learning
4. R. M. Hodgetts, M. Richard, F. Luthans and. P. Doh, 2006, International Management, Tata McGraw Hill
5. R. Soundararajan and S. Kuldeep, 2016, Winning on HR Analytics: Leveraging Data for Competitive Advantage. Sage Publications
6. J. Fitz-enz, 2010, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1143E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1143E02.1	2	3		2	3
O6.5LMP1143E02.2	2		3	2	1
O6.5LMP1143E02.3	3	2	3	3	3
O6.5LMP1143E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

06.5LMP1144E02: Credit Evaluation, Monitoring and Recovery Management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP1144E02.1. Understand the importance and relevance of credit rating and regulatory framework for banking and insurance
- 06.5LMP1144E02.2. Evaluate the requirement of regulatory framework for credit evaluation and credit risk management
- 06.5LMP1144E02.3. Apply the most recent risk regulations for banks: Basel II and Basel III and other regulations to banking and insurance functions
- 06.5LMP1144E02.4. Develop practices as per prevalent regulations regarding credit rating systems

Unit I

- 1.1 Concept of Credit Risk
- 1.2 Credit Risk and the International Practices (Basel II and Basel III Accord)
- 1.3 Credit Risk Rating Framework
- 1.4 Identifying Variables contributing to Credit risks
- 1.5 Credit Risk Mapping and Scoring

Unit II

- 2. 1 Understanding Balance Sheet- Impact of recent Accounting Standards
- 2.2 Common Window Dressing Techniques
- 2.3 Financial Analysis - Financial ratios
- 2.4 Enterprise analysis, Entrepreneur analysis, Market analysis, technical viability, Economic, Financial, Technical, Social, Environmental
- 2.5 Risk based assessment procedure

Unit III

- 3.1 Ratio Analysis
- 3.2 DuPont Model
- 3.3 Credit Scoring and Modeling Default
- 3.4 Market-Based Credit Models
- 3.5 Managing Credit Risk in a Corporate Environment

Unit IV

- 4.1 Elements of debt recovery
- 4.2 Policy, processes and procedure of debt recovery management
- 4.3 Procedure of Tribunal, RDB Act 1993
- 4.4 Normal recovery process, other modes of recovery
- 4.5 Use of Lok Adalat, Debt recovery agents

Unit V

- 5.1 Asset Securitization and recent trends in Indian and international markets
- 5.2 Participants in securitization
- 5.3 Securitization for risk transfer and legal framework
- 5.4 Recent issues and developments in credit risk management

Recommended texts and readings:

- 1. C. Joseph, Advanced Credit Risk - Analysis and Management, Wiley India
- 2. V.K. Nathan, Credit Risk Management for Indian Banks, Sage Publications Pvt. Ltd.
- 3. R.G. Rajan, I Do What I Do, Harper Business
- 4. S. Bouteille and D. Coogan-Pushner, The handbook of credit risk management, Wiley India

Notes:

- 1. Only latest available editions of the above books are recommended.
- 2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1144E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1144E02.1	2	3		2	3
O6.5LMP1144E02.2	2		3	2	1
O6.5LMP1144E02.3	3	2	3	3	3
O6.5LMP1144E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1145E02: Rural Markets for Financial Services

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

- OMBA-DS-BIM-305.1. Get acquainted with Rural Market concept for better understanding of banking and insurance products
- OMBA-DS-BIM-305.2. Develop understanding of different aspects of pricing and promotion
- OMBA-DS-BIM-305.3. Developing understanding for relevance of distribution channel and logistics
- OMBA-DS-BIM-305.4. Get acquainted with relevant banking and insurance products

Unit I

- 1.1 Rural Marketing -Concept and Scope
- 1.2 Nature and Attractiveness of Rural Markets
- 1.3 Rural Vs Urban Marketing
- 1.4 Characteristics of Rural Consumers and Buying Decision Process
- 1.5 Rural Marketing Information System

Unit II

- 2.1 Pricing Strategy and Pricing Policies
- 2.2 Innovative Pricing Methods for Rural Markets
- 2.3 Promotion Strategy and Appropriate Media and Designing
- 2.4 Right Promotion Mix and Promotional Campaigns.

Unit III

- 3.1 Distribution-Logistics Management,
- 3.2 Problems Encountered and Selection of Appropriate Channels
- 3.3 New Approaches to Reach Out Rural Markets
- 3.4 Electronic Choupal Applications

Unit IV

- 4.1 An overview of the banking sector- growth and structure
- 4.2 Function and Operations –regulatory issues for governance of banking sector
- 4.3 Marketing in banking industry - Component of Bank Marketing Strategy
- 4.4 Role of technology in banking

Unit V

- 5.1 Background of Rural Insurances,
- 5.2 Regulatory Requirements & Funding Schemes
- 5.3 Claim Settlements Procedure for Rural Agriculture & Weather Insurance Covers including micro insurances
- 5.4 Aspects of various rural products

Recommended texts and readings:

1. V. Pathak Bharathi, Indian Financial System: Markets, Institutions and Services, Pearson Education
2. M.Y. Khan, Indian Financial System, Tata Mc Graw Hill
3. K.C. Shekhar and L. Shekhar, Banking Theories and practices , Vikas Publication
4. S. Padmalatha and P. Justin, Management of Banking and Financial Services, Pearson Education

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1145E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1145E02.1	2	3		2	3
O6.5LMP1145E02.2	2		3	2	1
O6.5LMP1145E02.3	3	2	3	3	3
O6.5LMP1145E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP1146E02: Governance & Ethics of financial institutions

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP1146E02.1. How to build and learn the importance of ethics and values in financial and insurance businesses
- O6.5LMP1146E02.2. To draw upon business decisions and see how in financial and insurance institutions these are based on moral principles in the interest of various stakeholders?
- O6.5LMP1146E02.3. To appreciate how far the working and decisions affect organizations and social values?
- O6.5LMP1146E02.4. Develop the good governance practices as per the policies applicable to financial institutions and insurance organizations in India

Unit I

- 1.1 Concept and Definition; Ethical theories;
- 1.2 Ethics and values- Western debate, Indian Philosophical thought and Gandhian Principle of Trusteeship
- 1.3 Retail banking products: Ethical Issues

Unit II

- 2.1 Application of Ethical Standards to financing business decisions
- 2.2 Funds based and non-fund decision
- 2.3 Ethics of Finance, repayment, and recoveries
- 2.4 Principles and Practices relating to Whistle Blower
- 2.5 Auditors Report and Ethics

Unit III

- 3.1 Insurance business decisions
- 3.2 Settlement of claims & Principle of indemnity
- 3.3 Role of ombudsmen & IRDA- Corporate Governance Guidelines for Insurance Companies

Unit IV

- 4.1 Corporate Governance
- 4.2 BOD & various Committees
- 4.3 Norms and Functioning in India

Unit V

- 5.1 Ethics in the context of global economy
- 5.2 Business ethics and business development relationship
- 5.3 Corporate governance and issues relating to scams

Recommended texts and readings:

1. N. Chandorkar and T. Agarwal, Business Ethics Corporate Governance, Himalaya Publishing House
2. J. Boatright, Ethics in Finance, Loyola University
3. N. Morris and D. Vines, Ethics Management in Banking and Finance, in book: Capital Failure: Rebuilding Trust in Financial Services, Oxford University Press
4. B.P. Mathur, Ethics for Governance Reinventing Public Series, Routledge
5. J. Boatright, Finance Ethics: Critical Issues in Theory and Practice, John Wiley and Sons
6. S. Sharma, Management in New Age: Western Windows Eastern Doors, New age International Publishers
7. N. Dhameja, 2006, Creative Accounting: Cases to Illustrate Accounting Practices & Accounting Gimmickry (in MAIMS Journal of Management, Vol. 1. NO.1)

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP1146E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP1146E02.1	2	3		2	3
O6.5LMP1146E02.2	2		3	2	1
O6.5LMP1146E02.3	3	2	3	3	3
O6.5LMP1146E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

○6.5LMP151E02: Fundamentals of Digital Marketing

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Internal/ Continuous Assessment: 30
Duration of Examination: 3 Hrs		External:70

Pre-requisites: -

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- OMBA-DS-DME-301.1 Learn the basics of digital marketing and the importance of the offer, list and creative in response rates
- OMBA-DS-DME-301.2 Develop a comprehensive digital marketing strategy
- OMBA-DS-DME-301.3 Use new media such as mobile, search and social networking; learn the measurement techniques used in evaluating digital marketing efforts
- OMBA-DS-DME-301.4 Apply the knowledge given the dynamic and rapidly changing digital landscape

Unit I

- 1.1 Introduction to Digital Marketing
- 1.2 Digital Marketing & its Components
- 1.3 Digital vs. Traditional Media
- 1.4 Digital Medium in Today's Marketing Plan
- 1.5 Digital vs. Traditional Buying Process

Unit II

- 2.1 Developing and Managing Websites
- 2.2 Website Optimization
- 2.3 Website Designing – Dos & Don'ts
- 2.4 Web Analytics

Unit III

- 3.1 Basics of Search Marketing: Organic and Paid Search Results
- 3.2 Search Engine Optimization (SEO)
- 3.3 Paid and Organic Search
- 3.4 Keyword Research and Analysis

Unit IV

- 4.1 Display Advertising Portfolio
- 4.2 PPC-Pay-Per-Click Marketing
- 4.3 Retargeting and Dynamic Retargeting
- 4.4 Setting Up a Display Network Campaign
- 4.5 Measuring and Optimizing Performance on the Display Network

Unit V

5.1 Facebook Marketing

5.2 Twitter and Other Social Media

5.3 Google Analytics

5.4 Social Media Analytics

Recommended Text and Readings:

1. D. Chaffey, F. Ellis-Chadwick, K. Johnston R. Mayer, 2022, Internet Marketing: Strategy, Implementation and Practice, Pearson Education
2. J. Strauss, R. Frost, 2013, E-Marketing, PHI Learning Pvt. Ltd.
3. M.L. Roberts, 2018, Internet Marketing, Cengage Learning

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

- o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP151E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP151E02		2	3	2	
O6.5LMP151E02	2	2	2	3	2
O6.5LMP151E02	3	3	1	2	3
O6.5LMP151E02		1			3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP152E02: Fundamentals of E-Commerce

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites: -

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP152E02 Discuss about the scope of e-commerce & its various models.

O6.5LMP152E02 Identify the issues in implementing E-commerce and resolve them.

O6.5LMP152E02 Develop various business models and understand e-payment systems

O6.5LMP152E02 Examine the types of risks and ways of protection in E-commerce

Unit I

- 1.1 Concept of Electronic Commerce
- 1.2 Significance and Scope of Electronic Commerce
- 1.3 Application of E-Commerce
- 1.4 Advantages and disadvantages of E-Commerce
- 1.5 Electronic Commerce V/S Traditional Commerce

UnitII

- 2.1 Factors Responsible for Growth of E-Commerce,
- 2.2 Issues in Implementing E-Commerce,
- 2.3 Myths of E-Commerce.
- 2.4 Impact of E-Commerce on Business,

2.5 E-Commerce and M-Commerce in India.

Unit III

3.1 Major Models in Ecommerce- B2B, B2C,C2C,C2B

3.2 Matrix of E-Commerce Models

3.3 Electronic Storefronts and e-Marketplace,

3.4 Affiliate and Hybrid Models

Unit IV

4.1 Electronic Payment Systems and Order Fulfillment

4.2 Types of payment systems

4.3 Operational, credit and legal risks of e- payment

4.4 Risk management options for e-payment systems

Unit V

5.1 Security risks of e-commerce

5.2 Types and sources of threats

5.3 Security tools; Digital identity and E-signature

5.4 Provisions for Security and Privacy- Legal and Regulatory

Recommended texts and readings:

1. P.T. Joseph, 2019, E-Commerce: An Indian Perspective, PHI Learning
2. K.N. Agrawal, D. Agarwal, 2000, Business on the Net; What's & How's of E-Commerce, Macmillan
3. C. S. V. Murthy, 2015, E-Commerce: Concepts, Models & Strategies, Himalaya Publishing House
4. B. Bhaskar, 2008 Electronic Commerce, Tata Mc Graw Hill Publication
5. P. Diwan, S. Sharma, 2002, E-Commerce-A Manager's Guide to E-Business; Excel Books

Notes:

3. The case study mentioned at the end of each unit will cover as far as possible the whole unit.

4. Only latest editions of the above books are recommended.
5. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

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 - Projects/Group Activities etc 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP152E02)	P O 1	P O 2	PO 3	P O 4	P O 5
O6.5LMP152E02	1	2	3		
O6.5LMP152E02		1	2	1	3
O6.5LMP152E02		2	3	1	
O6.5LMP152E02	2	2		2	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP152E02: Website Planning and Interface

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites: -

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP153E02.1 Identify the elements of effective websites for digital marketing
- O6.5LMP153E02.2 Understand the process of website planning and conceptualization
- O6.5LMP153E02.3 Use website as a digital marketing tool
- O6.5LMP153E02.4 Use consumer interface for online engagement

Unit I

- 1.1 Introduction to Website Planning
- 1.2 Types of Websites
- 1.3 Website Planning & Conceptualization
- 1.4 Phases of Website Planning

Unit II

- 2.1 Defining Objectives/Pages on Your Website
- 2.2 Identification of Targeted Keywords for Website
- 2.3 Integrating Web Performance and Functionality
- 2.4 Website Optimization

Unit III

- 3.1 Contemporary Website Designing
- 3.2 Design Principles
- 3.3 Tools for Evaluating website performance
- 3.4 Website Metrics & Developing Insights

Unit IV

- 4.1 User Research
- 4.2 User-centered Design
- 4.3 Visual Interface for Website
- 4.4 Evaluating Use Interfaces

Unit V

- 5.1 Online Sensory Marketing
- 5.2 Sensory Branding Strategy
- 5.3 Augmented Reality and Visual Interface
- 5.4 Digital Sensory Marketing Technology

Recommended Texts and Readings :

- S. Krug, 2014, Don't Make Me Think: A Common-Sense Approach to Web Usability, New Riders Publication.
- S. Jain, 2020, Web Designing and Development Training Guide, BPB Publication.
- A. Krishna, 2009, Sensory Marketing: Research on the Sensuality of Products, Routledge

Notes:

Focus shall be on case studies, learning by doing exercises, role plays and experiential activities. Only latest available editions of the above books are recommended. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP152E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP152E02		3	2		
O6.5LMP152E02	3	2		1	2
O6.5LMP152E02	3		3	2	2
O6.5LMP152E02		2	3	3	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP154E02: Search Engine Optimization (SEO)

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

Pre-requisites: -

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP154E02.1 Learn the conceptual aspects of Search Engine Optimization
- 06.5LMP154E02.2 Identify the right keywords to optimize the website
- 06.5LMP154E02.3 Use on page optimization and off the page optimization techniques
- 06.5LMP154E02.4 Apply the methods to avoid SEO Penalty & Dynamic Website SEO.

Unit I

Introduction to SEO and its phases

History and Need of SEO

How SEO works?

Types of SEO Techniques- On page and Off Page

1.5 Concept of Googlebot, Keywords

Unit II

Introduction to Keyword research

How and why to choose the right keywords

Different types of keywords

Keyword analysis in various Search Engines

Tools for keyword research

Unit III

3.1 On Page Optimization– Essentials of good website designing-

3.2 HTML Basics for SEO Usability and User Experience in Website

3.3 Onsite Optimization Basics- Importance of Domain

3.4 Website Structure and Navigation Menu Optimization

Unit IV

4.1 Introduction to Offsite Optimization

4.2 Local marketing of websites

4.3 Linking Building Methodology- Types of Linking Methods

4.4 How to promote home page

4.5 Basics of Social Media Optimization Technique

Unit V

5.1 What is Google Penalty and its types

- 5.2 Difference between Dynamic and Static Sites
- 5.3 SEO for Word press (SEO Widgets), Joomla and BlogSpot
- 5.4 How to optimize the Flash Websites

Recommended texts and readings:

L. Evans, 2010, Social media marketing: strategies for engaging in Facebook, Twitter & other social media, Pearson Education
 A. Heinze, G. Fletcher, T. Rashid, A. Cruz, 2016, Digital and social media marketing: a results-driven approach, Routledge
 T. Tuten, M.R. Solomon, 2018, Social media marketing. Sage Publications

Notes:

The case study mentioned at the end of each unit will cover as far as possible the whole unit. Only latest editions of the above books are recommended. Website references will be announced at the time of the launch of the courses by the concerned faculty.

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▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP154E02)	PO 1	PO2	PO3	PO4	PO5
O6.5LMP154E02.1	1	2			1
O6.5LMP154E02.2		2	1	1	
O6.5LMP154E02.3		3	2	1	
O6.5LMP154E02.4	2	1	1	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP155E02: Social Media Marketing

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- | | |
|-----------------|---|
| O6.5LMP155E02.1 | Learn Current Social Media Marketing trends |
| O6.5LMP155E02.2 | Discover how to use the different social media platforms properly |
| O6.5LMP155E02.3 | Develop social media marketing strategy |
| O6.5LMP155E02.4 | Evaluate and adjust the social media marketing strategy |

Unit I

- 1.1 Introduction to Social Media Marketing
- 1.2 Goal Setting
- 1.3 Building Content Strategy
- 1.4 Content Marketing Plan for Social Media

Unit II

- 2.1 Facebook: Pages and Profiles
- 2.2 Page Set up and Posting Rhythm
- 2.3 Leveraging Facebook Advertising
- 2.4 Facebook Marketing Plan

Unit III

- 3.1 LinkedIn: Profiles, Pages and Groups
- 3.2 Optimizing Your LinkedIn Profile
- 3.3 Managing LinkedIn Profiles, Pages and Groups
- 3.4 LinkedIn Marketing Plan

Unit IV

- 4.1 Instagram: Bio and Profile
- 4.2 Managing Personal and Business Profiles
- 4.3 Twitter: Setting up Profile
- 4.4 Instagram and Twitter Marketing Plan

Unit V

- 5.1 YouTube and Video Revolution
- 5.2 YouTube Channel Basics and Video Tips
- 5.3 Deliverables: YouTube Marketing Plan
- 5.4 Social media Analytics

Recommended Texts and Readings:

- J. McDonald, 2023, *Social Media Marketing Workbook*, Amazon Publishing
A. Macarthy, 2023, *500 Social Media Marketing Tips: Essential Advice, Hints and Strategy for Business*, Amazon Publishing
A. Agius, 2019, *Faster, Smarter, louder: Master Attention in a Noisy Digital Market*, Amazon Publishing

Notes:

Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.

Only latest available editions of the above books are recommended.

Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP155E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP155E02.1			2	3	3
O6.5LMP155E02.2		3	3	2	2
O6.5LMP155E02.3	3	3			
O6.5LMP155E02.4		3			3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP156E02: Content Marketing

Periods/week	Credits	Max. Marks : 100
L: 2 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites: -

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP156E02.1 Identify a target audience and select a niche
- O6.5LMP156E02.2 Select content marketing goals for a business
- O6.5LMP156E02.3 Establish an online footprint or brand using a blog
- O6.5LMP156E02.4 Assess the effectiveness of own and other's content marketing efforts

Unit I

- 1.1 Introduction to Content Marketing
- 1.2 Goal Setting for Content Marketing
- 1.3 Content Marketing Vs. Traditional Marketing
- 1.4 Types of Content Marketing

Unit II

- 2.1 Identify Target Audience
- 2.2 Content Curation Vs. Content Creation
- 2.3 Content Marketing Strategies
- 2.4 Content Marketing Calendar

Unit III

- 3.1 Writing Compelling Copy
- 3.2 Optimizing Content for Search Engine
- 3.3 Matching the Content with Channels
- 3.4 Audience Engagement with Content

Unit IV

- 4.1 Competitive Analysis
- 4.2 Importance of different Types Content Formats
- 4.3 Brainstorming and Mind Mapping
- 4.4 Generating New Ideas

Unit V

- 5.1 Building authority with Content Marketing
- 5.2 Building Brand with Content Marketing
- 5.3 Content Marketing Plan
- 5.4 Measure the Effectiveness

Recommended Texts and Readings:

J. Pullizzi, 2015, How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses, McGraw Hill

P. Didner, 2014, Global Content Marketing, McGraw Hill Professional

Ann Handley, CC Chapman, 2012, Content Rules: How to Create Killer Blogs, Podcasts, Video, Webinars that Engage Customers and Ignite Your Business, John Wiley & Sons Inc.

Notes:

Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.

Only latest available editions of the above books are recommended.

Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP156E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP156E02.1	2	3		3	
O6.5LMP156E02.2	3			3	2
O6.5LMP156E02.3	3	2	3		
O6.5LMP156E02.5		3	3	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP171E02: Introduction to Logistics and Supply Chain Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination:3 Hrs		End Semester Examination: 70

Pre-requisites: -

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- | | |
|-----------------|---|
| O6.5LMP171E02.1 | Learn the importance of Logistics and Supply Chain Management in today's business environment. |
| O6.5LMP171E02.2 | Analyze the role of purchasing and outsourcing in supply chain |
| O6.5LMP171E02.3 | Learn about supply chain strategies and their role for the survival in competitive environment. |
| O6.5LMP171E02.4 | Apply knowledge in designing good supply chain framework. |

Unit I

- 1.1. Logistics & SCM- Definition - History and Evolution
- 1.2. Objectives-Elements-activities of logistics & its Importance
- 1.3. The work of logistics-Logistics interface with marketing-retails logistics
- 1.4. Emerging concept in logistics.
- 1.5. Need-Issues involved in developing SCM Framework.

Unit II

- 2.1. Supply chain Integration-Stages-Barriers to internal integration
- 2.2. Dimensions of Supply Chain Excellence
- 2.3. Forces influencing SCE Emotions
- 2.4. Physical and Financial Supply Chains-Check list for Excellence
- 2.5. Logistics Management-Definition-Achievement of competitive advantage through logistics Framework

Unit III

- 3.1. Purchasing and Supply Management-Introduction & Importance
- 3.2. Objectives purchasing process purchasing & other functions
- 3.3. Purchasing and integrated logistics interfaces-
- 3.4. Types of purchases-Purchasing Partnerships-Materials sourcing-Just-in-time purchasing.
- 3.5. Outsourcing logistics-reasons-Third party logistics provider-Fourth party Logistics providers

Unit IV

- 4.1. Performance Measurement in SCM-Meaning
- 4.2. Advantages of performance measures-The benefits of performance measurement
- 4.3. Measuring SCM-Supplier performance -measurement Parameters choosing suppliers
- 4.4. Quality customer service & integrated logistics-customer service-importance elements
- 4.5. Order cycle system-distribution channels-Functions performed

Unit V

- 5.1. Outsourcing in SCM-Meaning & need-
- 5.2. Outsourcing risks & Outsourcing process outsourcing in SCM
- 5.3. New opportunities in SCM outsourcing
- 5.4. Myths of SCM outsourcing

Recommended Texts and Readings:

1. D. J. Bloomberg and S. LeMay, Logistics, 2001, Prentice-Hall of India Pvt Joe B. Hanna Ltd.
2. D. J. Bowersox and D. J. Closs, 2011, Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi.
3. S. C. Ailawadi and R. Singh, 2013, Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi.
4. K. Muthiah, 2018, Logistics Management and World Sea borne Trade, Himalaya Publishing House, Mumbai.

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

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Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP171E02)	PO1	PO 2	PO3	PO4	PO5
O6.5LMP171E02.1	3	2		3	2
O6.5LMP171E02.2		3		3	2
O6.5LMP171E02.3			3		
O6.5LMP171E02.4	3				3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP172E02: Shipping and Ocean Freight Logistics Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites: -
Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP172E02.1 Understand the significance of calculating Freight and different types of cargo in logistics.
- O6.5LMP172E02.2 Appreciate the use of multimodal transport in logistics and its management.
- O6.5LMP172E02.3 Learn about Ocean Freight Operations and its importance in trade.
- O6.5LMP172E02.4 Apply the knowledge related to the Shipping and Ocean services in various business functions and roles such as operations, customer service, account management and sales.

Unit I

- 1.1. Shipping industry and business –Introduction and Significance
- 1.2. Description of a ship -Uses of a ship or a floating vessel.
- 1.3. Classification of ship (route point) (cargo carried) - superstructure - tonnages & cubic
- 1.4. Drafts & load lines - flag registration
- 1.5. Different types of cargo. (Packaging, utility or value). Trimming - Cleansing -Unitized cargo

Unit II

- 2.1. Stevedoring, Lighter age Services and Security
- 2.2. Port trusts -operational unit - services – Seaports
- 2.3. Vessel Operations – pilotage - Stevedoring - Dock Labor Boards - charges
- 2.4. Automated Container Handling - security at ports and harbors
- 2.5. Role of security agencies - lighter age services

Unit III

- 3.1. Shipping Lines - Hub & Spoke - Process flow - Advices
- 3.2. Booking - Containerization – Containers
- 3.3. Container numbering - Process flow
- 3.4. Shipping Sales – Leads – Quotations – Customer Service

Unit IV

- 4.1. Operations - Volume / Weight calculations
- 4.2. Shipment Planning basics – Preparing & loading containers

- 4.3. Types of container services - FCL - Consolidation
- 4.4. LCL - Advanced scientific shipment planning
- 4.5. Container de-stuffing

Unit V

- 5.1. Documentation - Bill of Lading basics – MBL - HBL – CY – CFS
- 5.2. Advanced learning in Bills of Lading - Sea Way bill
- 5.3. Combined transport - MTO – Multimodal Transport Document (MTD)
- 5.4. Invoicing - Release of cargo - Cross Trade & Documentation
- 5.5. Conditions of Contract – Managing Key Accounts

Recommended Texts and Readings:

- 1. J. F. Wilson, 2004, Carriage of goods by sea, Pearson/Longman
- 2. Y. H. Lun, K. Hung Lai, T. C. Edwin Cheng, 2010, Shipping and Logistics Management, Springer
- 3. E. Bonacich and J. B. Wilson, 2008, Getting the Goods: Ports, Labor, and the Logistics Revolution, Cornell University Press

Notes:

- 1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
- 2. Only latest available editions of the above books are recommended.
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1. Evaluation Policy:

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▪ Minimum: 70 percent. Categorization for the same is:	
▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP172E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP172E02.1		3	2		3
O6.5LMP172E02.2	3	2	2		2
O6.5LMP172E02.3		3	2	2	3
O6.5LMP172E02.4	2	3		3	2

Recommended Texts and Readings:

1. D. J. Bloomberg and S. LeMay, 2002, Logistics, 2002, Prentice-Hall of India Pvt Ltd., New Delhi.
2. D. J. Bowersox and D. J. Closs, 2012, Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi.
3. S. C. Ailawadi and R. Singh, Logistics Management, 2005, Prentice-Hall of India Pvt Ltd., New Delhi.
4. D. Waters, 2003, Logistics, Palgrave Macmillan, New York.
5. K. Muthiah, 1999, Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai.
6. S. Kulkarni, 2011, Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi.

Notes:

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2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

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 - Minimum: 70 percent. Categorization for the same is:

▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP173E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP173E02.1	3				3
O6.5LMP173E02.2		3	2		

O6.5LMP173E02.3		3		2	2
O6.5LMP173E02.4	3	3		3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
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3. Website references will be announced at the time of the launch of the course by the concerned faculty.

4. Evaluation Policy:

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 - Projects/Group Activities etc 15%
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP174E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP174E02.1	3	3			
O6.5LMP174E02.2		3	3		
O6.5LMP174E02.3	3	3			3
O6.5LMP174E02.4	3			3	3

Recommended Texts and Readings:

1. V.V.Sople, 2012, Logistics Management, Pearson Education.
2. R. H. Ballou, S. K. Srivastava, 2007, Business Logistics / Supply chain management, Pearson Education India.
3. D. Waters, 2002, Logistic management, An introduction to supply chain management, Palgrave Macmillan
4. G. Nandi, 2014, Logistic management, Oxford Publication
5. J. Mangan and C. Lalwani, 2011, Global Logistics and Supply Chain Management, John Wiley & Sons

Notes:

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 - Projects/Group Activities etc 15%
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 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP175E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP175E02.1	3	3		3	3
O6.5LMP175E02.2		3	3	3	3
O6.5LMP175E02.3	3	3		2	3
O6.5LMP175E02.4	3	2	2	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP176E02: Air Cargo Logistics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites:

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP176E02.1 Use the concepts of airline operations in Current business environment.
- O6.5LMP176E02.2 Understand importance of freight and managing accounts and finance in Air cargo.
- O6.5LMP176E02.3 Analyze the role of government agencies and other regulatory bodies in freight calculation and implementation.
- O6.5LMP176E02.4 Identify the right set of Strategies and keywords to manage hurdles and challenges in Air Cargo management.

Unit I

- 1.1 Introduction to Airline Industry - History - Regulatory Bodies
- 1.2 Navigation systems - Air Transport System – Functions
- 1.3 Airside - Terminal Area - & Landside Operations , Civil Aviation - Safety and Security
- 1.4 Aircraft operator’s security program - Security v/s Facilitation
- 1.5 ICAO security manual - Training and awareness – Rescue and firefighting
- 1.6 Issues and challenges - Industry regulations

Unit II

- 2.1. Introduction to Air Cargo: Aviation and airline terminology
- 2.2. IATA areas - Country – Currency– Airlines
- 2.3. Aircraft lay out - different types of aircraft
- 2.4. Aircraft manufacturers - ULD - International Air Routes
- 2.5. Airports - codes – Consortium –Hub & Spoke – Process Flow

Unit III

- 3.1. Airline Marketing and Customer Service & Standardization in Logistics
- 3.2. Air freight Exports and Imports - Sales & Marketing
- 3.3. Strategies and Planning, Audits, Segmentation
- 3.4. SWOT, Marketing Management Control
- 3.5. Consignee controlled cargo –Sales leads – Routing Instructions - Customer service

Unit IV

- 4.1. Advices – Booking - SLI – Labeling
- 4.2. Volume/ Weight Ratio – Shipment Planning
- 4.3. TACT – Air Cargo Rates and Charges
- 4.4. Cargo operations
- 4.5 Customs clearance

Unit V

- 5.1. Air Freight Forwarding: Air freight Exports and Imports
- 5.2. Special Cargoes - Consolidation - Documentation
- 5.3. Air Way Bill (AWB) – Communication
- 5.4. Handling COD shipments – POD
- 5.5. Conditions of contract - Dangerous (DGR) or Hazardous goods

Recommended Texts and Readings:

1. J. Walter wood, 2013, Airports; some elements of designs and future development, Literary Licensing, LLC
2. R.Singh-Jain, 2016, Aviation century: wings of change- A global survey, Oxford ATLAS-Oxford Publishing
3. M. Sales, 2016, Air Cargo Management: Air Freight and the Global Chain Management, Routledge Press

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.
4. **Evaluation Policy:**

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▪ Subjective (Short/Long)	40%
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▪ Projects/Group Activities etc	15%
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 - Minimum: 70 percent. Categorization for the same is:

▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (6.5LMP176E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP176E02.1	1	3			3
O6.5LMP176E02.2			2	2	2
O6.5LMP176E02.3	2	2		2	2
O6.5LMP176E02.4	2	2	2	1	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP201C04: Professional Competency-II

Periods/week	Credits	Max. Marks : 100
L:2 T:- P: -	2	Continuous Evaluation: 30
Duration of Examination: 2 Hrs		End Semester Examination: 70

Course Type: Ability

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP201C04.1 Understand importance of professional competency in today's business environment
- O6.5LMP201C04.2 Develop effective communication skills for professional settings & managing uncertainty
- O6.5LMP201C04.3 Enhance networking, teamwork and persuasive skills
- O6.5LMP201C04.4 Foster ethical decision making & responsible business practices

Unit I

- 1.8 Introduction to Professional Competency
- 1.2 Criticality of Professional Competency in the business world
- 1.3 Key elements of Professional Competency
- 1.4 Knowledge Management-I

Unit II

- 2.1 Achievement Motivation
- 2.2 Enhancing Self Esteem
- 2.3 Elements of personality development
- 2.4 Knowledge Management-II

Unit III

- 3.1 Introduction to problem solving
- 3.2 Understanding VUCA & BANI
- 3.3 Navigating Uncertainty
- 3.4 Dealing with Diversity

Unit IV

- 4.1 Social Media Etiquettes
- 4.2 Nonverbal communication
- 4.3 Understanding Perceptual Mapping
- 4.4 Group Dynamics

Unit V

- 5.1 Understanding business ethics
- 5.2 Sustainable decision making
- 5.3 Self Leadership
- 5.4 Developing Persuasive Skills

Recommended texts and readings:

- 5. Taylor, Shirley and V. Chandra, Communication for Business, Pearson
- 6. Kitty O. Locker and Stephen Kaczmarek, Business Communication: Building Critical Skills
- 7. "Business Communication: Building Critical Skills" by Kitty Locker and Stephen Kaczmarek
- 8. "Ethical Issues in Business: A Philosophical Approach" by Thomas Donaldson and Patricia H. Werhane

Notes:

- 5. Only latest editions of the above books are recommended.
- 6. Website references will be announced at the time of the launch of the courses by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP201C04)	PO1	PO2	PO3	PO4	PO5
O6.5LMP201C04.1	3	2	2	3	2
O6.5LMP201C04.2	2	3	3	1	2
O6.5LMP201C04.3	3	2	2	3	1
O6.5LMP201C04.4	3	3	3	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP202C04: Entrepreneurship and Start-ups

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Ability

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP202C04.1 Understand the basic concepts & theoretical foundations of entrepreneurship
- O6.5LMP202C04.2 Apply the techniques of environmental analysis, opportunity assessment, feasibility study, and generating business ideas.
- O6.5LMP202C04.3 Evaluate the critical aspects and organizational issues involved in setting up entrepreneurial businesses.
- O6.5LMP202C04.4 Develop a viable business model & business plan for a new venture

Unit I

- 1.1 Entrepreneurship – meaning, process
- 1.2 Entrepreneurial Characteristics, Personality, and Mindset
- 1.3 Types of Entrepreneurs & Enterprises
- 1.3 Entrepreneurship & Economy
- 1.4 Barriers to entrepreneurship

Unit II

- 2.1 Recognizing Opportunities and Generating Ideas
- 2.2 Industry, Market & Competitor Analysis
- 2.3 Developing Effective Business Model
- 2.4 Feasibility Analysis and Business Plan
- 2.5 Pitching the Business Plan

Unit III

- 3.1 Product Plan, Design & Development
- 3.2 Managing people & building a team
- 3.3 Financing the New Venture
- 3.4 Entrepreneurial Marketing

Unit IV

- 4.1 Strategies for Growth
- 4.2 Exiting the entrepreneurial venture
- 4.3 Legal issues - Patent & IPR
- 4.4 Commercial banks, Govt. Directives and Schemes

Unit V

- 5.1 Women Entrepreneurs: Issues & Challenges
- 5.2 Entrepreneurship in the Rural & Informal Sector
- 5.3 Social Entrepreneurship
- 5.4 Green Entrepreneurship

Recommended Texts and Readings:

4. Allen. K. R., Launching New Ventures: An Entrepreneurial Approach, South Western, Cengage Learning, Boston
5. Blackwell, E., How to Prepare a Business Plan: Create Your Strategy; Forecast Your Finances; Produce That Persuasive Plan. Kogan Page Publishers, United Kingdom
6. Osterwalder, Alexander and Yves Pigneur, Business Model Generation. Hoboken, John Wiley and Sons, New Jersey
7. Levi, D., Group Dynamics for Teams, Sage Publications, California

Notes:

3. Only the latest available editions of the above books are recommended.
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 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP202C04)	PO1	PO2	PO3	PO4	PO5
O6.5LMP202C04.1		3		2	1
O6.5LMP202C04.2	1	3	2	3	
O6.5LMP202C04.3		2	2	3	3
O6.5LMP202C04.4	3	1	3		

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP201C05: Employability Skills II

Periods/week

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

Course Type: Skill

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP201C05.1 Display knowledge of industry and domain while facing interviews with confidence, competence, and appropriate content
- O6.5LMP201C05.2 Appreciate the importance of corporate dressing and etiquette in global settings
- O6.5LMP201C05.3 Confidently discuss economic, national, and global issues in GDs and communicate effectively in different business and team situations.
- O6.5LMP201C05.4 Build on ethics & credibility and display value-based leadership

Unit I

- 1.1 Interview skills II
- 1.2 Mock Interview
- 1.3 Domain Interviews
- 1.4 Situation based and behavioral interviews

Unit II

- 2.1 GD II
- 2.2 Current economic, national and global issues
- 2.3 Case based GDs
- 2.4 GD Practice

Unit III

- 3.1 Values, Ethics and Credibility as cornerstones of Leadership
- 3.2 Corporate Dressing & Fine Dining
- 3.3 Business Etiquette II
- 3.3 Team Projects

Unit IV

- 4.1 Student Introductions
- 4.2 Elevator Speeches
- 4.3 Student Panel Discussions & Seminars
- 4.4 Team Based Activity

Unit V

- 5.1 Mock Interview II
- 5.2 Interview Rounds with Corporate HRs
- 5.3 Assessment for Improvement
- 5.4 Interview Practice

Recommended Texts and Readings:

1. Bovee, Thill and Chaturvedi, **Business Communication Today**, Pearson.
2. Lehman, Dufrene and Sinha, **BCOM**, Cengage Learning.
3. Taylor, Shirley and V. Chandra, **Communication for Business**, Pearson.
4. Galanes, Gloria J. and Katherine Adams, **Effective Group Discussions**, Tata Mc Graw Hill.

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Course Articulation Matrix

CO Statement (O6.0LMP101C01)	PO1	PO2	PO3	PO4	PO5
O6.5LMP201C05.1	3	3	3	3	2
O6.0LMP201C01.2	1	3	3	3	2
O6.0LMP201C01.3	3	3	2	3	2
O6.0LMP201C01.4	3	2	3	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP201E02: Digital Marketing

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP201E02.1 Learn the concepts of digital marketing and its real-world interactions
- O6.5LMP201E02.2 Develop a comprehensive digital marketing strategy
- O6.0LMP201E02.3 Use new media such as mobile, search and social networking; learn the measurement techniques used in evaluating digital marketing efforts
- O6.0LMP201E02.4 Apply the knowledge given the dynamic and rapidly changing digital landscape

Unit I

- 1.9 Introduction to digital marketing
- 1.2 Digital marketing and its components
- 1.3 Digital vs. Traditional media
- 1.4 Digital marketing plan

Unit II

- 2.1 Developing and managing websites
- 2.2 Website designing and optimization
- 2.3 Responsive web design and its importance
- 2.4 Web analytics

Unit III

- 3.1 Basics of search marketing: organic and paid search results
- 3.2 Search Engine Optimization (SEO)
- 3.3 Paid and organic search
- 3.4 Keyword research analysis

Unit IV

- 4.1 Display advertising portfolio
- 4.2 Pay-per-click marketing
- 4.3 Setting up Google ads campaign
- 4.4 Measuring and optimizing ad performance

Unit V

- 5.1 Facebook and Instagram marketing
- 5.2 LinkedIn, Twitter and other social media
- 5.3 Social media advertising
- 5.4 Social media analytics

Recommended texts and readings:

4. Chaffey, D., Ellis-Chadwick, F., Johnston, K. and Mayer, R., Internet Marketing: Strategy, Implementation and Practice, Pearson Education
5. F.D. Raymond and S. Judy Strauss, Judy and Frost, E-Marketing, Routledge
6. M.L. Roberts, Internet Marketing, Cengage Learning
7. A. Vandana, Digital Marketing, Oxford University Press

Notes:

7. Only latest editions of the above books are recommended.
8. Website references will be announced at the time of the launch of the courses by the concerned faculty.

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 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (OMBA-DS- 103)	PO1	PO2	PO3	PO4	PO5
O6.5LMP201E02.1	3	1	3	2	2
O6.5LMP201E02.2	3	3	3	1	3
O6.5LMP201E02.3	2	3	2	3	
O6.5LMP201E02.4	2		3	3	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP202E02: Marketing to Base of the Pyramid

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP202E02.1 To analyze the various concepts, paradigms and perspectives of Bop markets
- 06.5LMP202E02.2 To build strong foundation on the geographic, demographic, economic, cultural and behavioral characteristics of Bop
- 06.5LMP202E02.3 To critically assess and evaluate opportunities and challenges of BOP
- 06.5LMP202E02.4 To develop skills for developing strategies

Unit I

- 1.1 BOP – An Untapped Market
- 1.2 Market at the Base of Pyramid (BOP) in India- Size and Scope
- 1.4 BOP Consumers, Producers and Entrepreneurs
- 1.5 Conducting Marketing Research in BOP Markets

Unit II

- 2.1 The power of dominant logic
- 2.2 Segmentation, targeting and positioning for BOP consumers
- 2.3 Nature and characteristics of the market at BOP
- 2.4 New Product Development for BOP Markets

Unit III

- 3.1 Marketing Mix for BOP
- 3.2 PLC Strategy
- 3.3 Product Classification and Strategies
- 3.4 Challenges of Marketing to BOP Consumers

Unit IV

- 4.1 The BOP market and brand consciousness
- 4.2 BOP and acceptance of technology
- 4.3 Pricing Strategies
- 4.4 Promotional Strategies

Unit V

- 5.1 Consumption and Marketing Practices in BOP Contexts: Opportunities

5.2 Constraints in Bop Marketing and Strategies to Overcome Constraints

5.3 Alternative Market Initiatives at BOP-Ethical Issues

5.4BoP Innovations

Recommended Text and Readings:

4. R. Singh, Bottom of the Pyramid Marketing: Making, Shaping and Developing BOP Markets (Marketing in Emerging Markets), Emerald Publishing Ltd.
5. P. Kandahar and M. Halme, Sustainability Challenges and Solutions at the Base of the Pyramid: Business, Technology and the Poor, Routledge
6. V.K. Rangan, J.A. Quelch, G. Herrero and B. Barton, Business Solutions for the Global Poor: Creating Social and Economic Value, Jossey-Bass
7. C.K. Prahalad, The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, Prentice Hall

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

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 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

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▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):

▪ Minimum: 70 percent. Categorization for the same is:	
▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP202E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP202E02 .1	3	3		3	
O6.5LMP202E02 .2		2	3	2	3
O6.5LMP202E02 .3	2		2	2	
O6.5LMP202E02 .4	2	3	2	2	2

(Deemed to be University)

O6.5LMP203E02: Retail Marketing Strategy

Periods/week	Credits	Max. Marks :100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain-Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP203E02.1	Develop a comprehensive understanding of the various formats of retailing.
O6.5LMP203E02.2	Analyze the critical elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion
O6.5LMP203E02.3	Apply the practical tools and techniques of retail marketing strategy
O6.5LMP203E02.4	Make decisions involved in running a retail firm and the concepts and principles for making those decisions.

Unit I

- 1.1 Introduction to Retailing and Retail types
- 1.2 Omni-channel Retailing,
- 1.3 Challenges in Multi-channel Retailing
- 1.4 Retail Customer Buying Behavior

Unit II

- 2.1 Formulating a Successful Retail Strategy
- 2.2 Key Strategic Decisions in Retailing: Location and Location Choice Decisions
- 2.3 Store Layout and Design
- 2.4 Merchandising and Assortment Planning

Unit III

- 3.1 Financial Management in Retail
- 3.2 HRM and Retailing
- 3.4 Operations and Supply Chain Management
- 3.5 Information Systems in retail

Unit IV

- 4.1 Retail Marketing Mix
- 4.2 Merchandise Mix and Assortment Planning
- 4.3 Pricing Decisions & Strategies in Retailing
- 4.4 Retail communication strategy & customer Relationship Management

Unit V

- 5.1 Emerging issues in Retailing
- 5.2 Showrooming and Webrooming
- 5.3 E-tailing, Emergence of Virtual Reality and Artificial Intelligence in Retailing
- 5.4 Legal Issues and Best Practices

Recommended Texts and Readings:

1. S. Pradhan, 2009, Retailing Management, Tata McGraw Hill
2. M. L. Michael and B. Weitz, 2008, Retailing Management, Tata McGraw Hill
3. B. Berman and J. Evans, 2000, Retail Management, Pearson Education.
4. C. Bajaj, R. Tuli and N. Srivastava, 2010, Retail Management, Oxford University Press

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

3. **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (OMBA-DS- MK- 403)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP203E02.1	2			3	2
O6.5LMP203E02.2	2	2	3	3	
O6.5LMP203E02.3	2	3	2		3
O6.5LMP203E02.4	2	2	2	2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP204E02: MANAGING SALES & MARKETING CHANNELS

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain-Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP204E02.1 Get acquainted with theory and practice of sales & channel management
- O6.5LMP204E02.2 Develop detailed understanding of the sales process along with selling skills for competency building
- O6.5LMP204E02.3 Develop in depth understanding of channel operations & strategy
- O6.5LMP204E02.4 Understand omni channel setup and channel economics

Unit 1

- 1.1 Nature and Scope of Sales Management
- 1.2 Role and Skills of modern sales managers
- 1.3 The Psychology in selling
- 1.4 Detailed sales process
- 1.5 Ethics in sales

Unit 2

- 2.1 Alignment between sales & marketing
- 2.2 Strategic Planning
- 2.3 Sales budgeting
- 2.4 Sales forecasting

Unit 3

- 3.1 Designing sales territories & assigning salespeople to territories
- 3.2 Sales Quotas
- 3.3 Staffing of salesforce
- 3.4 Salesforce training & motivation
- 3.5 Salesforce compensation

Unit 4

- 1.1 Channel Intermediaries-Wholesaling and Retailing
- 1.2 Prominent channel systems
- 1.3 Retailing in India
- 1.4 Channel Management

Unit 5

- 5.1 Franchising
- 5.2 Selection, training & motivation of channel partners
- 5.3 Channel assessment & Information systems
- 5.4 Managing channel Conflict

Recommended texts and readings:

- 4. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales Management: Decisions, Strategies and Cases, Prentice-Hall, India
- 5. Louis W Stern, Adel I EI-Ansary & Anne T Coughlan, Marketing Channels, Prentice-Hall, India
- 6. Donald J Bowersox & David Closs, Logistical Management: The Integrated Supply Chain Process, Tata Mc Graw Hill

Notes:

- 1. Only latest available editions of the above books are recommended.
- 2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Discussion/Presentation 15%
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 - For Summative assessment (End Semester Examination or End-Term Examination):
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will

carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP204E0 2)	PO1	PO2	PO3	PO4	PO5
O6.5LMP204E02.1	3	1	2	3	2
O6.5LMP204E02.2	1	3	3	1	2
O6.5LMP204E02.3	3	2	2	3	4
O6.5LMP204E02.4	3	4	3	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP207E02: Corporate Restructuring and Valuation

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination:3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

O6.5LMP207E02.1	Understand the concept and approaches towards valuation for the business entity
O6.5LMP207E02.2	Appreciate the importance of basic concepts for different forms of businesses
O6.5LMP207E02.3	Appreciate the significance of processes and procedure for mergers
O6.5LMP207E02.4	Apply the elements of the accounting concepts for the planning and management at various decision levels

Unit I

- 1.1 Nature of Corporate Restructuring Mergers and Acquisitions
- 1.2 Objectives & Motivations in Mergers and Acquisitions
- 1.3 Recent Trends in Mergers, Acquisitions and Corporate Restructuring
- 1.4 Various Forms of Business Alliances

Unit II

- 2.1 Valuation- The Financial Methodology
- 2.2 Definition and Measurement of Cash Flows in M&A
- 2.3 Valuation Models; Valuation of listed and unlisted companies, Modes of valuation
- 2.4 Determination of share exchange ratio on merger, Share Swaps

Unit III

- 3.1 Techniques and Procedure for Restructuring
- 3.2 Procedure for Takeovers and Acquisitions
- 3.3 Code of conduct, SEBI Takeover Regulations
- 3.4 Equity carve out; Master Limited Partnerships, Leveraged buyout and Management buyout

Unit IV

- 4.1 Accounting & Taxation Issues in M&A
- 4.2 Accounting rules for business combinations
- 4.3 Accounting for goodwill
- 4.4 Evaluating the success of acquisitions

Unit V

- 5.1 Legalities involved in M&A, Takeovers
- 5.2 Post Merger Issues in M&A and Corporate Restructuring
- 5.3 Ethical issues of M&A, Takeover and Corporate Restructuring
- 5.4 Industry-specific case studies

Recommended Text and Readings:

1. S.E. Hoag, J.F. Weston and K.S. Chung, Mergers, Restructuring and Corporate Control Prentice Hall of India
2. S. Sudarsanam, Creating value from mergers and acquisition, The challenges, FT Prentice Hall, Pearson Education
3. R.K. Ghosh, Mergers and Acquisition: Strategy, Valuation and Integration PHI Learning

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

3. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
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 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP207E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5

O6.5LMP207E02	2	3		2	3
O6.5LMP207E02	2		3	2	1
O6.5LMP207E02	3	2	3	3	3
O6.5LMP207E02	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP208E02: Indian Financial Dynamics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP208E02.1	Understand the functioning of financial institutions, systems and their role
O6.5LMP208E02.2	Ascertain the policy issues related to the financial institutions
O6.5LMP208E02.3	Appreciate the financial regulatory environment and its dynamics
O6.5LMP208E02.4	Evaluate the operational aspects of the working of banks and other Financial Institutions

Unit I

- 1.1 Indian Financial System and Its Components
- 1.2 Functioning and Importance of RBI, SEBI, IRDA, AMFI and NABARD
- 1.3 Corporate Governance in Financial System
- 1.4 Credit Rating Agencies and Importance for Financial Products

Unit II

- 2.1 Indian Banking Sector and Impact of RBI Policies on Banks
- 2.2 Analysis of the Banking Structure and Performance Measurement
- 2.3 Interpreting Financial Statements of Banks
- 2.4 Management of Banking Organization and Its Operations
- 2.5 Asset Liability Management Using traditional GAP and Modern Techniques

Unit III

- 3.1 Insurance Sector in India and Impact of IRDA Policies on Insurance Companies
- 3.2 Types of Insurance Products and Risk Management
- 3.3 Financial Innovations and Opportunities for Insurance
- 3.4 Management of Insurance Organization and Its Operations
- 3.5 Premium Determinations and Calculations

Unit IV

- 4.1 Development and Role of AMFI in Mutual Fund Industry
- 4.2 Objective and Process of Risk Management in Mutual Funds
- 4.3 Types and structure of Mutual Funds
- 4.4 Investment Pattern and Policies of Mutual Funds
- 4.5 Challenges of Mutual Funds Marketing

Unit V

- 5.1 Evolution of Investment Banking and Regulatory Environment in India
- 5.2 Major Players and Their Performance
- 5.3 Organizational Structure of Investment Banks
- 5.4 Merchant Banking and Regulatory Environment
- 5.5 Functioning of Merchant Bankers in Issue Management, Acquisition and Buyback of Equity Shares

Recommended Text and Reading:

- 1. K.C. Shekhar and L. Shekhar, Banking Theories and practices, Vikas Publication
- 2. G. E Rejda and M. McNamara, Principles of Risk Management and Insurance, Pearson Education
- 3. K. Black Jr. and H. D. Skipper Jr, Life and Health Insurance: Black, Pearson Education
- 4. Indian Institute of Banking and Finance, Risk Management, McMillan Publisher

Notes:

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1. Evaluation Policy:

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 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP208E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP208E02.1	2	3		2	3
O6.5LMP208E02.2	2		3	2	1
O6.5LMP208E02.3	3	2	3	3	3
O6.5LMP208E02.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP209E02: Wealth Management

Periods/week

L:3 T:- P:-

Duration of Examination: 3 Hrs

Credits

3

Max. Marks : 100

Continuous Evaluation: 30

End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|---|
| O6.5LMP209E02.1 | To enable the students to understand the various components of financial planning |
| O6.5LMP209E02.2 | Understand the goals and objectives of personal financial planning. |
| O6.5LMP209E02.3 | Apply the concept of time value of money, risk & return for taking investment decisions |
| O6.5LMP209E02.4 | Analyze the different asset classes and take informed investment decisions |

Unit I

- 1.1 Meaning and Definition of Personal Financial Planning
- 1.2 The Benefits of Financial Planning
- 1.3 Importance of Personal Financial Planning
- 1.4 Process of Financial Planning

Unit II

- 2.1 Meaning of Time Value of Money
- 2.2 Valuation Concepts or Techniques
- 2.3 Practical Implications of Compounding and Discounting Value Concepts
- 2.4 Valuation of Bonds or Debentures

Unit III

- 3.1 Characteristics of Insurance
- 3.2 Risk and Insurance
- 3.3 Classification of Insurance
- 3.4 Insurance Products

Unit IV

- 4.1 Asset Allocation
- 4.2 Evaluating Investment in various Stocks
- 4.3 Various Loans and their Usage
- 4.4 Investment in Mutual Funds

Unit V

- 5.1 Retirement Planning
- 4.2 Annuities and its Types

4.3 Asset Allocation and Diversification

4.4 Mortgages and its Types

Recommended Text and Reading:

1. Meir Kohn, Financial Institutions and Markets, McGraw-Hill Inc.: New York.
2. M.Y. Khan, Financial Services, Tata McGraw-Hill Publishing Co.: New Delhi
3. Meir Kohn, Financial Institutions and Markets, McGraw-Hill Inc.: New York.
4. L.M. Bhole, Financial Institutions and Markets: Structure, Growth and Innovations, Tata-McGraw Hill Publishing Co., New Delhi.

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 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP209E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP209E02.1	2	3		2	3
O6.5LMP209E02.2	2		3	2	1
O6.5LMP209E02.3	3	2	3	3	3
O6.5LMP209E02.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP210E02: Behavioral Finance

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP210E02.1 Understand the concepts of judgement and biases in investment decisions.
- O6.5LMP210E02.2 Classify and compare the framework of rational and behavioral financial models of investment for price discovery.
- O6.5LMP210E02.3 Analyze heuristics and biases affecting investor behavior in financial markets.
- O6.5LMP210E02.4 Develop and design the portfolios based on the behavioral aspect of investors.

Unit I

- 1.1 Investment Decision Cycle: Judgment under Uncertainty
- 1.2 Rebuilding on New Foundations
- 1.3 Challenging the Classical Assumptions of Finance
- 1.4 Modeling Behavioral Aspects of Finance

Unit II

- 2.1 Utility/ Preference Functions: Expected Utility Theory [EUT]
- 2.2 The Expected Utility Rule
- 2.3 Frames for Actions, Contingencies and Outcomes
- 2.4 Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage

Unit III

- 3.1 Prospect Theory
- 3.2 Framing and Mental Accounting
- 3.3 Limits to arbitrage, anomalies and investor sentiments
- 3.4 Information Screening Biases

Unit IV

- 4.1 Information Processing: Bayesian Decision Making, Heuristics and cognitive biases
- 4.2 Aggregate stock market puzzles and speculative bubbles
- 4.3 Behavioral explanations for anomalies
- 4.4 Forecasting Biases

Unit V

- 5.1 Money management and behavioral investing
- 5.2 Emotion based investors decision making
- 5.3 Neuro finance and trading
- 5.4 Group Behavior: Conformism, herding, fatal attractions

Recommended Text and Reading:

1. Baddeley, M., behavioral economics and finance. Routledge.
2. Montier, J., behavioral investing: a practitioner's guide to applying behavioral finance. John Wiley & Sons.
3. P. Parag, Value Investing and Behavioral Finance, McGraw Higher Ed.
4. Singh, R., Behavioral finance. PHI Learning Pvt. Ltd.

Notes:

1. Only latest editions of the above books are recommended.
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Evaluation Policy:

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 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP210E02)	PO1	PO2	PO3	PO4	PO5

O6.5LMP210E02.1	2	3		2	3
O6.5LMP210E02.2	2		3	2	1
O6.5LMP210E02.3	3	2	3	3	3
O6.5LMP210E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP213E02: Coaching, Counseling and Mentoring

Periods/week:	Credits	Max. Marks: 100
L: 3 T: - P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Evaluation:70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|---|
| O6.5LMP213E02.1 | Demonstrate skill sets to undertake the CCM approaches |
| O6.5LMP213E02.2 | Design and develop coaching and mentoring programs for organization development |
| O6.5LMP213E02.3 | Develop insight into the CCM strategies applicable at workplace |
| O6.5LMP213E02.4 | Demonstrate how counseling, coaching and mentoring lead the employee development and satisfaction |

Unit I

- 1.1 Concept of Counseling
- 1.2 Different Theories of Counseling: Psychoanalytic, Gestalt, and Transactional Analysis
- 1.3 Expectations, Goals and Ethical Aspects of Counseling
- 1.4 Techniques of Counseling

Unit II

- 2.1 Counseling Process, Types and Skills
- 2.2 Conducting Counseling Interview
- 2.3 Assessment of Counseling
- 2.4 Career Guidance and Counseling
- 2.5 Stages of Counseling and Documentation process

Unit III

- 3.1 Concept and Purpose of Mentoring and Coaching
- 3.2 Transitioning from Coaching to Counseling
- 3.3 Managing Coaching Feedback
- 3.4 Key Competencies - Mentor and Coach
- 3.5 Difference between Coaching, Counseling and Mentoring processes

Unit IV

- 4.1 Developing for Coaching Plan
- 4.2 GROW Model
- 4.3 Evaluating Coaching Process
- 4.4 Evaluation and Follow-up Plans
- 4.4 Coaching Traps and Employee Development

Unit V

- 5.1 Understand the Impact and Scope of Mentoring
- 5.2 Managing Mentor-Mentee Relationship
- 5.3 Execution of Mentoring Plan
- 5.4 Barriers to Effective Mentoring

Recommended texts and readings:

1. S. Cook, Coaching for Higher Performance: How to develop exceptional results through coaching, IT Governance Ltd.
2. F. Stone, Coaching, Counseling & Mentoring, AMACOM.
3. A. Sisko, The Ultimate Guide to Counselling, Coaching and Mentoring: The Handbook of Coaching Skills and Tools to Improve Results and Performance of Your Team. JNR Publishing

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 Minimum: 70 percent. Categorization for the same is:
 Objective Type Questions: 30%
 Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP213E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP213E02.1	1		1		2
O6.5LMP213E02.2		1	2	2	
O6.5LMP213E02.3	1		1	2	2
O6.5LMP213E02.4	1	1	1		

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP214E02: Diversity, Equity and Inclusion in Organizations

Periods/week: 3	Credits	Max. Marks: 100
L: 3 T: - P: -	3	Continuous Assessment: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes: By the end of the course, a student should be able to:

- O6.5LMP214E02.1 Understand and differentiate between diversity, equity, and inclusion in organizational contexts.
- O6.5LMP214E02.2 Identify various dimensions of diversity within organizations and their implications
- O6.5LMP214E02.3. Evaluate the role of leadership in promoting DEI within organizations.
- O6.5LMP214E02.4 Develop inclusive policies to foster an equitable and ethical work environment

Unit I

- 1.2 Concept of Diversity, Equity and Inclusion
- 1.3 Evolution of DEI in Organizations
- 1.3 Importance of DEI for Organizational Performance
- 1.4 Identifying and Analyzing Diversity Dimensions

Unit II

- 2.1 Role of Leader in Fostering DEI
- 2.2 Addressing Unconscious Bias and Stereotypes
- 2.3 Psychological Safety and Belonging
- 2.4 Policies and Practices- Culture of Inclusion

Unit III

- 3.1 Recruitment and Diversity
- 3.2 Equity in Hiring and Promotion Practices
- 3.3 Talent Management and Succession Planning for DEI
- 3.4 Strategies- Improving Organizational Diversity Metrics

Unit IV

- 4.1 Building Inclusive Teams
- 4.2 Leveraging Diversity to Enhance Decision- Making Processes
- 4.3 Inclusive Leadership and its impact on Organizational Culture
- 4.4 Mentorship and Sponsorship for Underrepresented Groups

Unit V

- 5.1 Ethical Considerations in DEI Initiatives
- 5.2 Corporate Social Responsibility and DEI
- 5.3 Global Perspectives - DEI Challenges and Opportunities
- 5.4 Emerging Trends and Practices in DEI

Recommended texts and readings:

1. Ferdman, B.M., & Deane, B.R. Diversity at Work: The Practice of Inclusion. John Wiley & Sons.
2. Nkomo, S.M., & Cox, T. Diverse Identities in Organizations. Routledge.

3. Thomas, R.R., Jr. Building a House for Diversity: How a Fable about a Giraffe and an Elephant Offers New Strategies for Today's Workforce. AMACOM.
4. Ozbilgin, M.F., & Tatli, A. Global Diversity Management: An evidence- Based Approach. Palgrave Macmillan.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 Minimum: 70 percent. Categorization for the same is:
 Objective Type Questions: 30%
 Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement	PO1	PO2	PO3	PO4	PO5
O6.5LMP214E02.1	1	2	1		
O6.5LMP214E02.2	1	1	2	1	
O6.5LMP214E02.3		2	2		1
O6.5LMP214E02.4	1	1	3		2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP215E02: Industrial Relations and Labor Laws

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP215E02.1 Understand the concept of Industrial Relations and its legal framework.
- O6.5LMP215E02.2 Awareness about the Role of Trade Union and Employer Associations
- O6.5LMP215E02.3 Comprehend the concepts of Industrial Disputes, concerning Legislation
- O6.5LMP215E02.4 Learn various terms and conditions of Labor laws and associated Acts.

Unit I

- 1.1 Concept of Industrial Relations – Nature, Objectives, Evolutions
- 1.2 Parties of Industrial Relations
- 1.3 Approaches to Industrial Relations
- 1.4 Legal Framework of Industrial Relations

Unit II

- 2.1 Trade Union- Concept, Origin, Objective
- 2.2 Functions of Trade Union
- 2.3 Problems of Trade Union
- 2.4 Negotiation and Collective Statements
- 2.5 Tripartism and Social Dialogue
- 2.6 Role of Trade Union in Collective Bargaining

Unit III

- 3.1 Industrial Disputes: Concept, nature and Causes
- 3.2 Anatomy of Industrial Conflicts
- 3.3 Classifications and Impact of Industrial Disputes
- 3.4 Dispute Resolution and Industrial Harmony
- 3.5 Grievance Handling Procedure – Labor Management
- 3.6 Workers Participation in Management

Unit IV

- 4.1 Labor Law: Introduction, and Regulations
- 4.2 Concept of Wages and Salary
- 4.3 Employment Contract and Termination of Employment
- 4.4 Workmen's Compensation and Benefits
- 4.5 Labor law related to women and children
- 4.6 Safety and Welfare measures in the workplace

Unit V

- 5.1 Factories Act, 1948
- 5.2 Minimum Wages Act, 1948
- 5.3 Payment of Wages Act, 1936

5.5 Employee's Provident Fund and Miscellaneous Provisions Act, 1952

5.5 Payment of Bonus Act, 1965

5.6 Maternity Benefit Act, 1961

Recommended texts and readings:

1. C.B. Memoria, 'Dynamics of Industrial Relations', Himalaya Publishing House, New Delhi
2. R.S. Dwivedi, 'Human Relations & Organizational Behavior', Macmillan India Ltd., New Delhi.
3. R. Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi.
4. S.C. Srivastava, Industrial Relations and Labor laws, Vikas Publishing House.
5. C.S.V Ratnam, Globalization and Labor-Management Relations: Dynamics of Change. India: SAGE Publications.

Notes:

1. Only latest editions of the above books are recommended.

2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP215E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP215E02.1	3	1	2	3	3
O6.5LMP215E02.2	3		3	2	3
O6.5LMP215E02.3	3	2	3	2	3
O6.5LMP215E02.4	2		2	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP216E02: Artificial Intelligence and HR Analytics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP216E02.1 Understand basic concepts of Artificial Intelligence and its impact on the HRM functions
- O6.5LMP216E02.2 Comprehend the application of data, metrics, systems, analyses, and reporting
- O6.5LMP216E02.3 Elaborate the role and importance of HR analytics and decision-making
- O6.5LMP216E02.4 Analyze the importance and role of AI in transforming HR Analytics

Unit I

- 1.1 Artificial Intelligence: Introduction, Foundation, and Significance
- 1.2 Advanced Optimization Methods in AI
- 1.3 Application of AI in HRM Functions
- 1.4 Challenges of Using AI in HR Functions
- 1.5 Limitations of Using AI in HR Functions

Unit II

- 2.1 Basic Concepts of HR Analytics and its linkage with HR Functions
- 2.2 Role of IT in HR Analytics
- 2.3 Analytics for HR Planning and Forecasting
- 2.4 Techniques for HR Forecasting

Unit III

- 3.1 Talent analytics
- 3.2 Statistical analysis for HR
- 3.3 Analytical aspect of Human Resource Information System (HRIS)
- 3.4 Implementation of AI in HR Statistics

Unit IV

- 4.1 Power of Automation and AI in HR
- 4.2 HR-AI tools for decision-making
- 4.3 Industry-specific Orientation of AI

Unit V

- 5.1 Data Visualization for HR Managers
- 5.2 Ethics, Privacy, and AI while Implementing HR Functions
- 5.3 Generative AI
- 5.4 AI-driven Emerging Areas in HR Analytics – Future of work

Recommended texts and readings:

1. D. Bhattacharyya, HR Analytics: Understanding Theories and Applications, Sage Publication

2. T. Smith, HR Analytics: The what, why and how, Numerical Insights LLC.
3. J. Fitz-enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments. Amacom.
4. B. Eubanks, Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce, 1st edition, Kogan Page.
5. S. Strohmeier, Handbook of Research on Artificial Intelligence in Human Resource Management, Edward Elgar Publishing.

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP216E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP216E02.1	1			3	3
O6.5LMP216E02.2	1	2		3	2
O6.5LMP216E02.3		2	1	3	3
O6.5LMP216E02.4	2		2	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP225E02: Business Analytics using Data Mining

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

- O6.5LMP225E02.1 Apply machine learning and data mining for better data management
- O6.5LMP225E02.2 Work on KNIME Analytics platform and for classification and regression algorithms
- O6.5LMP225E02.3 Utilize clustering and segmentation algorithm- K-Means
- O6.5LMP225E02.4 Leverage text mining for business analysis

Unit I

- 1.1 Basics of Data Mining- Concept and Definition
- 1.2 Machine Learning and AI: Definitions and Applications
- 1.3 Types of Data Mining- Supervised and Unsupervised learning
- 1.4 Data Mining in various domains. HR, Marketing, Retail, Risks, Finance, Insurance

Unit II

- 2.1 Introduction to KNIME Analytics Platform
- 2.2 Components of KNIME
- 2.3 Classification Algorithms
- 2.4 Regression Algorithms

Unit III

- 3.1 Random Forest Classification and Regression
- 3.2 Gradient Booster Classification and Regression
- 3.3 Application of Classification Algorithms on Decision Tree
- 3.4 Applications: Linear and Multi-variate Regression Algorithms on Sample Datasets

Unit IV

- 4.1 Logistic Regression on Sample Datasets
- 4.2 Algorithm Accuracy
- 4.3 Truth Table
- 4.4 Confusion Matrix

Unit V

- 5.1 Text Mining: An introduction to Text Analytics
- 5.2 Application of Text Mining- Social Sentiment Analysis
- 5.3 Application of Text Mining Algorithms
- 5.4 Bag of Words vs. NLP Approach

Tools required for the course:

1. KNIME Advanced Analytics Platform (Open-source tool)-<https://www.knime.com/>

Recommended texts and readings:

1. E. Siegal, Predictive Analytics: The Power to Predict who will click, buy, lie or die, John Wiley & Sons
2. KNIME, Analytics Platform Documentation

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Semester Examination or End-Term Examination):
Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (6.5LMP225E02)	PO1	PO2	PO3	PO4	PO5
6.5LMP225E02.1	2	3	2	2	3
6.5LMP225E02.2	1	2	3	2	
6.5LMP225E02.3	3	2	2	2	2
6.5LMP225E02.4	3	2			

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP226E02: Business Analytics with R

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP226E02.1 Understand advanced aspects of big data analytics, applying appropriate machine learning techniques to analyses big data sets
- O6.5LMP226E02.2 Assess the statistical significance of data mining results, basic statistical modelling and analysis using the open-source tool R
- O6.5LMP226E02.3 Describe what Data Science is and the skill sets needed to be a data scientist.
- O6.5LMP226E02.4 Apply various algorithm for data analysis (classification and Clustering)

Unit I

- 1.1 Data Science: Understanding Different Components of Data Science & their Roles
- 1.2 Business Applications of Data Science
- 1.3 Recommender Systems, Price Comparison Websites, Fraud and Risk Detection
- 1.4 Roles and responsibilities of Data Scientists in Business analytic

Unit II

- 2.1 Programming in R: Basics of R, R packages/libraries,
- 2.2 Data Interfaces & Data structures in R
- 2.3 R- Charts & Graphs, R- Statistics.
- 2.4 Sorting/ merging/ cleaning data in R,
- 2.5 Exceptions/ debugging in R

Unit III

- 3.1 Modeling in R
- 3.2 Linear regression model in R, Multiple linear regressions model & logistic regression
- 3.3 Representation of regression results
- 3.4 Non-Linear Regression

Unit IV

- 4.1 Mining Algorithms using R:
- 4.2 Association analysis, Market-based analysis/ rules
- 4.3 Apriorism algorithm,
- 4.4 Segmentation analysis- types of segmentation
- 4.5 k-means clustering, Bayesian clustering, Principal Component Analysis (PCA)

Unit V

- 5.1 Time Series Forecasting in R and model deployment
- 5.2 Basics of time series & Components of time series
- 5.3 Time series forecasting
- 5.4 Deploying predictive models

Recommended Texts and Readings :

- 1. P. Dalgaard, Introductory Statistics with R (Paperback), Springer-Verlag
- 2. W.N. Venables, & B. Ripley, Modern Applied Statistics with S, Springer
- 3. An Introduction to R. Online manual at the R website at <http://cran.rproject.org/manuals.html>
- 4. F. Provost, and T. Fawcett, Data Science for Business: What You Need to Know about Data Mining and Data Analytic Thinking, O'Reilly Media Inc.

Notes:

- 1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
- 2. Only latest available editions of the above books are recommended.
- 3. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

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 - Minimum: 70 percent. Categorization for the same is:

▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP226E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP226E02.1	3	2		3	2
O6.5LMP226E02.2			2	3	2
O6.5LMP226E02.3			3		
O6.5LMP226E02.4		3	2		3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP227E02: Analytics for Market Strategies

Periods/week	Credits	Max. Marks :100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination:70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP227E02.1 Understand how to analyse market conditions in the era of social media.
- O6.5LMP227E02.2 Evaluate how the marketing strategy helps firms organize the analytics opportunity and challenge in today's data era.
- O6.5LMP227E02.3 Analyze and apply statistical tools on marketing data matrices
- O6.5LMP227E02.4 Execute data analytic techniques, and case studies to understand how to solve marketing analytics problems in a scientific and process-driven manner.

Unit I

- 1.1 Introduction to Marketing Analytics: Need for Data Driven Marketing Approach,
- 1.2 Marketing Engineering, Model Building in Marketing Engineering,
- 1.3 Basic Principles of Marketing applied to Business Problems
- 1.4 Marketing effectiveness and ROI calculations

Unit II

- 2.1 Pricing Analytics: Basic Concept of Pricing
- 2.2 Estimating Demand Curves and Optimize Price
- 2.3 Price Bundling,
- 2.4 Non-Linear Pricing and Price Skimming

Unit III

- 3.1 MBA, Market Basket Analysis
- 3.2 RFM Analysis for better ROI
- 3.3 Drivers of CLV, Uses of CLV metrics
- 3.4 use of KNIME software for marketing and retail analytics

Unit IV

- 4.1 Strategic Marketing Analytics: The STP framework
- 4.2 Managing the segmentation process, Segmentation in Real world
- 4.3 Cluster Analysis, Hierarchical and Non-Hierarchical - K Means Clustering, Prediction of Customer's segment membership
- 4.4 Customer's segment membership: Discriminant Analysis (DA), two Group DA

Unit V

- 5.1 Positioning Strategies: Concept of Product positioning & Perceptual Mapping using Principal
- 5.2 Component Analysis (PCA) & Multidimensional Scaling (MDS)
- 5.3 Product Designing: Concept of Product Designing, Conjoint Analysis as a decomposition Preference model, Steps & Uses in Conjoint Analysis
- 5.4 Social Media Metrics and mapping Marketing Investments effectively

Recommended Texts and Readings :

1. W. L. Winston, 2014, Marketing Analytics - Data-driven Techniques with Microsoft Excel, Wiley Publishers
2. M. Grigsby, 2016, Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques', Kogan Page Publishers
3. C. Hemann & K. Burbary, 2013, Digital Marketing Analytics: Making sense of Consumer Data in digital world, Que Publishing

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

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 - Minimum: 70 percent. Categorization for the same is:

▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP227E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP227E02.1	3			3	2
O6.5LMP227E02.2		3			2
O6.5LMP227E02.3			3	2	
O6.5LMP227E02.4	3			2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP228E02: Data Visualization using Tableau

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP228E02.1 Understand best practices in data visualization to develop charts, maps, tables, and other visual representations of data
- O6.5LMP228E02.2 Evaluate Tableau's visualization tools to conduct data analysis, especially exploration of an unfamiliar dataset
- O6.5LMP228E02.3 Create compelling, interactive dashboards to combine several visualizations into a cohesive and functional whole
- O6.5LMP228E02.4 Utilize data visualizations, dashboards and Tableau Stories to support relevant communication for diverse audiences.

Unit I

- 1.1 Introduction to Data Visualization - Need & Objectives
- 1.2 Data Visualization Tools and Software
- 1.3 Data Visualization Techniques & Best Practices in Data Visualization
- 1.4 Design Fundamentals & Design Principles

Unit II

- 2.1 Introduction to Tableau Environment
- 2.2 Using Data file formats
- 2.3 Connecting with Data Sources
- 2.4 Creating basic charts (line, bar charts, Tree maps)

Unit III

- 3.1 Tableau Calculations - Overview of SUM, AVR, and Aggregate Features
- 3.2 Creating custom calculations and fields, applying new data calculations to your visualization
- 3.3 Formatting Visualizations - Formatting Tools and Menus
- 3.4 Manipulating Data in Tableau -Cleaning-up the data with the Data Interpreter

Unit IV

- 3.1 Structuring, sorting & filtering Tableau Data
- 3.2 Sort and Filters- Sorting, Quick filtering, Context filtering, Condition filtering, Filter operations,

- 3.3 Using the Detail panel, Size panels Customizing filters, Using colors
- 3.4 Creating Advanced Charts

Unit V

- 5.1 Interactive Visualization Features
- 5.2 Building a dashboard, adding interactivity to a dashboard
- 5.3 Introduction to Data Story, Story Boards Preparation - Sharing the work
- 5.4 Story points & sharing the work

Recommended Texts and Readings :

1. S. Murray, Interactive Data Visualization for the Web: An Introduction to Designing with D, O'Reilly Media Inc.
2. D. Baldwin, Mastering Tableau - Master the intricacies of Tableau to create effective data visualizations, Packet Publishing
3. T. Guillevin, Getting Started with Tableau, Packet Publishing
4. J. Stirrup, A. Nand Eshwar, A. Ohmann, M. Floyd, Tableau: Creating Interactive Data Visualization, Packet Publishing
5. R. Sleeper, Practical Tableau, O'Reilly Media

Tools required for the course:

1. Microsoft Excel
1. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP228E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP228E02.1	3	2		3	2
O6.5LMP228E02.2	2	3			2
O6.5LMP228E02.3			3		
O6.5LMP228E02.4	3	2			3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP219E02: Global Leadership Strategies and Acquisitions

Periods/week	Credits	Max. Marks: 100
L:3 T:0 P: 0	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective
Course Outcomes:

At the completion of course, the student should be able to:

- O6.5LMP219E02.1. Develop an understanding of the steps involved in merger and acquisitions.
- O6.5LMP219E02.2. Examine the role of merger and acquisitions in world economic growth.
- O6.5LMP219E02.3. Analyze the role government policies concerning merger and acquisitions.
- O6.5LMP219E02.4. Examine human resource challenges in international merger and acquisition.

Unit I

- 1.1 Nature and Scope of International Merger and Acquisitions
- 1.2 Basic Steps Involved in International Merger and Acquisition Process.
- 1.3 Motives Behind International Merger and Acquisitions
- 1.4 Synergy in International Merger and Acquisitions and the Role of International Life Cycle
- 1.5 Role of International Merger and Acquisition in World Economic Growth

Unit II

- 2.1 Threats and Opportunities in International Merger and Acquisitions
- 2.2 Major Government Policy and Procedures Concerning International Merger and Acquisition
- 2.3 Steps for Effective Cross Border Merger and Acquisition
- 2.4 Factors of Success in International Merger and Acquisition
- 2.5 Future Scenario of International Merger and Acquisition

Unit III

- 3.1 Business Valuation Process and Determination of Right Price
- 3.2 Standard Approaches to Standard Valuation Issues Relating to Valuation of Intangibles
- 3.3 An Overview of Business Valuation Standard Practices Across Countries
- 3.4 Valuing Synergy in International Merger and Acquisition
- 3.5 Resolution of Valuation Disputes

Unit IV

- 4.1 An Overview of Integration Issues in International Merger and Acquisitions
- 4.2 Challenges of Human Resource Integration
- 4.3 Timing and Speed of Integration
- 4.4 Integration of Corporate, Culture and Redesigning Post Merger Cultural Process
- 4.5 Factors of Successful Integration

Unit V

- 5.1 Nature and Characteristics of Joint Venture
- 5.2 Joint Venture as International Business Strategy
- 5.3 Equity and Risk Sharing in Joint Ventures
- 5.4 Aspects Relating to the Sharing of Technology Resolving Conflict of Interest in International Joint Ventures
- 5.5 Factors of Success of International Joint Ventures

Recommended texts and readings:

- 1. Rajinder S. Aurora, Kavita Shetty, Merger and Acquisition, Oxford University Press
- 2. K. G. Ray, Merger and acquisitions- strategy, valuation and integration; Prentice Hall of India
- 3. V. S. Kaveri, Financial analysis of company mergers in India; Himalayan Publishing

Notes:

- 1. Only latest available editions of the above books are recommended.
- 2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP219E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP219E02.1	3	3			
O6.5LMP219E02.2	2	3			2
O6.5LMP219E02.3		2		3	2
O6.5LMP219E02.4	2	1		2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP220E02 : International Trade Operations and Documentation

Periods/week	Credits	Max. Marks: 100
L:3 T:0 P: 0	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs.		End Semester Examination: 70

Course Type: Domain Specific Elective
Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP220E02.1. Understand the regulatory setup and the policy of the government with regard to imports and exports.
- O6.5LMP220E02.2. Gain a practical understanding of the procedures and documentation relating to exports.
- O6.5LMP220E02.3. Understand the operational aspect and procedures concerning imports.
- O6.5LMP220E02.4. Take decisions with regard to imports and exports in an organization.

Unit I

- 1.1 Creating an Export /Import Organization
- 1.2 Export Pricing Cost Decisions
- 1.3 INCO Terms
- 1.4 Classification of Export and Import Goods

Unit II

- 2.1 Arranging Pre-Shipment Finance
- 2.2 Quality Control and Pre-Shipment
- 2.3 Custom Clearance of Cargo
- 2.4 Cargo Insurance of goods
- 2.5 Role of Clearing and Forwarding Agents

Unit III

- 3.1 Arranging Post Shipment Finance
- 3.2 Documentary Collection of Export Bill
- 3.3 Clearance of Export Cargo
- 3.4 Role of EXIM Bank

Unit IV

- 4.1 Starting an Import Business
- 4.2 Selecting Import Product and Overseas Suppliers
- 4.3 Payment Methods
- 4.4 Procedure for Registration of Importers
- 4.5 Custom Clearance of Import Cargo

Unit V

- 5.1 Retirement of Import Documents
- 5.2 Promotion Schemes for Importers/ Exporters
- 5.3 Shipment of Cargo
- 5.4 Assessment of Custom Duties
- 5.5 Role of Warehousing

Recommended texts and readings:

1. R. Paras, Export: What, When, How, Anupam Publications
2. P. K. Khurana, Export Management, Galgotia Publishing
3. Govt of India, An Overview of Customs, Commission ate of Customs and ICDs.
4. Govt. of India, Ministry of Commerce and Industry – Handbook of Procedure, Govt. of India
5. C. Francis, International Trade and Export Management, Himalaya Publication

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP220E02)	PO1	PO2	PO3	PO4	PO5
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O6.5LMP220E02.1	2	3			3
O6.5LMP220E02.2	3		2	3	2
O6.5LMP220E02.3	1		3	2	3
O6.5LMP220E02.4	2	2	2	2	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP221E02: Risks and FII in Global markets

Periods/week

Credits

Max. Marks: 100

L:3 T:0 P: 0

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs.

End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP221E02 .1 Conceptualize financial decision making at a global level
- O6.5LMP221E02 .2 Appreciate the nuances of obtaining finance in a global, multinational environment
- O6.5LMP221E02 .3 Recognize risk elements and investment options
- O6.5LMP221E02 .4 Assess the potential of future fiscal and economic scenarios

Unit I

- 1.1 Evolution of Finance Function in MNCs
- 1.2 International Financial Transactions
- 1.3 International Financial Markets
- 1.4 Foreign Currency, Exchange Control and Devaluation

Unit II

- 2.1 Understanding of Foreign Institutional Investor and its types
- 2.2 Role and Functions of Foreign Institutional Investors (FIIs)
- 2.3 Impact of Foreign Institutional Investor
- 2.4 Emergence of FIIs in Global Financial Market
- 2.5 Difference between FDI and FII

Unit III

- 3.1 Principles of Risk Management
- 3.2 International Risk Regulation
- 3.3 Operational Risk, Credit Risk and Market Risk
- 3.4 Investment Risk, Liquidity Risk and Model Risk
- 3.5 Risk Oversight and Corporate Governance

Unit IV

- 4.1 Tax Management for MNCs
- 4.2 Financial Structure of MNC Subsidiaries
- 4.3 Multinational Capital Structure and Cost of Capital
- 4.4 Regional Adaptations to Financial Structure

Unit V

- 5.1 Impact of MNC Transactions on Firm Profits
- 5.2 Analyzing Country Risk and ROI
- 5.3 International Portfolio Diversification
- 5.4 Legal Aspects of MNC Financing

Recommended texts and readings:

1. A. Buckley, Multinational Finance, Prentice Hall of India
2. A. C. Shapiro, Multinational Financial Management, Prentice Hall of India
3. K. C. Butler, Multinational Finance, Thomson Learning
4. L. D. Maurice, International Finance, McGraw Hill
5. Corporate Governance by Robert A. G. Monks and Nell Minow, Wiley.
6. Global financial regulation by Howard Davies, David Green, Polity Press.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

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 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP221E02)	PO 1	PO 2	PO 3	PO 4	PO 5
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O6.5LMP221E02 .1	1	2		3	
O6.5LMP221E02 .2		2		3	
O6.5LMP221E02 .3			2	3	1
O6.5LMP221E02 .4			2	3	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP222E02: International Trade Finance and Exposure

Periods/week

Credits

Max. Marks: 100

L:3 T:0 P: 0

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs.

End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP222E02.1 Understand the institutional and operational aspects of multinational banking.
- 06.5LMP222E02.2 Interpret How the international banks operate in across global markets.
- 06.5LMP222E02.3 Relate and compare the regulatory and supervisory processes among different central banks.
- 06.5LMP222E02.4 Analyze the risk management and money laundering activity in international banking.
- 06.5LMP222E02.5 Evaluate the nature and importance of the international banking business.

Unit I

- 1.2 Nature and Growth of International Banking
- 1.2 Global Trends and Development in International Banking
- 1.3 Commercial vs. Investment Banking
- 1.4 Eurocurrency: Deposits and Credit, Determination of Eurocurrency Interest Rates, Instruments

Unit II

- 2.1 Regulatory Environment for International Banking
- 2.2 International Banking Risks and dispute settlements
- 2.3 Capital Adequacy; Syndication Techniques in International Lending
- 2.4 Transferability and Trading of Loans; International Bank Credit Rating

Unit III

- 3.1 International Financial Centers
- 3.2 Offshore Banking Unit and Special Economic Zones
- 3.3 Foreign Exchange Management Control
- 3.4 International Loan Agreements and Syndication

Unit IV

- 4.1 International Payment Systems;
- 4.2 International Asset and Liabilities Management
- 4.3 Bank Asset Portfolio Management
- 4.4 Strategies for Managing Non-Performing Assets

Unit V

- 5.1 International Banking Mergers and Acquisitions
- 5.2 Treasury and Risk Management
- 5.3 Banks' Participation in International Money and Capital Markets
- 5.4 International Credit Appraisal Techniques

Recommended texts and readings:

1. S. S. Macdonald and K. W. Timothy, Management of Banking, Thomson Learning.
2. Rosenbaum, J. and Pearl, J., Investment banking: valuation, LBOs, M&A, and IPOs. John Wiley & Sons.
3. Salvatore, D., International economics. John Wiley & Sons.
4. Connolly, M., International business finance. Routledge.
5. Shapiro, A.C., Hanouna, P. and Sarin, A., Multinational financial management. John Wiley & Sons.

Notes:

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Evaluation Policy:

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▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP222E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP222E02.1		3	2		2
O6.5LMP222E02.2	2			3	
O6.5LMP222E02.3	2	2			2
O6.5LMP222E02.4			3	2	2
O6.5LMP222E02.5	2		3		

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP249E02: Planning Sales Operations

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|--|
| O6.5LMP249E02.1 | Develop competencies and skills in sales planning and management |
| O6.5LMP249E02.2 | Understand the models and frameworks of planning of sales operations |
| O6.5LMP249E02.3 | Apply the integration of sales planning to the strategy of the company |
| O6.5LMP249E02.4 | Learn the various aspects of sales process |

Unit I

- 1.1 Introduction to Sales Operations
- 1.2 Sales Management Process, Strategies and Resources
- 1.3 Sales Management Evolution
- 1.4 Sales Managers' Roles and Responsibilities

Unit II

- 2.1 Recruitment and Selection Process
- 2.2 Job Analysis
- 2.3 Recruitment Funnel and Recruitment Sources
- 2.4 Key to Sales Training
- 2.5 Sales Training Development Process
- 2.6 Designing and Administering Compensation Plans

Unit III

- 3.1 Developing a Sales Territory Plan
- 3.2 Factors in Territory Management
- 3.3 Designing and Assigning Sales Territory
- 3.4 Motivating Salesperson
- 3.5 Objectives and Quotas for Sales Personnel

Unit IV

- 4.1 Sales Evaluation
- 4.2 Elements of Sales Performance Evaluation
- 4.3 Customer-oriented selling and Sales Performance
- 4.4 Sales Cost Evaluation
- 4.5 Challenges of Sales Evaluation

Unit V

- 5.1 Vendor Selection and Management
- 5.2 Selling Ethics
- 5.3 Customer Relationship Management in Sales
- 5.4 Business Intelligence in Sales
- 5.5 Emerging Challenges and Trends

Recommended texts and readings:

1. P. K. Mallik, Sales Management. Oxford University Press
2. R. Singh, Sales and Distribution Management: A Practice-Based Approach, Vikas Publishing House
3. R. R. Still, E. W. Cundiff and N. A P. Govoni, Sales Management: Decisions, Strategies and Cases, Prentice-Hall
4. E. Tinker, Sales and operations planning. Amazon Digital Services

Notes:

1. Only latest available editions of the above books are recommended.
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▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (6.5LMP249E02)	PO1	PO2	PO3	PO4
6.5LMP249E02.1	3	1	2	3
6.5LMP249E02.2	1	3		1
6.5LMP249E02.3	3	2	2	3
6.5LMP249E02.4	3		3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP250E02: Demand and Business Forecasting

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination:70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP250E02.1 Understand the importance of forecasting in making accurate decisions in economic and business environments.
- O6.5LMP250E02.2 Comprehend the basics in regression analysis, time series analysis and their applications in forecasting.
- O6.5LMP250E02.3 Analyze forecasting reports to higher level management for vital decision-making process.
- O6.5LMP250E02.4 Discuss concepts related to demand analysis.
- O6.5LMP250E02.5 Estimate and forecast demand through various techniques

Unit I

- 1.1 Demand Analysis: An Overview
- 1.2 Significance of Demand Analysis and Forecasting
- 1.3 Determinants of Demand
- 1.4 Elasticity of Demand
- 1.5 Revenue and Profit of a Firm

Unit II

- 2.1 Estimation of Demand
- 2.2. Forecasting Demand, Purpose of Forecast, Marketing Research Techniques
- 2.3 Consumer Surveys, Consumer Clinics, Market Experiments in Test Stores.
- 2.4. Survey and Opinion Polling Techniques
- 2.5 Reasonability, Trend Analysis, Business Cycles

Unit III

- 3.1 Statistical Estimation, Variable Identification,
- 3.2 Specification of the Model, Estimation of the Parameters
- 3.3 Time Series and Cross-Sectional Data Collection
- 3.4 Moving Average
- 3.5 Exponential Smoothing Techniques

Unit IV

- 4.1 Regression Method, Interpretation of Regression Statistics
- 4.2 General Linear Model
- 4.3 Deviation from general linear model

- 4.4 Modeling and forecasting cycles- ARMA models
- 4.5 Use of Software Packages for Forecasting

Unit V

- 5.1 Accuracy of Forecast, Short Run Forecast, Long Run Forecast
- 5.2 accuracy measures and their importance
- 5.3 Evaluating and combining forecast
- 5.4 Practical issues in developing industry/firm level models
- 5.5 Interfacing with commercial economic forecasting services

Recommended texts and readings:

1. J. H. Wilson and B. Keating, Business Forecasting. McGraw Hill/Irwin
2. E. Hanke and D. W. Wichern, Business Forecasting. Pearson International
3. C. W. Chase Jr., Demand-Driven Forecasting, A Structured Approach to Forecasting, Wiley
4. S. Kolassa and E. Siemsen, Demand forecasting for managers, Business Expert Express

Notes:

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Evaluation Policy:

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▪ Discussion/Presentation	15%
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▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

CO Statement (O6.5LMP250E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP250E02.1	1	2		3	2
O6.5LMP250E02.2	2	2	3	1	2
O6.5LMP250E02.3	3	1		2	
O6.5LMP250E02.4		2	2	2	3
O6.5LMP250E02.5	3	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP251E02: Service Operations Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination:70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP251E02.1 Understand the Designing of Service Operations
- O6.5LMP251E02.2 Measure the impact of technology and its impact on service operations
- O6.5LMP251E02.3 Categorize Offshoring and Outsourcing
- O6.5LMP251E02.4 Evaluate the methods to manage service operations
- O6.5LMP251E02.5 Appraise pricing and implementation issues of services

Unit I

- 1.1 Characteristics of Services
- 1.2 Importance of Service Sector
- 1.3 Classification framework
- 1.4 Service Delivery System – Process Flow Diagrams, Process Simulation,

Unit II

- 2.1 Types of Service Firms
- 2.2 Selection for Demand Sensitive Services
- 2.3 Gravity Model of Demand,
- 2.4 Site Selection for Delivered Services

Unit III

- 3.1 Capacity Strategies
- 3.2 Yield Management, Overbooking, Allocating Capacity Dynamic Methods.
- 3.3 Pricing, Implementation issues
- 3.4 Employee Empowerment,
- 3.5 Cost and Implementation Time.

Unit IV

- 4.1 Technology and its Impact on Services
- 4.2 Design and Development of Services
- 4.3 Service Delivery Systems
- 4.4 Work Measurement, Locating Facilities, Designing their Layout

Unit V

- 5.1 Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk

- 5.2 Competitive Advantage and Information Privacy Risk, Firm Specific Risks
- 5.3 Quantifying Offshoring,
- 5.4 Offshoring and Competitive Capabilities – Cost, Non-cost Issues.

Recommended texts and readings:

1. K.- M. Metters and P. Walton, Successful Service Operations Management, Thomson India Edition
2. R. Johnston and G. Clark, Service Operations Management - Improving Service delivery, Prentice Hall
3. D. W. Parker, Service operations management: The total experience. Edward Elgar
4. J. N. Wright and P. Race, The Management of Service Operations, Thomson

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

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▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP251E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP251E02.1	3	2	2	3	2
O6.5LMP251E02.2		3		3	2
O6.5LMP251E02.3	2	3	3	2	
O6.5LMP251E02.4	3		2	1	3
O6.5LMP251E02.5	3	2	2	1	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP252E02: Technology Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP252E02.1 Understand the key principles, terms and definitions used in the management of Technology
- 06.5LMP252E02.2 Comprehend the capabilities and tools needed for technology management in the transformation of a business
- 06.5LMP252E02.3 Apply appropriate technology policies and strategies within a changing context for an organization
- 06.5LMP252E02.4 Analyze the range of contemporary and pervasive issues regarding technology and its management

Unit I

- 1.1 Introduction to concepts of technology and business transformation
- 1.2 Technology developments & implications of Technology Management,
- 1.3 Technology change, lifecycle & Growth of Technologies
- 1.4 Technology Policy and Planning,

Unit II

- 2.1 Technology Development and Acquisition
- 2.2 Forecasting and Technology
- 2.3 Innovation chain - approaches and methodologies
- 2.4 Technology Strategy, Generation, and Development.

Unit III

- 3.1 Technology Transfer - Models, Modes,
- 3.2 Technology search strategy
- 3.3 Dimensions of Technology Transfer, Features & Routes of Technology Transfer
- 3.4 Technology absorption capabilities
- 3.5 Pricing of Technology Transfer agreements & Code of conduct for Technology transfer
- 3.6 Government initiative, Technology transfer and absorption process at unit level.

Unit IV

- 4.1 Technology absorption - technology package, dependence, concept, constraints & benefits
- 4.2 Technology import & Government initiatives
- 4.3 Technology Assessment (TA) - Organization and Management
- 4.4 Technology Evaluation.
- 4.6 Diffusion - Major diffusion activities, Diffusion Strategy.

Unit V

- 5.1 Technological Environment

- 5.2 Technology Support Systems: Financing
- 5.3 Human & organizational Aspects in Technology Management
- 5.4 Social Issues in Management – Rationalization & Automation, EIA Process

Recommended texts and readings:

1. B. Fredrick, Managing Technology. Prentice Hall
2. G. H. Gaynor, Handbook of Technology Management, McGraw Hill
3. T. Khalil, Management of Technology, McGraw Hill International
4. N. Harrison and D. Samson, Technology Management: Text and International Cases, McGraw-Hill Publishing Co.
5. M. Ciampa, Security + Guide to Network Security Fundamentals, Cengage Learning
6. C. N. Madu, Management of New Technologies for Global Competitiveness, Jaico Publishing House

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

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▪ MCQs	30%
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Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

CO Statement (O6.5LMP252E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP252E02.1	3	1		3	2
O6.5LMP252E02.2	1	4	3	1	
O6.5LMP252E02.3	2	2	2	3	4
O6.5LMP252E02.4	3	4	3	2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP261E02: Event and Media Production & Logistics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP261E02.1 Get acquainted with theory and practice of event and media production and logistics management.
- O6.5LMP261E02.2 Develop understanding of event objectives in creating planning documents and execution of event production.
- O6.5LMP261E02.3 Design appropriate supplier and vendor support system for achieving event management goals.
- O6.5LMP261E02.4 Work with different stakeholders in event and media production and logistics management

Unit I

- 1.1 Event Management: Characteristics and Definitions
- 1.2 Analysis of The External Environment
- 1.3 Defining Service Provision Customers, Stakeholders and Gap Analysis
- 1.4 Analysis of The Internal Environment
- 1.5 Developing the Proposed Event Operations Management Model

Unit II

- 2.1 Event Design and Themes
- 2.2 Events Law and Administration
- 2.3 Health and Safety Requirements
- 2.4 Contingency Planning
- 2.5 Event Operations and Ethics

Unit III

- 3.1 Sponsorship and Fundraising
- 3.2 Event Co-ordination
- 3.3 Teamwork and Group Performance
- 3.4 Risk assessment and Risk Management
- 3.5 Role of IT in Event Operations Management

Unit IV

- 4.1 Detailed planning
- 4.2 Planning, product portfolios, and product and service development
- 4.3 Product development
- 4.4 Supply chain management Location management and choice Risk management for event managers

Unit V

- 5.1 Implementation and Delivery People Power – The Most Valuable Resource

- 5.2 Forecasting and Capacity Management
- 5.3 Scheduling and Time Management
- 5.4 Performance Evaluation
- 5.5 Awareness of Quality

Recommended texts and readings:

1. J. Allen, Time Management for Event Planners, Wiley
2. R. Johnston and G. Clark, Service Operations Management, Prentice Hall
3. B. Skinner and V. Rukavina, The Event Sponsorship, Wiley
4. J. Tum, P. Norton, J. N. Wright, Management of Event Operations, Oxford
5. C. Voss, C. Armistead, B. Johnston and B. Morris, B., Operations Management in Service Industries and the Public Sector: Texts & Cases Wiley

Notes:

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2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

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 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement	PO 1	PO 2	PO 3	PO 4	PO 5

(O6.5LMP261E02)					
O6.5LMP261E02.1	2			3	3
O6.5LMP261E02.2	3	2	3	1	2
O6.5LMP261E02.3	3	2	2	3	2
O6.5LMP261E02.4	1	2	2	2	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.5LMP262E02: Event and Media Research

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP262E02.1 Identify, formulate and analyze business problems for events and media
- 06.5LMP262E02.2 Understand qualitative, quantitative and mixed approaches to research
- 06.5LMP262E02.3 Understand the technical and ethical issues linked with the media research process
- 06.5LMP262E02.4 Appreciate the role of research in organizational decision making and business performance

Unit I

- 1.1 Criteria of Good Research and Ethical Issues in Research
- 1.2 Research Variables
- 1.3 Hypothesis Development
- 1.4 Literature Survey

Unit II

- 2.1 Business Research Design: Exploratory, Descriptive, and Causal Research
- 2.1 Experimental Research Design
- 2.3 Questionnaire Development
- 2.4 Rating and Ranking Scales
- 2.5 Reliability and Validity

Unit III

- 3.1 Techniques of Data Presentation
- 3.2 Data Collection Techniques
- 3.3 Primary and Secondary Sources of Data
- 3.4 Advantages and Disadvantages of Data Sources

Unit IV

- 4.1 Sampling Design
- 4.2 Sampling Errors
- 4.3 Data Preparation for Analysis
- 4.4 Data Analysis

Unit V

- 5.1 Research on Primary and Secondary Data
- 5.2 Statistical Analysis Using SPSS
- 5.3 Univariate and Bivariate Data Analysis
- 5.4 Multivariate Measures: Multiple Regression, Conjoint Analysis, Factor Analysis, Cluster Analysis and Analysis of Variance (ANOVA)
- 5.4 Structural Equation Modeling
- 5.5 Econometrics
- 5.6 Writing Research Reports

Recommended texts and readings:

1. N. Bajpai, Business Research Methods, Pearson Education
2. U. Sekaran and R. Bougie, Research methods for business: A Skill Building Approach, John Wiley and Sons Ltd.
3. D. R. Cooper, P. S. Schindler and J. K. Sharma, 2006, Business Research Methods, Tata McGraw Hill
4. C. R. Kothari, Research Methodology: Methods & Techniques, New Age International Publishers

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement	PO 1	PO 2	PO 3	PO 4	PO 5
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(O6.5LMP262E02)					
O6.5LMP262E02.1	3	2		3	
O6.5LMP262E02.2	2	2	2		
O6.5LMP262E02.3	3	2			2
O6.5LMP262E02.4				2	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP263E02: Leveraging IT and Cyber Media for Events

Periods/week	Credits	Max. Marks :100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP263E02.1 Develop an in-depth understanding of the unique aspects and challenges inherent in cyber media marketing
- O6.5LMP263E02.2 Apply cyber media marketing concepts and frameworks to formulate valuable solutions for service issues
- O6.5LMP263E02.3 Analyze the role of cyber media at different stages of event; pre, during and post the event
- O6.5LMP263E02.4 Develop a customer service-oriented mindset and appreciate the importance of customer satisfaction and service recovery.

Unit I

- 1.1 Introduction to Cyber Media and Social Media
- 1.2 Types of Social Media
- 1.3 The Impact of Social Media

Unit II

- 2.1 Tools for Effective Events Marketing
- 2.2 Developing Buzz by Engaging Prospects
- 2.3 Leveraging Interactive Content to Capture and Engage Prospects

Unit III

- 3.1 Use of IT and Cyber Media Before the Event
- 3.2 Increasing Visibility
- 3.3 Creating a Twitter List and Dedicated Twitter Stream
- 3.4 Developing Event Promotions and Hash Tag

Unit IV

- 4.1 Use of Cyber IT and Media During the Event
- 4.2 Setting Goals for Live Stream*-
- 4.3 Pre Planning Live Stream Content
- 4.4 Using FB Live, Instagram Live, Streaming Live on You Tube, Live Tweet

Unit V

- 5.1 Use of Cyber IT And Media After the Event
- 5.2 Potential Partners/Leads
- 5.3 Following Up on Various Channels

5.4 Direct Messaging

Recommended texts and readings:

1. J. Whittaker, *The Cyberspace Handbook (Media Practice)*, Routledge
2. J. Frechette and R. Williams, *Media Education for a Digital Generation*, Routledge
3. H. Leonard, *Event Marketing How to Successfully Promote Events, Festivals, Conventions and Expositions*, John Wiley & Sons Inc.
4. X. Li, *Emerging Media: Use/s and Dynamics*, Routledge
5. G. Masterman and E. H. Wood, *Innovative Marketing Communications: strategies for the events industry*, Elsevier/Heinemann, Oxford

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP263E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP263E02.1	3	2			3
O6.5LMP263E02.2	2		3	2	2
O6.5LMP263E02.3	3		2	3	3
O6.5LMP263E02.4	1	3	2	2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP264E02: Event Leadership and Team Building

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP264E02.1 Enhance their leadership and organizational skills through working with others and through the overall program planning process
- O6.5LMP264E02.2 Learn about budget management and the financial process of program planning including sponsorships, revenue generation, and working with fundraising boards
- O6.5LMP264E02.3 Understand a variety of marketing strategies including publicity and promotions
- O6.5LMP264E02.4 Understand the structural aspects of program planning including design, operations, and staffing patterns (recruitment and retention)

Unit I

- 1.1 Introduction to Event Management
- 1.2 Role of Team Formation in Event Management
- 1.3. Process and Stages of Organizing an Event
- 1.4. Criteria of Choosing Teams and Leaders for an Event
- 1.5. Criteria to Evaluate Performance of Team Leaders in Events

Unit II

- 2.1 Event Roles. Attributes and Leadership
- 2.2 Role of Leadership in Events
- 2.3 Leadership Theories and Relevance in Event Management
- 2.4 Leadership and Behavioral Issues for Events
- 2.5 Methods to Resolve Conflicts in Events

Unit III

- 3.1 Concept of Team Work in Event Management
- 3.2 Relevance of Team Formation for Events
- 3.3 Structure and Types of Teams for Events
- 3.4 Role of IT in Team Management for Events

Unit IV

- 4.1 Parameters of Team Performance in Events
- 4.2 Measures of Productivity
- 4.3 Team Effectiveness Mechanisms
- 4.4 Team Rewards and Appreciation Methods
- 4.5 Effective Strategies for Working with Groups

Unit V

- 5.1 Communication- Role in Event Management
- 5.2 Ethical Communication Channels Between Teams in Events
- 5.3 Managing Meetings in Organization
- 5.4 Informal Communication- Mode and Repercussions

Recommended texts and readings:

1. U. K. Haldar, Leadership and Team Building, Oxford University Press, Oxford
2. C. Mohan, Leadership and Management, Himalaya Publishing House
3. R. Hughes, R. C. Ginnett and G. J. Murphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

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 - Projects/Group Activities etc 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP264E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
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O6.5LMP264E02.1	3	2			3
O6.5LMP264E02.2	3		3	2	2
O6.5LMP264E02.3	2		1	3	2
O6.5LMP264E02.4	1	2	3	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

6.5LMP267E02: Decision Support Systems

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites:-

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP267E02.1	Understand the key concepts of decision support systems (DSS)
O6.5LMP267E02.2	Assess the various types of models & tools of DSS
O6.5LMP267E02.3	Apply the development & Implementation process of DSS.
O6.5LMP267E02.4	Integrate the advanced Techniques of DSS.

Unit I

- 1.1 Introduction to Decision Support Systems
- 1.2 Decisions and Decision Makers in organization
- 1.3 Characteristics, capabilities & Components of DSS
- 1.4 Database, Model base,
- 1.5 Communication subsystem & User – Classes of DSS.

Unit II

- 2.1 Group Decision Support and Groupware Technologies,
- 2.2 Executive Information Systems,
- 2.3 Expert Systems
- 2.4 Artificial Intelligence.

Unit III

- 3.1 Knowledge Engineering and Acquisition,
- 3.2 Machines That Can Learn,
- 3.3 The Data Warehouse & Data Mining
- 3.4 Data Visualization.

Unit IV

- 4.1 DSS hardware and software
- 4.2 DSS development tools – Yardsticks for choosing DSS software
- 4.3 Designing and Building Decision Support Systems,
- 4.4 Implementing and Integrating Decision Support Systems

Unit V

- 5.1 Intelligent Software Agents & Bots,

5.2 Decision Support in the Twenty-First Century.

5.3 Illustrative DSS applications – Portfolio Management – Human Resource Management, Marketing Decision Support System, Small Business Application, Manufacturing DSS.

5.4 Security of DSS

Recommended texts and readings:

1. G. M. Maracas, Decision Support Systems, Prentice Hall International
2. V. S. Janakiraman and K. Sarukesi, Decision Support Systems, Prentice Hall of India
3. R. H. Sprange, J. J. Huge and J. Watson, DSS-putting theory into practice, Prentice Hall International

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (O6.5LMP267E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP267E02.1	2		3		2
O6.5LMP267E02.2		2	2	2	
O6.5LMP267E02.3	3	2		3	3
O6.5LMP267E02.4	2			2	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP268E02: Data mining for Business Decisions

Periods/week

Credits

Max. Marks: 100

L:3 T:- P:-

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

Pre-requisites:-

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP268E02.1 Comprehend the functionality of the various data mining & data warehousing components.
- 06.5LMP268E02.2 Evaluate the strengths and limitations of various data mining and data warehousing models.
- 06.5LMP268E02.3 Differentiate the various approaches to data warehousing and data mining implementation
- 06.5LMP268E02.4 Utilize the techniques of warehousing and data mining systems for real- world applications.

Unit I

- 1.1 Introduction to Data Mining and Knowledge Discovery
- 1.2 Relation to Statistics and Databases
- 1.3 Data Mining Functionalities
- 1.4 Steps in Data Mining Process
- 1.5 Architecture of a Typical Data Mining System

Unit II

- 2.1 Classification of Data Mining Systems
- 2.2 Overview of Data Mining Techniques
- 2.3 Mining Association Rules in Large Databases
- 2.4 Classification and Prediction
- 2.5 Decision Tree Induction, Bayesian Classification

Unit III

- 3.1 Cluster Analysis-Introduction and Relevance in Mining Process
- 3.2 Clustering Methods-K Means
- 3.3 Partitioning and Hierarchical Methods
- 3.4 Clustering and Segmentation Software
- 3.5 Evaluating Clusters

Unit IV

- 4.1 Web Mining- Introduction & Terminologies
- 4.2 Categories of Web Mining-Web Mining Content & Structure

- 4.3 Web Mining Applications in Real World
- 4.4 Agent Based and Data Base Approaches of Mining
- 4.5 Web Mining Software

Unit V

- 5.1 Application of Data Mining- Introduction
- 5.2 Business Application of Data Mining-Risk Management & Targeted Marketing
- 5.3 Medical Applications – (Diabetic Screening)
- 5.4 Scientific Applications Using Data Mining
- 5.5 Recent Changes and Developments in the Concepts

Recommended texts and readings:

1. P. Adriaans, Data mining, Addison- Wesley
2. M. Dunham, Data Mining: Introductory and Advanced Topics, Prentice Hall
3. S. M. Weiss, Predictive data mining : a practical guide, Morgan Kaufmann
4. J. Han and M. Kamber, Data Mining: Concepts and Techniques, Morgan Kaufmann

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.
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▪ Minimum: 70 percent. Categorization for the same is:	
▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (O6.5LMP268E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O.5LMP268E02.1	2	3			3
O6.5LMP268E02.2	1		2	3	3
O6.5LMP268E02.3	3		3		2
O6.5LMP268E02.4	2	2		2	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP269E02: Information Security and Risk Management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites:-

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP269E02.1 Understand the key issues associated with protecting information assets
- O6.5LMP269E02.2 Determine the levels of protection and response to security incidents.
- O6.5LMP269E02.3 Evaluate the information security standards and policies and security management maintenance models.
- O6.5LMP269E02.4 Apply the tools & Techniques for maintenance of security of IT assets

Unit I

- 1.1 Critical Characteristics of information
- 1.2 Information System Components
- 1.3 Business Needs of Security
- 1.4 Attacks and Threats
- 1.5 Security Model

Unit II

- 2. 1 Law and Ethics in Information Security
- 2.2 Security Laws
- 2.3 International Laws and legal Bodies
- 2.4 Ethics and Information Security

Unit III

- 3.1 An Overview of Risk Management
- 3.2 Risk Identification and Assessment
- 3.3 Risk Control Strategy
- 3.4 Selecting a Risk Control Strategy
- 3.5 Quantitative Versus Qualitative Risk Control

Unit IV

- 4.1 Information Security Planning and Governance
- 4.2 Information Security Policy, Standards and Practices
- 4.3 Issue-Specific Security Policy (ISSP)
- 4.4 Systems-Specific Policy (Syse)
- 4.5 Policy Management

Unit V

- 5.1 Security Technology : Firewall and VPNs
- 5.2 Security Management Maintenance Models
- 5.3 Planning and Risk Assessment
- 5.4 Vulnerability Assessment and Remediation
- 5.5 Digital Forensics

Recommended texts and readings:

1. M. E. Whitman, Principals of Information Security, Cengage Learning
2. J. Vacca, Computer and Information Security Handbook, Morgan Kaufmann
3. M. Ciampa, Guide to Network Security Fundamentals, A press Publishers

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.
3. **Evaluation Policy:**

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statements (O6.5LMP269E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
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O6.5LMP269E02.1	3		2		3
O6.5LMP269E02.2	2	3		2	
O6.5LMP269E02.3		2	3		2
O6.5LMP269E02.4	2	1		2	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP270E02: Business Intelligence

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites:-

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP270E02.1	Understand the key issues associated with business intelligence
O6.5LMP270E02.2	Determine the platform, types and role of business intelligence
O6.5LMP270E02.3	Evaluate the business intelligence life cycle and Implementation
O6.5LMP270E02.4	Apply the tools of business intelligence.

Unit I

- 1.1 Definition, History and Evolution.
- 1.2 Difference between Information and Intelligence.
- 1.3 Defining Business Intelligence Value Chain.
- 1.4 Segments and factors of Business Intelligence systems.
- 1.5 Real time Business Intelligence and Applications.

Unit II

- 2.1 Creating Business Intelligence Environment and Landscape,
- 2.2 Types of Business Intelligence,
- 2.3 Business Intelligence Platform,
- 2.4 Dynamic roles in Business Intelligence,
- 2.5 Roles of Business Intelligence in Modern Business.

Unit III

- 3.1 Multiplicity of Business Intelligence Tools,
- 3.2 Types of Business Intelligence Tools,
- 3.3 Modern Business Intelligence
- 3.4 The Enterprise Business Intelligence,
- 3.5 Information Workers

Unit IV

- 4.1 Business Intelligence Lifecycle,
- 4.2 Enterprise Performance Life Cycle (EPLC)
- 4.3 Framework Elements and Life Cycle Phases,
- 4.4 Human Factors in BI Implementation,

Unit V

- 5.1 Implementing a Business Intelligence Solution,
- 5.2 Uses and Advantages of BI,
- 5.3 Limitations of Business Intelligence,

- 5.4The Big Four Business Intelligence vendors
- 5.5Business Intelligence Issues and Challenges

Recommended texts and readings:

1. E. Turban, R. Sharda, J. E. Aronson and D. King, Business Intelligence: A Managerial Approach, Prentice Hall
2. C. Howson, Successful Business Intelligence, Morgan Kauffman Publisher

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.
3. **Evaluation Policy:**

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 - Subjective (Short/Long) 40%
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Course Articulation Matrix

CO Statements (O6.5LMP270E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP270E02.1	3		2		3
O6.5LMP270E02.2	2	3		2	
O6.5LMP270E02.3		2	3		2
O6.5LMP270E02.4	2	1		2	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP255E02: Quality Assurance for Healthcare-II

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP255E02.1 Understand the most important issues when planning and evaluating Quality Assurance for Healthcare
- O6.5LMP255E02.2 Evaluate appropriate theories and models with practical information to make better decisions regarding Quality in Healthcare
- O6.5LMP255E02.3 Prepare plans for accreditation process
- O6.5LMP255E02.4 Develop decisions-making skills when it comes to quality assurance and quality control

Unit I

- 1.1 Evolution of Healthcare Systems and Quality
- 1.2 Patient Safety Issues on Quality Management
- 1.3 Validation vs. Verification
- 1.4 Healthcare and Quality Implications

Unit II

- 2.1 Statistical Process Control (SPC)
- 2.2 SQC vs. SPC
- 2.3 Audit and its Types
- 2.4 Return on Investments on Quality

Unit III

- 3.1 Value Stream Mapping
- 3.2 Overall Equipment Effectiveness
- 3.3 Effect of Patient Safety Issues on Quality
- 3.4 Incentive Payments for Quality Healthcare

Unit IV

- 4.1 Failure Mode and Effect Analysis
- 4.2 Principles and Tools for Quality
- 4.3 Understanding Regulator Requirements
- 4.4 Standards of Accreditation of Health Care Entities

Unit V

5.1 Management Oriented Chapters NABH

5.2 Other NABH Standards

5.3 Risk Management and Contingency Planning

5.4 Applications of Quality Improvement Strategies, Philosophies and Techniques

Recommended texts and readings:

1. U. Manjunath, 2012, Total Quality Service in Healthcare, McGraw Hill
2. J. Sandars, 2009, ABC of Patient Safety, BMJ Books
3. Hospital Information Control Guidelines, 2020, ICMR: A handbook
4. Fire Safety and NABH- A Guide available at https://www.nabh.co/Images/PDF/Fire_Safety_NABH.pdf

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Course Articulation Matrix

CO Statement (6.5LMP255E02)	PO 1	PO 2	PO 3	PO 4	PO 5
6.5LMP255E02.1	2	2	1	3	2
6.5LMP255E02.2		2	3	2	
6.5LMP255E02.3	3		3		3
6.5LMP255E02.4		3		3	

1. Evaluation Policy:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will

carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP256E02: Healthcare Marketing and Medical Tourism

Periods/week	Credits	Max. Marks:100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP256E02.1 Apply marketing function in health care organizations without conflicting the professional ethics of the clinical professions and ultimately aiming as customer satisfaction
- 06.5LMP256E02.2 define the Market, targeting, focus everything from customer point of view and be customer oriented through consumer analysis and awareness creation
- 06.5LMP256E02.3 Develop an understanding of the quality issues and general Customer Services
- 06.5LMP256E02.4 Gain an insight on medical tourism industry and management of health tourism services

Unit I

- 1.1 Introduction to Healthcare Marketing and Medical Tourism
- 1.2 Design of health care service products
- 1.3 Medical tourism in India
- 1.4 Medical Tourism-Conceptual framework of medical tourism-WHO
- 1.5 Challenges in Practicing Marketing in Healthcare Industry

Unit II

- 2.1 Developing a Marketing Plan
- 2.2 Healthcare Marketing Environment
- 2.3 Healthcare Market Research
- 2.4 Market analysis of Medical Tourism Destinations
- 2.5 Factors affecting Medical Tourism

Unit III

- 3.1 Implementing a Marketing Plan
- 3.2 Healthcare Product and Service Offerings
- 3.3 Pricing Strategies and Decisions
- 3.4 Segmentation, Targeting and Positioning
- 3.5 Marketing Strategies in Healthcare Organizations

Unit IV

- 4.1 Understanding Healthcare's Customers
- 4.2 Creating Valued Customer Relationships
- 4.3 Referral Networks and Facilitators
- 4.4 Patient Flows and Processes, the Healing Environment

4.5 Customer Service and the Patient Experience management

Unit V

- 5.1 Promotion of Healthcare Services
- 5.2 Branding and Brand Loyalty in Healthcare
- 5.3 Public Relations and Social Media
- 5.4 Healthcare Marketing Ethics
- 5.5 Trends in Health care sector

Recommended texts and readings:

1. E. N. Berkowitz, Essentials of Health care Marketing, JB learning
2. J. F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion, Health Administration Press
3. M. K. Todd, Medical Tourism Business Development, Kindle books
4. G. D. Kunder, How to Market Your Hospital Without Selling Your Philosophy, Prism Books Pvt. Ltd.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.
3. **Evaluation Policy:**

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 - Subjective (Short/Long) 40%
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 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP256E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP256E02.1	2	3			3

O6.5LMP256E02.2	2		3	2	
O6.5LMP256E02.3	3	1	2		2
O6.5LMP256E02.4		2	2	3	

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP257E02: HR Practices in Healthcare

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP257E02.1	Understand the importance of human resources and its functions in organizations
O6.5LMP257E02.2	Formulate human resources policies and practices for achievement of organization's strategic goals.
O6.5LMP257E02.3	Understand the role of analytics in human resource management
O6.5LMP257E02.4	Analyze the role of international human resource practices

Unit I

- 1.1 Challenges of human resource management (HRM) in healthcare
- 1.2 Linkage between HRM and strategic goals
- 1.3 HR philosophy, practices and policies in healthcare sector
- 1.4 Careers in healthcare sector

Unit II

- 2.1 Critical aspects of human resource planning
- 2.2 Job Analysis, recruitment and selection
- 2.3 Training and development for role efficacy
- 2.4 Work profiles in healthcare sector

Unit III

- 3.1. Designing Performance appraisal (PA) for healthcare sector
- 3.2 Traditional and innovative methods of PA
- 3.3 Performance management
- 3.4 Job evaluation
- 3.5 Compensation and benefit management

Unit IV

- 4.1 International human resource management
- 4.2 Theories of cultural analysis
- 4.3 Managing cross cultural teams
- 4.4 Working global healthcare organizations
- 4.5 HR aspects in mergers and acquisitions
- 4.6 Cultural intelligence and impact on work

Unit V

- 5.1 Strategic human resource management
- 5.2 Core aspects of HR analytics

- 5.3 HR analytics for performance evaluation,
- 5.4 HR analytics staffing
- 5.5 Talent management in healthcare sector

Recommended texts and readings:

1. R.M. Hodgetts, International Management, Tata McGraw Hill
2. G. Dessler and B. Varrkey, Human Resource Management, Pearson Education
3. J.A. Mello, Strategic Human Resource Management, Cengage Learning
4. R. M. Hodgetts, F. Luthans, & J. Doh, International Management: Culture, Strategy and Behavior, Tata McGraw Hill
5. R. Soundararajan and K. Singh, winning on HR Analytics: Leveraging Data for Competitive Advantage. Sage Publications
6. J. Fitz-enz, The New HR Analytics: Predicting the Economic Value of Your Company’s Human Capital Investments, Amacom

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. **Evaluation Policy:**

The evaluation will include two types of assessments:

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▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP257E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP257E02.1	3	2		2	
O6.5LMP257E02.2		3	2		3
O6.5LMP257E02.3	2	1		3	1
O6.5LMP257E02.4	3	2	3		2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP258E02: Health Insurance

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

- O6.5LMP258E02.1 Get acquainted with theory and practice of health insurance products development and management.
- O6.5LMP258E02.2 Develop understanding of health insurance products since inception to final results.
- O6.5LMP258E02.3 Design appropriate health insurance products while understanding the social and financial system in India.
- O6.5LMP258E02.4 Work with different stakeholders in claim management and other redressal system including arbitration.

Unit I

- 1.1 IRDA and Insurance in India,
- 1.2 Insurance Ecosystem in India and insurance companies. Compliance and Risk management in Insurance Products
- 1.3 Life and Non-life insurance
- 1.4 Insurance & Marketing
- 1.5 Managed Care Organizations

Unit II

- 2.1 Understanding working of Insurance companies
- 2.2 Fundamental Principles to Health Insurance
- 2.3 Types of Health Insurance policies.
- 2.4 Insurance product pricing and management in insurance companies.
- 2.5 NBFCs and Insurance Companies

Unit III

- 3.1 Social and micro insurance schemes, rules and regulations
- 3.2 Provisions, benefits and rating techniques methods of funding of health insurance.
- 3.3 Taxation provisions for health insurance
- 3.4 Other aspects related to health insurance

Unit IV

- 4.1 Concept and classification of claims,
- 4.2 Claims management procedure and system for different types of claims
- 4.3 Role of Intermediaries and surveyor,
- 4.4 Importance of investigations and role of Investigators

Unit V

- 5.1 Regulatory and legal aspects of Health Insurance claims management
- 5.2 Relevance of different claim-documents
- 5.3 Disputed and complicated claims
- 5.4 Grievance redressal mechanism including reference to arbitration

Recommended texts and readings:

- 1. B. J. Kenneth and H. Skipper, Life and Health Insurance, 13th Edition, Pearson Indian Economy Edition,
- 2 H. D. Skipper and K. Black, Life & Health Insurance, Pearson Education
- 3 G. Rejda, Principles of Risk Management and Insurance, Pearson Education
- 4. P. Kshitij, Medclaim and Health Insurance, Prabhat Prakashan
- 5. P.C. James, Understanding Insurance of Health, PCJ Value Media Pvt. Ltd.

Notes:

- 1. Only latest available editions of the above books are recommended.
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement	PO1	PO2	PO3	PO4	PO5
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(O6.5LMP258E02)					
O6.5LMP258E02.1	3		2	2	
O6.5LMP258E02.2	2	3	3		1
O6.5LMP258E02.3			2	3	
O6.5LMP258E02.4	3	2			3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP237E02: Managing Corporate Entrepreneurship

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective
Course Outcomes:

By the end of the course a student should be able to:

- O6.5LMP237E02.1. Understand corporate entrepreneurship and innovation
- O6.5LMP237E02.2. Develop an in-depth understanding of the organizational processes and culture to encourage corporate entrepreneurship
- O6.5LMP237E02.3. Formulate strategies and plans conducive to Intrapreneurship
- O6.5LMP237E02.4. Appreciate the role of innovation and corporate policies in dynamic business environment for managing corporate entrepreneurship

Unit I

- 1.1 Defining the Corporate Entrepreneur
- 1.2 Difference between an Entrepreneur and Corporate Entrepreneur
- 1.3 The Role of Corporate Entrepreneurship in the Current Organizational and Economic Landscape
- 1.4 Innovations in the Corporate World: Reason, Strategy and Opportunities
- 1.5 Business Selection

Unit II

- 2.1 Corporate Incubators as Facilitators of Entrepreneurial Performance
- 2.2 Funding Requirements
- 2.3 Treatment of Risks
- 2.4 Venture Capital

Unit III

- 3.1 Behavioral Aspects of Corporate Entrepreneurship
- 3.2 How to Succeed as an Intrapreneur
- 3.3 Selecting, Evaluating and Compensating Corporate Entrepreneurs
- 3.4 Building the Climate for Intrapreneurship

Unit IV

- 4.1 The Process of Intrapreneurship- Locating the Venture in the Organization
- 4.2 Organizing and Controlling the Venture
- 4.3 Constraints on Entrepreneurial Performance Outcomes
- 4.4 Intrapreneurship vs. Buyouts, Mergers and Acquisitions

Unit V

- 5.1 Ethical Issues in Intrapreneurship
- 5.2 Intrapreneurship and KPIs
- 5.3 Technology Push vs. Technology Pull
- 5.4 Framework for Sustainable Entrepreneurship

Recommended texts and readings:

1. V. Sathe, Corporate Entrepreneurship: Top managers and New Business Creation, Cambridge
2. D. F. Kuratko, Corporate Entrepreneurship and Innovation, Cengage Learning
3. R. Wolcott and M. Lippitz, grow from within – Mastering Corporate Entrepreneurship and Innovation, McGraw Hill Education

Notes:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP237E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP237E02 .1	2	3			
O6.5LMP237E02 .2	3	3	2	3	1
O6.5LMP237E02 .3		1		2	3
O6.5LMP237E02 .4	2	2	2	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP238E02: Planning and Structuring New Venture

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course a student should be able to:

- 06.5LMP238E02.1. Get acquainted with theory and practice of new venture management
- 06.5LMP238E02.2. Develop understanding of how to carry- out a new venture planning from start to finish to get results.
- 06.5LMP238E02.3. Design appropriate business plan to meet the contemporary need of a new venture.
- 06.5LMP238E02.4. Work with different stakeholders in generating revenue, profits and growth.

Unit I

- 1.1 New Ventures Identification
- 1.2 Source and Techniques of Idea Generation
- 1.3 Imagination and Creativity for Entrepreneurial Intellect
- 1.4 Role of Technology in Creating and Changing Business Aspects

Unit II

- 2.1 Eco System to Set off New Ventures
- 2.2 Inorganic Growth: Advantages of Acquiring an Existing Venture
- 2.3 Value Creation and Assessment of Key Issues
- 2.4 Evaluating the Opportunities
- 2.5 Laws Concerning Creation of New Ventures

Unit III

- 3.1 Legal System for Protection and Promotion of New Venture in India
- 3.2 Intellectual Property Rights, Patents, Trademarks and Copyrights
- 3.3 Processes and Procedures for Getting Patents, Trademarks and Copyrights
- 3.4 Organization Structure: Sole Proprietorship, Partnership, Limited Liability Partnership (LLP) and Company

Unit IV

- 4.1 Business Planning New Ventures: Concept and Development of a Business Plan
- 4.2 Elements for Developing an Acceptable Business Plan, Executive Summary
- 4.3 Aspects of Business: Finance, Marketing, Human Resource Management
- 4.4 Operations Management in Developing a Sustainable Business Plan and Strategy for Future

Unit V

- 5.1 Financing New Venture: Criteria for Evaluating New Venture Proposals
- 5.2 Stages in Financing New Ventures
- 5.3 Sources of Financing Indian Entrepreneurs: Bank, State Financial Corporation's (SFs), Angel Investors, Business Incubators and Facilitators Government Policies
- 5.4 Marketing New Venture

Recommended texts and readings:

1. S. Spinelli and R. Adams, New Venture Creation: Entrepreneurship for the 21st Century, McGraw Hill
2. K. R. Allen, Launching New Ventures: An Entrepreneurial Approach, Cengage Publishing
3. [A. Zacharakis](#), W. D. Bygrave and [A. C. Corbett](#), Entrepreneurship, Wiley Publication
4. P. Forsyth, Business Planning: Enterprise, Wiley Publication

Notes:

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 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP238E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP238E02.1	2			3	2
O6.5LMP238E02.2	3	2	3	3	1
O6.5LMP238E02.3	2	3	2	2	3
O6.5LMP238E02.4	1	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP239E02: Social Entrepreneurship

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course a student should be able to:

- O6.5LMP239E02.1. Understand the concept of social entrepreneurship and how it is transforming society and making social impact
- O6.5LMP239E02.2. Be effective in their social entrepreneurial pursuits to address social problems
- O6.5LMP239E02.3. Develop solutions to societal problems
- O6.5LMP239E02.4. Manage, measure and scale up social ventures.

Unit I

- 1.1 Background & Overview of Social Entrepreneurship
- 1.2 Historic Social Entrepreneurs
- 1.3 How Social Entrepreneurship Works
- 1.4 Social Entrepreneurship v/s Other Models of Change
- 1.5 SE Landscape in India

Unit II

- 2.1 Identification of Social Problems
- 2.2 Discovering Opportunities
- 2.3 Lean Startup
- 2.4 Developing a Business model and Feasibility Analysis

Unit III

- 3.1 Understanding Customer and Building Market
- 3.2 Creating USP through Innovation
- 3.3 Mobilizing Funds and Building Financial Sustainable Model
- 3.4 Social Investment and Strategy

Unit IV

- 4.1 Registration of a Firm
- 4.2 Scaling up of Social Enterprise and its Impact
- 4.3 Forming Alliances, Partnership and Creating Network
- 4.4 Statutory Requirements and Legal Compliances

Unit V

- 5.1 Measuring and Managing Performance
- 5.2 Challenges of Social Entrepreneurship
- 5.3 Social Entrepreneurship as a Tool for Social Change
- 5.4 Being a Change Maker by using Social Entrepreneurship Strategy

Recommended texts and readings:

1. A. Nicholls (Ed.), Social entrepreneurship new models of sustainable social change, Oxford University Press
2. D.H. Holt, Entrepreneurship new venture creation, New Delhi: Prentice Hall of India,
3. C.K. Prahalad, Fortune at the bottom of the pyramid, eradicating poverty through profits, Wharton school Publishing
4. E. Tania, The new pioneers: sustainable business success through social innovation and social entrepreneurship,; Wiley

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.
3. **Evaluation Policy:**

The evaluation will include two types of assessments:

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Course Articulation Matrix

CO Statement (O6.5LMP239E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP239E02.1		3	2		
O6.5LMP239E02.2	2	3	3		
O6.5LMP239E02.3		2		2	
O6.5LMP239E02.4	3		1		2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP240E02: Technology Entrepreneurship

Periods/week

Credits

Max. Marks: 100

L:3 T:- P:-

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course a student should be able to:

- O6.5LMP240E02.1 Understand the key issues associated with technology entrepreneurial ventures.
- O6.5LMP240E02.2 Evaluate the capabilities and tools required to exploit each stage of the entrepreneurial process in a science and technology context.
- O6.5LMP240E02.3 Analyze key components of a successful business model for any science and technology-based venture.
- O6.5LMP240E02.4 Develop and Pitch a business plan to take a science-/technology-based product/service to market

Unit I

- 1.1 Technology Entrepreneurship: New Technology Ventures, Trends, Opportunities, Challenges
- 1.2 Five Pillars of Technology Entrepreneurship
- 1.3 Technology Commercialization

Unit II

- 2.1 Innovation and Diffusion of Technology Products
- 2.2 Idea Generation, Opportunity Identification and Creation
- 2.3 Evaluating a Business Idea
- 2.4 Industry Analysis and Feasibility Overview
- 2.5 New Product Development
- 2.6 First Customer and Adoption Patterns

Unit III

- 3.1 Legal Structure and Intellectual Property Issues
- 3.2 Raising Capital – Financing the Venture
- 3.3 Assembling Human Resources
- 3.4 Developing Teams and Building the Organization

Unit IV

- 4.1 Marketing of Technological Products
- 4.2 Networking
- 4.3 Distribution of Technologies

Unit V

- 5.1 Managing Growth – Venture management and Leadership
- 5.2 Exit – Valuing and Exiting the Venture
- 5.3 Developing a Technology Business Plan

5.4 Pitching a New Venture and Negotiation

Recommended texts and readings:

1. T. N. Duening, R. A. Hisrich and M, A. Lechter, Technology Entrepreneurship: Taking Innovation to the Marketplace, Academic Press
2. N. Evers, J. Cunningham and T. Hoholm, Technology Entrepreneurship: Bringing Innovation to the Marketplace, Palgrave

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP240E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP240E02.1		3			
O6.5LMP240E02.2	2		3		
O6.5LMP240E02.3				2	3
O6.5LMP240E02.4				3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP273E02: E- Waste Management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- 06.5LMP273E02.1. Appreciate the magnitude of e-waste generation
- 06.5LMP273E02.2. Sensitize ICT users for efficient e-waste management
- 06.5LMP273E02.3. Design organizational systems for managing e-waste
- 06.5LMP273E02.4. Analyze the impact of e waste management on firm value.

Unit I

- 1.1 Digitization and its Global Impact
- 1.2 Trends in Growth of E Waste
- 1.3 Types of E Waste
- 1.4 Characteristics of E Waste
- 1.5 Laws Governing E Waste Management

Unit II

- 2.1 Role of E Commerce
- 2.2 Consumer Behavior for ICT and Electrical and Electronic Equipment (EEE)
- 2.3 Expanding ICT and EEE Networks
- 2.4 Pricing of ICT and EEE

Unit III

- 3.1 Nature of E Waste
- 3.2 Impact on Public Health
- 3.3 Impact on Soil, Air and Water
- 3.4 Potential Value of E Waste
- 3.5 Urban Mining and Extraction of E Waste

Unit IV

- 4.1 Life Cycle of EEE into E Waste
- 4.2 Common E Waste Management Scenarios
- 4.3 Official Take-back Systems
- 4.4 Govt. Regulations for E Waste

Unit V

- 5.1 Recycling and Refurbishing
- 5.2 Product Stewardship for EEE
- 5.3 Business Models for E Waste Recycling
- 5.4 Profitability from E Waste (Exports, Redesigning etc.)

Recommended Texts and Readings:

1. B. C. P. Forti, V. Kuehr and R. Stegmann, Quantities, Flows, and Resources, *The Global E-waste Monitor*, United Nations University
2. R.M. Harrison, *Electronic Waste Management*, Royal Society of Chemistry
3. D.M. Barkch, *e-waste*, Abdo Publishing

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP273E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP273E02.1	3	3		3	2
O6.5LMP273E02.2	3	2	3	3	3
O6.5LMP273E02.3	3	3	2	3	3
O6.5LMP273E02.4	3	3	1	3	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP274E02: Entrepreneurship in Waste Management

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP274E02.1. Understand entrepreneurship opportunities in waste management
- O6.5LMP274E02.2. Get enthused towards social entrepreneurship and micro entrepreneurial opportunities.
- O6.5LMP274E02.3. Imbibe functional inputs regarding (marketing, finance, human resources) for small businesses
- O6.5LMP274E02.4. Develop business models for entrepreneurship with social benefits.

Unit I

- 1.1 Concept of Entrepreneurship
- 1.2 Characteristics of Entrepreneurs
- 1.3 Factors Influencing Entrepreneurship
- 1.4 Role of Entrepreneurs in Economic Growth

Unit II

- 2.1 Idea Generation and Innovation
- 2.2 Creativity and Risk Taking
- 2.3 Entrepreneurial Perspectives on Waste Management
- 2.4 Systems Thinking for Waste Management Efforts

Unit III

- 3.1 Idea Processing and Selection
- 3.2 Micro Resource Enterprise
- 4.3 Managing Infrastructure and Operations
- 4.4 Organizing Finances
- 4.5 Developing Waste Warriors: Human Resources

Unit IV

- 4.1 Govt. Incentives for Waste Entrepreneurship
- 4.2 Role of Financial Institutions
- 4.3 Developing a Business Plan
- 4.4 Value Chain Analysis

Unit V

- 5.1 Role of ICT in Waste Entrepreneurship
- 5.2 ICT based Business Models
- 5.3 Challenges in Entrepreneurship
- 5.4 Scale up Opportunities

Recommended Texts and Readings:

1. C.B. Gupta, Entrepreneurship Development, Sultan Chand and Sons

2. V. Desai, Dynamics of Entrepreneurship Development, Himalaya Publishing House,
3. P.M. Charantinath, Entrepreneurship Development and Small Business Enterprises, Pearson Publication
4. S.B. Srivastava, A Practical Guide to Industrial Entrepreneurs, Sultan Chand and Sons
5. P. Udai and T.V. Rao, Developing Entrepreneurship, Sanjiv Printers
6. P. Drucker, Innovation and Entrepreneurship, Heinemann
7. D. Goleman, Ecological Intelligence – The hidden impact of what we buy, Broadway

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

4. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP274E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP274E02.1	3	2	2	3	3
O6.5LMP274E02.2	2		3	3	2
O6.5LMP274E02.3	3	3	2	3	3
O6.5LMP274E02.4	3	3		3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP275E02: Reclamation, Remediation and Capping

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP275E02.1 Appreciate the importance of reclamation and remediation of waste
- O6.5LMP275E02.2 Analyze the contamination levels before reclamation
- O6.5LMP275E02.3 Understand the various aspects of landfill reclamation
- O6.5LMP275E02.4 Apply multi criteria decision analysis to remediation options.

Unit I

- 1.1 Contamination of Waste
- 1.2 Risk and Exposure at Contaminated Site
- 1.3 Factors Influencing Contamination
- 1.4 Sample Collection for Risk Analysis

Unit II

- 2.1 Waste Management Technologies
- 2.2 Eco Friendly Strategies
- 2.3 Bioremediation Technologies
- 2.4 Microbial Bio-remediation, Myco-remediation, Phyto Remediation

Unit III

- 3.1 Waste Lands-Classification and Reclamation
- 3.2 Use of waste as Filling, Material in Land Reclamation
- 4.3 Sample Check Points
- 4.4 Scenario Development for Land Reclamation

Unit IV

- 4.1 Soil Resources and Bio Remediation
- 4.2 Soil Restoration and Night Soil Management
- 4.3 Classification of Soil Remediation Technologies
- 4.4 Remediation of Water and Air

Unit V

- 5.1 Multi Criteria Decision Analysis Approach
- 5.2 Methodological Processes and Criteria Options
- 5.3 Identification and implementation of waste options/alternatives
- 5.4 Cost and Benefit Analysis of the Options

Recommended Texts and Readings:

1. J.R. Guerriero, Landfill Reclamation and Its Applicability to Solid Waste Management. Landfill Reclamation Conference
2. H.D. Sharma and K.R. Redd, Geo-environmental engineering: site remediation, waste Containment and emerging waste management technologies, Wiley, Hoboken
3. S.N. Singh and R.D. Tripathi, Environmental bioremediation technologies, Springer

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

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 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP275E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP275E02.1	2	2		3	2
O6.5LMP275E02.2	3	3		3	2
O6.5LMP275E02.3	3	3	1	3	3
O6.5LMP275E02.4	3	3	2	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP276E02: Water Security

Periods/week

Credits

Max. Marks : 100

L:3 T:- P: -

3

Continuous Evaluation: 30

Duration of Examination: 3 Hrs

End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP276E02.1 Get oriented in reducing the use of water and improving the quality of waste water
- O6.5LMP276E02.2 Employ advanced methods for waste water treatment
- O6.5LMP276E02.3 Appreciate the importance of water quality monitoring
- O6.5LMP276E02.4 Adopt sampling techniques and laboratory techniques of water quality analysis.

Unit I

- 1.1 Overview of Water Security
- 1.2 Inequitable Distribution of Water
- 1.3 Causes and Consequences of Water Contamination
- 1.4 Individual and Community Responsibility Towards Water Management

Unit II

- 2.1 Waste Water Production and Disposal
- 2.2 Role of Municipal Bodies in Treating Waste Water
- 2.3 Conventional Waste Water Treatment (from STP to ETP)
- 2.4 Used Water Treatment at Homes, Small Organizations and Communities

Unit III

- 3.1 Technologies for Waste Water Management
- 3.2 Primary, Secondary and Tertiary Treatment of Water
- 4.3 Biological Nutrient Removal Systems
- 4.4 Eco-friendly Technologies

Unit IV

- 4.1 Water Conservation and Restoration; Lessons from the Past
- 4.2 Rain Water Harvesting, Flood Management, Urban Watershed etc.
- 4.3 Community Responsibility for Water Conservation
- 4.4 Govt.'s Role in Water Conservation

Unit V

- 5.1 Importance of Water Monitoring
- 5.2 Water Sampling Techniques
- 5.3 Water Analysis Parameters
- 5.4 Monitoring and Testing of Soil

Recommended Texts and Readings:

1. B. Lankford, K. Bakker, M. Zeitoun and D. Conway, Water Security: Principles, Perspectives and Practices, Routledge
2. J. Singh and A.L. Ramanathan, Solid Waste Management - Present and Future Challenges, I K International Publishing House Pvt. Ltd.
3. J. Pichel, Waste Management Practices, CRC Press

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.
4. **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Projects/Group Activities etc 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP276E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP276E02.1	3	2		3	1
O6.5LMP276E02.2	3	3	2	3	2
O6.5LMP276E02.3	2	3	2	3	2
O6.5LMP276E02.4	3	3	2	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP279E02: Strategic Airport Planning and Enterprise

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|---|
| 06.5LMP279E02.1 | Understand the growth and development of various components related with aviation |
| 06.5LMP279E02.2 | Gain the technical knowledge related with airport design |
| 06.5LMP279E02.3 | Gather information related to planning and designing the terminal area and ATC aids |
| 06.5LMP279E02.4 | Analyze the role and scope of activities of the airport enterprise |
| 06.5LMP279E02.5 | Develop awareness in to the non-aviation services |

Unit I

- 1.1 Introduction – Growth of air transport, Airport organization and associations,
- 1.2 Classification of airports airfield components, Air traffic Zones and approach areas.
- 1.3 Context of Airport system planning – Development of Airport Planning process –
- 1.4 Ultimate consumers – Airline decision – Other Airport operations.

Unit II

- 2.1 Airport characteristics related to airport design –
- 2.2 Components Size, turning radius, & speed,
- 2.3 Capacity and delay: Factors affecting capacity,
- 2.4 Determination of runway capacity related to delay, gate capacity, and taxiway capacity.

Unit III

- 3.1 Airport planning and surveys: Runway length and width, sight distances, longitudinal and transverse, runway intersections, taxiways, clearances, aprons, numbering, holding apron.
- 3.2 Planning and design of the terminal area: Operational concepts, space relationships and area requirements, noise control, vehicular traffic and parking at airports.
- 3.3 Air traffic control and aids: Runways and taxiways markings, day & night landing aids,
- 3.4 Airport lighting and other associated aids.

Unit IV

- 4.1 The role and scope of activity of the Airport Enterprise –
- 4.2 The economic impact on countries and regions – the main governance patterns in the airport business
- 4.3 The International path of evolution in the airport business – Airport transport value chain – Air enterprises – two primary actors in the air transport value chain – Skipping peripheral positions in the value chain.
- 4.4 Rise of airport marketing for the aviation related business –Airport revenue management – Airport alliances

Unit V

- 5.1 The Development of the Non-Aviation – Related value Proposition.
- 5.2 Evolution of traditional Airport – Evolutionary patterns for airport enterprises – Commercial Airport Philosophy – tourist and conference service – logistic services – property management – consulting services – BAA and the non-aviation business – best airport in the world:
- 5.3 The case of Singapore Airport – Role and meaning of loyalty for a service company – Bench marking airline experience –
- 5.4 Customer relational link – benefits from ALPS implementation of ALPS

Recommended Text and Readings

1. R.H. Wood. and J. Sanderson, Aviation Safety Programs A Management Hand Book
2. G.G. Dess and A. Mille, Strategic Management, McGraw Hill
3. R. Saxena, Marketing Management, Tata McGraw Hill
4. P.R. Catori, International Marketing, Irwin McGraw Hill

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.
3. **Evaluation Policy:**

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 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP279E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP279E02.1	3	2		3	2

O6.5LMP279E02.2	2	2	3	1	2
O6.5LMP279E02.3	2	1	2	3	
O6.5LMP279E02.4	3	2	3	2	2
O6.5LMP279E02.5	3	2		2	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP280E02: Air Traffic Control

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP280E02.1 Understand the role of human interventions in air traffic control
- O6.5LMP280E02.2 Acknowledge the need of information processing, decision making and judgement in ATC
- O6.5LMP280E02.3 Gauge the importance of communication in controlling air traffic
- O6.5LMP280E02.4 Learn the functionality of human machine and navigation systems
- O6.5LMP280E02.5 Device strategies to manage stress

Unit I

- 1.1 Human factors in Air traffic Control –
- 1.2 Temporal progress in Human Factors in ATC –The circumstances – Background Details – The Human Factors –Preventive measures.
- 1.3 Nature of Human Error: Shell model –Modeling Error –Engineering ,Interactive Information Processing
- 1.4 Levels of Behavior – Skill based, Rule Based, Knowledge based – Violations –
- 1.5 Decision Making– Action – nature of Intended action –
- 1.6 Managing Human error – Individual blame or systemic causal factors.

Unit II

- 2.1 Information processing – Sensation and sensory memory – Perception – Detection – Attention – Recognition –
- 2.2 Decision Making and response selection – the visual system – visual sensation, perception, cognition, imagery –
- 2.3 Visualization in air traffic control. Auditory cognition – Spatial Orientation – Situation awareness – Mental Models –
- 2.4 Decision making and Judgment – Cognitive aspects – attitudinal behavioral aspects – selection and training

Unit III

- 3.1 Introduction – Communication distortion, expectancy, Noise and masking – Interruption –
- 3.2 Listening – Selecting – Attending – Understanding –
- 3.3 Non-verbal communication – Touch –Body Language –
- 3.4 Communication in the ATC environment – communicating within groups – to solve problems – gate keeping – mediating – Criticism – Leadership – Team Building – Stress reduction – Self-development and learning –
- 3.5 Communication style – teams and Team work –Teams – Conformity – Compliance – Group decision making – group polarization – group think – cultural influences – Team roles – Working with other teams.

Unit IV

- 4.1 Procedures – Circumstances – Background details –
- 4.2 The Human factors – preventive measures –Checklists – Software display.

- 4.3 Human machine systems – operational complexity versus Functional capability –
- 4.4 Future changes in the controlling environment – navigation: GNSS and free flight – surveillance: ADS and ADS-B – Other
- 4.5 Human Factor issues in the CNS environment – Design and development – training – licensing

Unit V

- 5.1 Stress – causes of stress – noise and vibration – stress recognition –
- 5.2 Stress management – Estimating stress levels –
- 5.3 Changing Attitudes and behavior – Post traumatic stress disorder –
- 5.4 Sleep and fatigue – Mental performance – psychological problems – performance changes –
- 5.5 Safety management

Recommended Texts and Readings

1. B. Strauch, Investigating Human Error, Ashgate Publishing Ltd.
2. H. Eibfeldt, M. C.Heil and D. Broach, The ATM System, Ashgate Publishing Ltd.
3. G. Edkins. and P. Pfister, Innovation and Consolidation in Aviation, Ashgate Publishing Ltd.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:

▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP280E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP280E02.1	3	1	2	3	
O6.5LMP280E02.2	1	4	3	1	
O6.5LMP280E02.3	3		2		4
O6.5LMP280E02.4	3	4	3	2	2
O6.5LMP280E02.5	2	3	3	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP281E02: Aviation Resource Management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP281E02.1 Understand the working of airline personnel
- 06.5LMP281E02.2 Assess the safety and communication aspect in aviation field
- 06.5LMP281E02.3 Gauge the importance of fatigue management
- 06.5LMP281E02.4 Comprehend the job requirements of pilots and cabin crew members
- 06.5LMP281E02.5 Describe the structure and management of aviation operational management

Unit I

- 1.1 The role of crew resources management –
- 1.2 The trouble with culture – Creating and implementing human factors' safety culture –
- 1.3 Human assessment – traditional flight crew and CRM training in general aviation –
- 1.4 Crew concepts in the air ambulance services.

Unit II

- 2.1 Safety issues in capital
- 2.2 Cabin crew communication
- 2.3 Service, teamwork and flight safety
- 2.4 Flight attendants' job performances and job satisfaction

Unit III

- 3.1 Fatigue management in aviation –
- 3.2 Fatigue in air activity –
- 3.3 Stress management – factors affecting
- 3.4 Measure to tackle stress

Unit IV

- 4.1 Job requirements of Airline Pilots
- 4.2 Pilot selection process – Personality test for traffic controllers
- 4.3 Training of pilots and crew members
- 4.4 The link between human factors and organizational learning.

Unit V

- 5.1 Structure of aviation operational information,
- 5.2 Management of aviation operational information –
- 5.3 User innovation in Aviation operational information –
- 5.4 Future of Aviation operational information .

Recommended Texts and Readings

1. M. B. Allister, Crew Resource Management, Air life
2. R. S. Jensen, Pilot Judgment & Crew Resource Management, Routledge
3. T.L. Seamster, Aviation Information Management – From Documents Data, Ashgate
4. T.L. Seamster and B.G. Kanki, Aviation Information Management, Ashgate
5. E. Sales and K.A. Wilson, Crew Resource Management, Ashgate

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

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 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP281E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP281E02.1		2	2	3	2
O6.5LMP281E02.2	2	3	3	1	2
O6.5LMP281E02.3	3	1	2	2	
O6.5LMP281E02.4	1	2	2	2	3
O6.5LMP281E02.5	3	3	3	3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP282E02: Logistics and Air Cargo Management

Periods/week	Credits	Max. Marks: 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP282E02.1 Understand the concepts of logistics management in aviation sector
- 06.5LMP282E02.2 Know the transportation & warehousing issues pertinent to aviation
- 06.5LMP282E02.3 Analyze strategic action plan in global supply chain
- 06.5LMP282E02.4 Ascertain the concept related to aviation cargo

Unit I

- 1.1 Introduction to logistics concepts
- 1.2 Components, Advantage & Growth parameters
- 1.3 Logistics in Global Organization, Marketing and Logistics
- 1.4 Channel – Environmental and Marketing Issue

Unit II

- 2.1 Transport Security Product Packaging and Pricing
- 2.2 Role of Warehouse –Alternative
- 2.3 Inbound Logistics and Purchasing
- 2.4 Warehousing Trend in Material Handling

Unit III

- 3.1 International Documentation-
- 3.2 Strategy Formulation & Implementation Quality Concept & TQM
- 3.3 Inventory Management- Purpose, Type, Objective and Cost-
- 3.4 Model of Inventory Management – MRP, DRP & JIT

Unit IV

- 4.1 Operations and Industry Regulations – Service Function,
- 4.2 Organization and Liability – SLI,
- 4.3 Types of cargo-Handling of Perishable, Valuable Cargo and Special Cargo.
- 4.4 Air cargo Tariff, Rates & Charges – Valuation charges and Disbursement Airway Bill, Function, Purpose and Validation

Unit V

- 5.1 Aircraft Facility Handling with Cargo.
- 5.2 Cargo Terminals and Facilities
- 5.3 Improving Logistics Performance
- 5.4 Emerging trends in logistics & Cargo Carriers.

Recommended Text and Readings

- 1. K. Gourdin, Global Logistics Management||, Wiley Blackwell
- 2. J. R. Stock and D. Lambert, Strategic Logistic Management, Academic Int Publisher
- 3. A. Rushton & J. Oxley, Hand Book of Logistic and Distribution||, Kogan Page
- 4. J.F. Magee and William C Copalino. W.C., Modern Logistics Management||, John Wiley & Sons

- P. R. Murphy and D.F. Wood, Contemporary Logistics, Prentice Hall

Notes:

- Only latest available editions of the above books are recommended.
- Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP282E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP282E02.1	2	2	2	3	2
O6.5LMP282E02.2	2	2		1	2
O6.5LMP282E02.3	3		2	3	1
O6.5LMP282E02.4	3	2	3	2	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.5LMP285E02: International Financial Operations

Periods/week	Credits	Max. Marks: 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.5LMP285E02.1 Gain knowledge in foreign exchange transactions, Computation of ready and forward exchange rates and different forms of inter-bank deals in foreign exchange.
- 06.5LMP285E02.2 Apply knowledge in accounting and reporting of foreign exchange transactions, characteristics of foreign exchange markets and management of currency exchange risks. Analyze the service delivery process and discover the critical success factors of service quality
- 06.5LMP285E02.3 Understand the concept and significance of foreign exchange, market players and their role, agency arrangement and foreign currency accounts.
- 06.5LMP285E02.4 Appreciate the role of commercial banks and EXIM bank in financing foreign trade and ECGC in protecting the interest of exporters and bankers.

Unit I

- 1.1 Evolution of international banking
- 1.2 International banking : A Functional Overview
- 1.3 Banking for financing of exports and imports of goods and goods and services
- 1.4 International payments system
- 1.5 Offshore Banking Centers and their role in International Financing

Unit II

- 2.1 International capital markets
- 2.2 Financial market flows beyond national boundaries
- 2.3 Debt and non-debt flows, volatile and stable flows;
- 2.4 Interest rate differentials
- 2.5 Interest Rates: Role in demand for and supply of funds across borders

Unit III

- 3.1 International lending, policies and practices
- 3.2 transaction cost and risk in international lending
- 3.3 Profitability of international banking
- 3.4 loans to foreign corporation, syndicated loans
- 3.5 Regulatory and supervisory aspects, Trends in international banking in India

Unit IV

- 4.1 Foreign exchange risks
- 4.2 Exchange rate swings and their effects on bank are net worth.
- 4.3 Perception international rating agencies
- 4.4 Country risk, International financial stability

4.5 Role of banks in financial stability

Unit V

5.1 Issues relating to international financial architecture

5.2 Asset and liability management of foreign banks

5.3 Legal aspects of banking operations

5.4 Security analysis and Portfolio management

5.5 Recent Trends and Challenges in Banking & Insurance

Recommended texts and readings:

1. P. Rose and S. Hudgins, Bank Management and Financial Services, McGraw-Hill
2. R.D. Sharma, International Banking, Contemporary Issues, Himalaya Publishing House
3. D.K. Evanoff, G.G. Kaufman and J.R. Labrosse, Cross Border Banking: Regulatory Challenges, World Scientific Publishers

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

1. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix:

CO Statement (O6.5LMP285E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP285E02.1	2	3		2	3
O6.5LMP285E02.2	2		3	2	1
O6.5LMP285E02.3	3	2	3	3	3
O6.5LMP285E02.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP286E02: Regulatory framework for Banking and Insurance

Periods/week	Credits	Max. Marks :100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.5LMP286E02.1 Understand the importance and relevance of regulatory framework for banking and insurance
- O6.5LMP286E02.2 Evaluate the requirement of regulatory framework for various aspects of banking and insurance
- O6.5LMP286E02.3 Apply regulations to banking and insurance functions
- O6.5LMP286E02.4 Develop practices as per prevalent regulations

Unit I

- 1.1 Nature of Economy and Flow of Resources
- 1.2 Monetary and Fiscal Policies
- 1.3 LPG
- 1.4 Evolution of Regulatory Framework
- 1.5 FDI in Banking and Insurance

Unit II

- 2.1 Role of the Central Bank
- 2.2 RBI as the Banker's Bank
- 2.3 Promotional and Developmental Functions
- 2.4 Regulatory and Supervisory Function

Unit III

- 3.1 Laws for Banking Regulation
- 3.2 Capital Requirements
- 3.3 Negotiable Instruments Act
- 3.4 Laws for Correspondent Banking
- 3.5 Banking Disclosures

Unit IV

- 4.1 Norms for Credit Appraisal, BASEL Norms
- 4.2 Priority Sector and Lead Banking
- 4.3 Asset Management and NPAs
- 4.4 Debt Recovery Mechanism and ARCs
- 4.5 E banking and Cyber Security

Unit V

- 5.1 Role of IRDA
- 5.2 Considerations for Actuarial and Underwriting Practices
- 5.3 Appointment of Brokers and Actuaries

5.4 Insurance Advertising and Disclosures

Recommended texts and readings:

1. R.K. Mittal, A.K. Saini and Sanjay Dhingra, Emerging Trends in the Banking Sector, Macmillan
2. G.S. Popli and A. Jain, Principles and Systems of Banking, Prentice Hall of India
3. H. D. Skipper and K.J. Black, Life and Health Insurance, Pearson
4. K.C. Shekhar and L. Shekhar, Banking Theories and practices, Vikas Publication

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix:

CO Statement (O6.5LMP286E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP286E0203.1	2	3		2	3
O6.5LMP286E02.2	2		3	2	1
O6.5LMP286E02.3	3	2	3	3	3
O6.5LMP286E02.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP287E02: Retailing and CRM

Periods/week	Credits	Max. Marks : 100
L: 3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

- | | |
|-----------------|---|
| O6.5LMP287E02.1 | Understand the retail operations in Banking and Insurance |
| O6.5LMP287E02.2 | Understand the strategy for building, managing and strengthening loyal and long-lasting customer relationships. |
| O6.5LMP287E02.3 | Perform 'Personalized' handling of customers as distinct entities through identification and understanding of their differentiated needs, preferences and behaviors |
| O6.5LMP287E02.4 | Develop business strategy comprised of process, organizational and technical change to better manage business around customer behaviors. |

Unit I

- 1.1 Introduction to Retailing in Banking and Insurance
- 1.2 Retailing concepts distinction between Retail and Corporate / Wholesale Banking
- 1.3 Retail Strategies
- 1.4 Regulation and Compliance

Unit II

- 2.1 Retail Products Overview
- 2.2 Technology for Retail Banking
- 2.2 Recovery of Retail Loans
- 2.3 Trends in Retailing

Unit III

- 3.1 Customer Relationship Management: Role and Impact
- 3.2 Recognizing CRM as a Strategic Initiative
- 3.3 Stages in Customer Relationship Management Process
- 3.4 CRM in Banking and Insurance: Indian Scenario

Unit IV

- 4.1 Operational CRM
- 4.2 Analytical CRM
- 4.3 Collaborative CRM
- 4.4 Personalized Customer Journeys

Unit V

- 5.1 CRM: Technology Issues
- 5.2 Improved Customer Experience
- 5.3 Strategic Framework for Successful Implementation of CRM
- 5.4 CRM in Banking and Insurance: Issues and Challenges

Recommended texts and readings:

1. Indian Institute of Banking and Finance, Retail Banking, McMillan
2. R.K. Uppal, Customer Relationship Management in Indian Banking Industry, New Century Publications
3. U. Bhojanna and S.N. Murthy, Contemporary Issues and Challenges in Banking and Financial Sector in India, Excel Books

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

3. Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix:

CO Statement (O6.5LMP287E0 2)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP287E02.1	2	3		2	3
O6.5LMP287E02.2	2		3	2	1
O6.5LMP287E02.3	3	2	3	3	3
O6.5LMP287E02.4	3	2	2	1	2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP288E02: Financial Risk Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P:-	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course type: Domain Specific Elective

Course Outcomes

By the end of the course, a student should be able to:

- O6.5LMP288E02.1 Understand the theory and practice of risk management in banking and financial services.
- O6.5LMP288E02.2 Develop understanding framework for risk management.
- O6.5LMP288E02.3 Design appropriate strategies for risk management while understanding the social and financial system.
- O6.5LMP288E02.4 Work with different operational risk management techniques to minimize risk

Unit I

- 1.1 Risk Management in Banking and Financial Services
- 1.2 Risk Management Perspective
- 1.3 Performance analysis of Banks and Financial Service Institutions
- 1.4 CAMEL Model, Capital adequacy, Asset Quality, Management, Earnings and Liquidation
- 1.5 Understanding Basel-II, III and IV Framework and its implication for Banks

Unit II

- 2.1 Liquidity Risk Management
- 2.2 Regulatory authorities and regulation measures
- 2.3 Static and Dynamic Analysis, Maturity Gap Analysis
- 2.4 Liquidity Coverage Ratios (LCRs), regulatory norms

Unit III

- 3.1 New framework of Interest Rate Risk (IRR) Management
- 3.2 Sources, Quantification techniques and Management of IRR
- 3.3 Governance in Banking and Financial Services
- 3.4 Model governance framework

Unit IV

- 4.1 Value at Risk: Concept, Methodologies, and Applications
- 4.2 Architecting Internal Rating Models for Credit Risk and improving the quality of Internal Rating Models,
- 4.3 Credit Risk Models: Source of credit risk and credit risk management
- 4.4 Multivariate techniques / Z-Score model, structured credit risk models and other advanced credit risk models.

Unit V

- 5.1 Securitization and Credit derivatives
- 5.2 Operational Risk Management: A brief analysis of models.
- 5.3 Information technology risk in banking and insurance sector
- 5.4 Legal, Market and Cyber risk in banking and financial services

Recommended texts and readings:

1. G. S. Popli and S. K. Puri, Strategic Credit Management in Banks, PHI Learning Private Ltd.
2. G. S. Popli and A. Jain, Principles and System of Banking, PHI Learning Private Ltd.
3. G. Rajan, I Do What I Do, Harper Business
4. S. Bouteille and D. Coogan-Pusher, The handbook of credit risk management, Wiley

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.
3. **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix:

CO Statement (O6.5LMP288E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP288E02.1	2	3		2	3
O6.5LMP288E02.2	2		3	2	1
O6.5LMP288E02.3	3	2	3	3	3
O6.5LMP288E02.4	3	2	2	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)

O6.5LMP231E02: AdWords and PPC Marketing

Periods/week	Credits	Max. Marks : 100
L: 2 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites: -

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP231E02.1 Identify the key elements of PPC advertising
- O6.5LMP231E02.2 Set up Goggle AdWords account
- O6.5LMP231E02.3 Design and manage ad campaigns
- O6.5LMP231E02.4 Evaluate ad performance

Unit I

- 1.1 Introduction to Google AdWords
- 1.2 Basics of AdWords Account and Campaign
- 1.3 AdWords Targeting and Placement
- 1.4 AdWords Bidding and Budgeting

Unit II

- 2.1 Ad Types
- 2.2 AdWords Tools
- 2.3 Optimizing Performance
- 2.4 Bidding Strategies

Unit III

- 3.1 Search Ads
- 3.2 Display ads
- 3.3 Shopping Ads
- 3.4 Video Ads

Unit IV

- 4.1 Google Ads Account Creation and Setup
- 4.2 Keyword Selection
- 4.3 Keywords Grouping
- 4.4 Campaign Setup

Unit V

- 5.1 Remarketing
- 5.2 Performance Monitoring
- 5.3 Ad Analytics
- 5.4 Ad Reporting

Recommended Texts and Readings:

1. M.H. Fleischner, 2010, PPC Made Simple: Pay Per Click Strategies for Dominating Google AdWords, Amazon Publishing
2. F. Valleys, 2022, Unlevel the Playing Field- The Biggest Mindset in PPC History, Amazon Publishing
3. N. Maguire, 2019, Beyond PPC- Groundbreaking Strategies for Digital Marketing & Lead Generation When Pay-Per-Click Won't Perform, Amazon Publishing

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

met.

1. Evaluation Policy:

The evaluation will include two types of assessments:

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 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP231E02)	PO1	PO2	PO3	PO4	PO5
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O6.5LMP231E02.1		3			3
O6.5LMP231E02.2	3	2		3	
O6.5LMP231E02.3		3	3		2
O6.5LMP231E02.4	3		3	3	

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.5LMP232E02: Web Analytics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites: -

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.5LMP232E02.1	Learn the conceptual aspects and use of analytics in decision making
O6.5LMP232E02.2	Identify the right tools and techniques for Web Analytics
O6.5LMP232E02.3	Apply analytics and create reports on the basis of analysis.
O6.5LMP232E02.4	Discuss the best practices of Web Analytics and e-commerce tracking.

Unit I

- 1.1 Introduction to Web Analytics
- 1.2 Data Collection
- 1.3 Web logs and Java Script Tags
- 1.4 Key Metrics
- 1.5 Behavior, Outcomes and Experience analysis

Unit II

- 2.1 Making Web Analytics Actionable
- 2.2 Selecting the right Web Analytics Tools
- 2.3 Creating high impact executive Dashboard
- 2.4 Customer Segmentation.

Unit III

- 3.1 Google Analytics -Getting Started with Google Analytics
- 3.2 How Google Analytics works?
- 3.3 Basic metrics – Google Analytics
- 3.4 Google Analytics reports
- 3.5 Traffic Sources and Traffic Campaigns- AdWords

Unit IV

- 4.1 Content Performance Analysis- Pages and Landing Pages
- 4.2 Event Tracking and AdSense
- 4.3 Visitor Analysis- Unique visitors, Geographic and language information
- 4.4 Technical reports, Benchmarking.

Unit V

- 5.1 Social Media Analytics- Facebook insights, Twitter analytics, YouTube analytics
- 5.2 Social Ad analytics and ROI measurement.
- 5.3 Goals and E-Commerce Tracking-
- 5.4 Actionable Insights & The Big Picture

Recommended texts and readings:

1. M. Beasley M., 2013, Practical Web Analytics for User Experience, How Analytics Can Help You Understand Your Users, Morgan Kaufmann
2. B. LaGrone, 2016, Web Design Blueprints. Packet Publishing Ltd.
3. S. Levy, 2011, In the Plex: How Google Thinks, Works, and Shapes Our Lives, Kindle Edition

Notes:

1. The case study mentioned at the end of each unit will cover as far as possible the whole unit.
2. Only latest editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP232E02)	PO 1	PO 2	PO 3	PO 4	PO 5
O6.5LMP232E02.1	1	3	2	1	

O6.5LMP232E02.2		1	1		1
O6.5LMP232E02.3	1	2			
O6.5LMP232E02.4		2	3	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP243E02: Marine Insurance and Supply Chain Finance

Periods/week

L:3 T:- P: -

Duration of Examination: 3 Hrs

Credits

3

Max. Marks : 100

Continuous Evaluation: 30

End Semester Examination: 70

Pre-requisites:

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP243E02.1 Identify the importance of Shipping industry and its assets valuation.
- O6.5LMP243E02.2 Learn and understand the source of shipping finance and capital structure.
- O6.5LMP243E02.3 Analyze the relevance of Marine insurance in shipment of Cargo.
- O6.5LMP243E02.4 Apply strategies to deal with financial Intermediaries and risks involved with Insurance cover.

Unit I

- 1.1. Overview of the Shipping Industry -Importance of the Sector
- 1.2. Participants in the Shipping Business (Redefining Agency Cost)
- 1.3. Shipping Cycles and their Drivers Ship (Asset) Valuation
- 1.4. Models of Ship Valuation
- 1.5. Probability of Default: (Basel II &Basel III criteria)

Unit II

- 2.1. Sources of Ship Finance-Equity (IPO's)
- 2.2. Debt Financing and the Bond Markets
- 2.3. KG Funds-KS Funds
- 2.4. Debt/Equity Structure Decision of a Shipping Company
- 2.5. Corporate Governance in Shipping

Unit III

- 3.1. Marine Insurance Contract 1906: Origin and growth
- 3.2. History of Lloyds; Evaluation of marine insurance business in India
- 3.3. Basic elements - insurable interest utmost good faith implied warranties, policy document
- 3.4. Types of marine insurance contract —freight, cargo and —vessel
- 3.5. Procedure for obtaining marine protection policy; Marine policies and conditions & Nature of coastal marine.

Unit IV

- 4.1. Input and Output devices, off-line storage devices
- 4.2. Tapes, Disks, Drums Information System and their Application.
- 4.3. Programmed Files, Security Consideration in Data Base Management System
- 4.4. Performance improvements in Data Base.

Unit V

- 5.1. Role of Financial Intermediaries
- 5.2. Importance of Marine Insurance cover of Cargo and ship
- 5.3. Effects of Changing Governmental policies on marine Insurance
- 5.4. Risks involved in marine Insurance

Recommended Texts and Readings:

1. A. Leon and M. Leon, 2000, Data Base Management System, Vikas Publishing
2. R. Ramakrishnan and J. Gehrke, 2000, Database Management Systems, McGraw-Hill, Company, Higher Education.
3. R. Elmasri and S. B. Navathe, 2000, Fundamentals of Database Systems, Addison Wesley

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest available editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.5LMP243E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP243E02.1	3	3	3	3	
O6.5LMP243E02.2		3		3	3
O6.5LMP243E02.3	3	3			
O6.5LMP243E02.4	3			3	

O6.5LMP244E02: Marketing of Logistics

Periods/week

L:3 T:- P: -

Duration of Examination: 3 Hrs

Credits

3

Max. Marks : 100

Continuous Evaluation: 30

End Semester Examination: 70

Pre-requisites:

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP244E02.1 Understand the marketing channel concept and channel participant.
- O6.5LMP244E02.2 Develop an understanding about the process of marketing channel design.
- O6.5LMP244E02.3 Develop an understanding of logistic and channel management.
- O6.5LMP244E02.4 Apply right set of methods to manage relationships in marketing channels.

Unit I

- 1.1 Introduction of logistics and SCM
- 1.2 Importance of logistics in marketing
- 1.3 Elements and evolution of purchasing and integrated logistics
- 1.4 Integrated logistical activities
- 1.5 Strategic integrated logistics management

Unit II

- 2.1. Definition of transportation, selection of transportation
- 2.2. Integrated logistics and customer service
- 2.3. Aching integration
- 2.4. Types of Logistics Management
- 2.5. Business logistics, marketing logistics, Logistics Design, physical supply and distribution

Unit III

- 3.1. Strategic decision in logistics
- 3.2. Designing a logistic strategy
- 3.3. Channel of distribution, role of middle men in distribution of goods
- 3.4. Selection of right distribution channel
- 3.5. Marketing channels functions performed by intermediaries & Flows in marketing channels

Unit IV

- 4.1. Logistical Competency
- 4.2. Logistical Mission Logistics Service: Total Cost
- 4.3. Logistical Renaissance Technological Advancement
- 4.4. Regulatory Change IT Revolution
- 4.5. TQM initiatives, customer service and logistics

Unit V

- 5.1. Role of Market Intermediaries
- 5.2. Importance of Managing relationships in marketing channels
- 5.3. Effects of marketing decisions on Logistical activities
- 5.4. Sales Handling in Logistics

Recommended Texts and Readings:

1. G. Raghuram and. Rangaraj, 2015, Logistics and supply Chain Management, Macmillan Publication.
2. K. S. Bhat, 2016, Logistics Management, Himalaya Publishing House, Mumbai.
3. A. E. Branch, 2009, Global Supply Chain Management and International Logistics, Taylor & Francis

Notes:

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Course Articulation Matrix

CO Statement (O6.5LMP244E02)	PO1	PO2	PO3	PO4	PO5

O6.5LMP244E02.1	2	2		2	2
O6.5LMP244E02.2	2	3			
O6.5LMP244E02.3		2	3	2	3
O6.5LMP244E02.4	3	2	3	3	1

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.5LMP245E02: Supply Chain Analytics

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites:

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

O6.5LMP245E02.1 Use data analytics to assess the impact of various strategies on all aspects of supply chain.

O6.5LMP245E02.2 Conduct a competitive analysis to assess competitive environment and will be able to identify business opportunities.

O6.5LMP245E02.3 Develop an understanding of designing supply chain strategies to place the right product in Market.

O6.5LMP245E02.4 Understand financial impact of analytics in integrated supply chain and logistics planning

Unit I

- 1.1. Importance of today's supply chains (SC) analytics
- 1.2. Defining the supply chain analytics (SCA) and its importance
- 1.3. Relating Operations Management with Supply chain concepts with SC Analytics
- 1.4. Importance of supply chain analytics in the flows involving material, money, information and ownership

Unit II

- 2.1. Key issues in supply chain analytics
- 2.2. Pillars and key components of supply chain analytics
- 2.3. Concept of Descriptive Analytics in a Supply Chain
- 2.4. Few Supply Chains Analytics applications in India
- 2.5. Decision Domains in supply chain analytics

Unit III

- 3.1. Foundation of Supply chain Analytics (SC-A)
- 3.2. Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software
- 3.3. Supply Chain (SC) Decisions with interpretative modeling
- 3.4. Understanding of Data and its role in Analytics
- 3.5. Analytics of a Transportation problem in a Supply Chain Managerial implication

Unit IV

- 4.1. Foundation of prescriptive analytics in network planning in a supply chain
- 4.2. Network Planning in a Supply Chain
- 4.3. Importance of Network Planning
- 4.4. Design of Logistics Network using Heuristics/optimization
- 4.5. Concept of 3PL/4PL in a Supply Chain

Unit V

- 5.1. Foundation of Modeling Coordination Decisions in supply chain management
- 5.2. Foundation of performance management in supply chain management
- 5.3. Role of ICT in Supply chains
- 5.4. Future and scope of Supply Chain Analytics

Recommended Texts and Readings:

1. L. J. Lazarus, 2010, Truckload Transportation: Economics, Pricing & Analysis, Monument Press.
2. P. A. Myerson, 2015, Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design, Pearson
3. T. Christopher, T. Chung-Paw and W. Kwok-Kee, 2008, Supply Chain Analysis: A Handbook on the Interaction of Information, System and Optimization, Springer
4. S. Chopra and P. Meindl, 2015, Supply chain management, Pearson

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
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Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (6.5LMP245E02)	PO1	PO2	PO3	PO4	PO5
6.5LMP245E02.1		2	2	3	
6.5LMP245E02.2		2		2	
6.5LMP245E02.3				2	
6.5LMP245E02.4	3			3	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

6.5LMP246E02: Sea and Port Management

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Pre-requisites:

Course Type: Domain Specific Elective

Course Outcomes:

By the end of the course, the student should be able to:

- O6.5LMP246E02.1 Learn about the basic structure of shipping industry.
- O6.5LMP246E02.2 Develop an understanding about the technological developments in Ocean or sea transport.
- O6.5LMP246E02.3 Gain knowledge about the Minor and Major ports and sea operations.
- O6.5LMP246E02.4 Understand the role of private players in port sector along with port labor laws.

Unit I

- 1.1. Introduction to shipping –
- 1.2. General structure of shipping industry
- 1.3. Characteristics - Liner and Tramp operations
- 1.4. Types of chartering - International shipping routes
- 1.5. Technological development in ocean transport

Unit II

- 2.1. Role of shipping intermediaries
- 2.2. Shipping agents & clearing and forwarding agents
- 2.3. Freight forwarders, freight brokers – CHAs – surveyors – stevedores
- 2.4. Liners – opened and closed conference system
- 2.5. Shipping freight rate structure and practices
- 2.6. Meaning of LCD – procedures, problems and prospects, CFS, containerization – Types of containers - Benefits and constraints.

Unit III

- 3.1 Investment analysis in shipping
- 3.2 Negotiating the sale of a ship.
- 3.3 Bill of lading disputes
- 3.4 Strategies for ship repair
- 3.5 Maintenance and materials management in shipping.

Unit IV

- 4.1. Ports and harbor – classification
- 4.2. Major and minor ports in India

- 4.3. Regulatory framework in Indian port sector – port laws in India –
- 4.4. Shipping laws – port labor laws
- 4.5. Privatization in Indian port sector.

Unit V

- 5.1. India's maritime trade
- 5.2. Development of port sector in India
- 5.3. Emerging context for port reforms economic liberalization and port sector
- 5.4. Ports and globalization.
- 5.5. Information Technology and Indian port sector.

Recommended Texts and Readings:

- 1. M. G. Burns, 2015, Port Management and Operations, Routledge Press
- 2. K.K. Khanna, 2015, Physical Distribution, Himalaya Publishing House Pvt. Ltd.
- 3. B. R. Nayar, 1996, The state and market in India's shipping, Manohar Publications

Notes:

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▪ Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (6.5LMP246E02)	PO1	PO2	PO3	PO4	PO5
O6.5LMP246E02.1	1	2	3	2	1
O6.5LMP246E02.2	1	3		2	
O6.5LMP246E02.3		2	1	2	1
O6.5LMP246E02.4	2	2	2	2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.0LMP101E03 : Data Analysis using Excel

Periods/week	Credits	Max. Marks:	100
L:2 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

Course Type: General Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.0LMP101E03 Understanding basics of excel features
- O6.0LMP101E03 Demonstrate the ability to use worksheets
- O6.0LMP101E03 Using Excel formulas and functions for making managerial decisions
- O6.0LMP101E03 Understanding how various data visualization tools of excel help in data presentation.

Unit I

- 1.1. Overview of Excel interface and features
 - 1.2. Navigating workbooks and worksheets
 - 1.3. Understanding rows, columns, cells, and ranges
- Entering and editing data

Unit II

- 2.1. Applying cell formatting: font styles, colors, borders, and alignment
- 2.2. Using number formats and applying conditional formatting
- 2.3. Managing worksheets: renaming, reordering, inserting/deleting worksheets
- 2.4. Formatting in worksheet

Unit III

- 3.1. Introduction to Excel formulas and operators
- 3.2. Common mathematical functions: SUM, AVERAGE, MAX, MIN
- 3.3. Using cell references: absolute and relative references
- 3.4. Introduction to logical functions: IF, AND, OR

Unit IV

- 4.1. Sorting and filtering data
- 4.2. Using Excel tables for data organization and analysis
- 4.3. Introduction to data validation and what-if analysis
- 4.4. Using PivotTables for data summarization and analysis

Unit 5:

- 5.1. Creating and customizing charts: bar charts, line charts, pie charts, etc.
- 5.2. Adding chart elements and formatting chart elements
- 5.3. Using sparklines for small data visualization
- 5.4. Creating dashboards for data presentation

Tools required for the course:

Microsoft Excel

Tableau Public (Free tool by Tableau)- <https://public.tableau.com/en-us/s/download>

Microsoft Word

Microsoft Power Point

Recommended texts and readings:

1. D. Whigham, Business Data Analysis using Excel, Oxford University Press
2. A. L. Day, Mastering Financial Modeling in Microsoft Excel, Prentice Hall-Pearson
3. J. Swan, Practical Financial Modelling, CIMA Publishing
4. P. K. Scott, Building Financial Models with Microsoft Excel: A guide for business professionals, John Wiley & Sons
5. Gottlieb Isaac, Next Generation Excel: Modeling Excel for Analysts and MBAs, Wiley, Singapore

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP101E03)	PO1	PO2	PO3	PO4	PO5
O6.0LMP101E03	3			1	2
O6.0LMP101E03	1	2	3	3	2
O6.0LMP101E03	3	2	3	2	3
O6.0LMP101E03	2	3	2	3	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.0LMP102E03: IT Skills for Workplace

Periods/week	Credits	Max. Marks:	100
L:2 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

Course Type: General Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP102E03.1 Develop practical IT skills essential for the workplace environment.
- 06.0LMP102E03.2 Effectively utilize IT tools to enhance productivity and efficiency in various organizational tasks.
- 06.0LMP102E03.3 Analyze the role of IT in modern workplaces and its impact on organizational processes.
- 06.0LMP102E03.4 Apply IT solutions to solve real-world workplace challenges and improve decision-making processes.
- 06.0LMP102E03.5 Understand and adhere to ethical considerations related to IT usage in the workplace

Unit I

- 1.1 Overview of Information Technology
- 1.2 Importance of IT Skills in the Workplace
- 1.3 IT Infrastructure and Tools in Organizations
- 1.4 Ethical and Legal Considerations in IT Usage

Unit II

- 2.1 Microsoft Office Suite: Word, Excel, PowerPoint, Outlook
- 2.2 Email Etiquette and Communication Tools
- 2.3 Project Management Software: Introduction and Basic Usage
- 2.4 Cloud Computing and Collaboration Tools

Unit III

- 3.1 Introduction to Data Analytics
- 3.2 Spreadsheet Management and Data Manipulation
- 3.3 Database Management Systems: Concepts and Applications
- 3.4 Data Security and Privacy in the Workplace

Unit IV

- 4.1 Basics of Web Development: HTML, CSS, JavaScript
- 4.2 Introduction to Content Management Systems (CMS)
- 4.3 Social Media Platforms and Strategies for Businesses
- 4.4 Search Engine Optimization (SEO) and Online Advertising

UnitV

- 5.1 Internet of Things (IoT) and Smart Technologies
- 5.2 Artificial Intelligence (AI) and Machine Learning in Business
- 5.3 Virtual Reality (VR) and Augmented Reality (AR) Applications
- 5.4 Remote Work and Telecommuting Tools

Recommended texts and readings

1. Tanenbaum and D. Wetherall, "Computer Networks," 5th Edition, Pearson,
2. P. Norton, "Introduction to Computers," 6th Edition, McGraw-Hill,
3. S. Pressman, "Software Engineering: A Practitioner's Approach," 8th Edition, McGraw-Hill,
4. M. E. Whitman and H. J. Matto'd, "Principles of Information Security," 6th Edition, Cengage Learning,
5. D. Loshin, "Business Intelligence: The Savvy Manager's Guide," 2nd Edition, Morgan Kaufmann,

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Short/Long Questions:	70%

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Course Articulation Matrix

COStatement s (O6.0LMP102 E03)	P O 1	P O 2	P O 3	P O 4	P O 5
O6.0LMP102E03.1	3	2	3	3	3
O6.0LMP102E03.2	2		3	1	
O6.0LMP102E03.3	2	3	1		
O6.0LMP102E03.4	3	3	3	1	1
O6.0LMP102E03.5	2			1	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.0LMP103E03: Social Media Communication

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination:70

Course Type: General Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.0LMP103E03.1 Understand the role and impact of social media in modern communication.
- O6.0LMP103E03.2 Develop proficiency in using social media platforms for effective communication strategies.
- O6.0LMP103E03.3 Analyze social media metrics and insights to evaluate communication effectiveness.
- O6.0LMP103E03.4 Design and implement social media campaigns to engage target audiences.

Unit I

- 1.5 Evolution and Importance of Social Media
- 1.6 Social Media Platforms: Overview and Features
- 1.7 Role of Social Media in Marketing and Communication
- 1.8 Ethical and Legal Considerations in Social Media Communication

UnitII

- 2.5 Developing Social Media Objectives and Strategies
- 2.6 Content Planning and Creation for Social Media Platforms
- 2.7 Visual Content Creation: Graphics, Images, and Videos
- 2.8 User-generated Content and Influencer Marketing

UnitIII

- 3.1 Building and Managing Social Media Communities
- 3.2 Responding to User Feedback and Handling Crisis Communication
- 3.3 Social Listening and Monitoring Tools
- 3.4 Engaging Audiences through Polls, Surveys, and Contests

UnitIV

- 4.1 Understanding Social Media Metrics and KPIs
- 4.2 Tools and Techniques for Social Media Analytics
- 4.3 Interpreting Data Insights to Optimize Communication Strategies
- 4.4 Reporting and Presenting Social Media Performance

UnitV

- 5.1 Live Streaming and Real-time Engagement
- 5.2 Augmented Reality (AR) and Virtual Reality (VR) Experiences
- 5.3 Social Commerce and E-commerce Integration
- 5.4 Future of Social Media Communication: AI and Chatbots

Recommended texts and readings:

1. D. Evans and S. McKee, "Social Media Marketing: The Next Generation of Business Engagement," Wiley,
2. G. Kingsnorth, "Social Media Strategy: Marketing, Advertising, and Public Relations in the Consumer Revolution," Kogan Page,
3. R. Scott, "The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly," Wiley.
4. T. Solis and C. Breakenridge, "Putting the Public Back in Public Relations: How Social Media Is Reinventing the Aging Business of PR," Pearson Education,
5. A. J. Shah, "Social Media Marketing All-in-One for Dummies," Wiley,

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Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

CO Statement (O6.0LMP103E03)	PO1	PO2	PO3	PO4	PO5
O6.0LMP103E03.1	2	3	2		
O6.0LMP103E03.2		2	3	2	1
O6.0LMP103E03.3	2	3	3	2	2
O6.0LMP103E03.4	3	2	2	2	3

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O6.0LMP104E03: Strategic Negotiations Skills

Periods/week	Credits	Max. Marks : 100
L:1 T: 2- P: -	2	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: General Elective

Course Outcomes:

By the end of the course, a student should be able to:

O6.0LMP104E03.1	Develop an ability to negotiate effectively
O6.0LMP104E03.2	Able to analyze negotiation situations
O6.0LMP104E03.3	Formulate a strategic plan for effective negotiation
O6.0LMP104E03.4	Gain an intellectual understanding of negotiators' behaviors

Unit I

- 1.1 Meaning, Definition & Importance of Negotiation Process and Management,
- 1.2 Types of Negotiation,
- 1.3 Understanding Negotiation Framework including Legal Aspects
- 1.4 Skills of a Negotiator

Unit II

- 2.1 Techniques for preparing and planning for negotiations
- 2.2 Setting Objectives, gathering information
- 2.3 Analyzing opponent team intention
- 2.4 Negotiation tactics & Question raising to have mind mapping of other party

Unit III

- 3.1 Designing Communication Style and Strategies,
- 3.2 Ability to listen, grasp and develop question techniques during negotiation
- 3.3 Understanding barriers in agreement
- 3.4 Breaking Deadlocks

Unit IV

- 4.1 Building relationship so as to set platform of trust among each other
- 4.2 Identify ways to build trust to have positive outcomes
- 4.3 Synergizing IT & financial excel modeling for effective negotiation
- 4.4 Giving due weightage to cultural differences and gender in negotiations

Unit V

- 5.1 Creating value of negotiation and finding creative solutions for the best interest of both the parties
- 5.2 Tactfulness for managing emotions dealing with different type of people and resolving conflicts during negotiations
- 5.3 Techniques of bargaining, making concessions
- 5.4 Persuasion to get the negotiation accepted in form of proposal, roping meditation, if required.

Recommended texts and readings:

1. Allan Dawson Negotiation Skills: Avoid Negotiation Mistakes That Lose Your Contracts (Secrets of Power Negotiation and Better Business Relationships)

2. Anthony Jacks Smart Skills: Negotiation, Publisher: Legend Business
3. G. Richard Shell, Bargaining for Advantage: Negotiation Strategies for Reasonable People, Penguin.
4. The Essentials of Negotiation – Harvard Business School Press

Notes:

1. Only latest editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the courses by the concerned faculty.

.Evaluation Policy:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

CO Statement (O6.0LMP104E03)	PO1	PO2	PO3	PO4	PO5
O6.0LMP104E03.1	2	3	2		
O6.0LMP104E03.2		2	3	2	1
O6.0LMP104E03.3	2	3	3	2	2
O6.0LMP104E03.4	3	2	2	2	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

6.0LMP105E03: Project Planning and Management

Periods/week

Credits

Max. Marks : 100

L: 3 T: P:

3

Continuous Evaluation: 30

: 100

Duration of Examination: 3 Hrs

End term examination : 70

Course Type: General Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP105E03.1 Understand the fundamentals of project management as well as its methods and techniques
- 06.0LMP105E03.2 Analyze the planning, notification, and ranking of investments as well as the investment prospects
- 06.0LMP105E03.3 Apply the Project Management techniques while implementing Projects
- 06.0LMP105E03.4 Evaluate and select the most desirable projects.

Unit I

- 1.1 Objectives of Project Management- Importance of Project Management
- 1.2 Types of Projects
- 1.3 Project Management Life Cycle
- 1.4 Project Selection and Feasibility Study

Unit II

- 2.1 Project planning and implementation
- 2.2 Project costing
- 2.3 Project Representation and Preliminary Manipulations
- 2.4 Demand Analysis and Commercial Viability

Unit III

- 3.1 Project monitoring and control, setting a base line
- 3.2 Project Management Information System
- 3.3 Importance of Contracts in projects
- 3.4 Teamwork in Project Management

Unit IV

- 4.1 Project evaluation
- 4.2 Project Auditing
- 4.3 Project closure reports
- 4.4 Keeping track of Project Timeline

Unit IV

- 5.1 E-markets and their role in Project management
- 5.2 Risk management
- 5.3 Environmental Impact Assessment
- 5.4 Legal aspects of Project Management
- 5.5 Taxation Aspects

Recommended books:

1. Gray, Clifford., Project Management – The Managerial Process, McGraw Hill.
2. Chandra. Prasanna, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw Hill.
3. Harold Kerzner, Project Management: A Systems Approach to Planning Scheduling and Controlling, Wiley student edition.
4. Gary. L. Richardson, Project Management Theory and Practice, Auerbach publications.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - o For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

COStatement (O6.0LMP105E03)	PO1	PO2	PO3	PO4	PO5
O6.0LMP105E03.1		3	3	2	3
O6.0LMP105E03.2		2	3		2
O6.0LMP105E03.3	2		1	3	2
O6.0LMP105E03.4	2	2	2		2

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

06.0LMP106E03: Quality Management Practices

Periods/week

Credits

Max. Marks : 100

L: 3 T: P:

3

Continuous Evaluation: 30

: 30

End term Examination: 70

Duration of Examination: 3 Hrs

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP106E03.1 Develop appreciation and commitment towards quality.
- 06.0LMP106E03.2 Apply approaches and strategies to enhance and maintain quality.
- 06.0LMP106E03.3 Focus on continuous improvements.
- 06.0LMP106E03.3 Develop skills to keep abreast of changes in field of quality management.

Unit I

- 1.1 Basics of TQM and its concepts
- 1.2 Need for TQM
- 1.3 Principles of TQM
- 1.4 Relationship between Quality, Productivity and Efficiency

Unit II

- 2.1 Quality Management Gurus
- 2.2 Philosophies of Deming and
- 2.3 Crosby's "Absolutes of Quality"
- 2.4 Taguchi's Philosophy of Quality Engineering

Unit III

- 3.1 TQM Tools & Techniques
- 3.2 System Standards for Quality Assurance
- 3.3 Types of ISO Audits
- 3.4 TQM Awards

Unit IV

- 1.1 Quality Leadership and Management Commitment
- 1.2 Employee Empowerment Lesson
- 1.3 Organizational Culture and Change Lesson
- 1.4 Team Building

Unit V

- 5.1 Six Sigma
- 5.2 Kaizen
- 5.3 Habits of Highly Effective People
- 5.4 QM Applications : Successful implications and Failure

Recommended Texts and Readings:

- 1. Basterfield, Dale H., Total Quality Management, Addison Wesley Longman, New Delhi
- 2. Smith, Quality Problem Solving, Prentice Hall of India, New Delhi
- 3. Hansen, Ghare, Quality Control and Application, Prentice Hall of India, New Delhi
- 4. Logothete, Managing for Total Quality from Demming to Taguchi, Prentice Hall of India, New Delhi

5. Evans, James R and Dean, James C, Total Quality Management Organization and Strategy, Excel Books, New Delhi

Notes:

- 1 Only latest available editions of the above books are recommended.
- 2 Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy:

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 - Projects/Group Activities etc 15%
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

COStatement (O6.0LMP106E03)	PO1	PO2	PO3	PO4	PO5
O6.0LMP106E03.1	1	2	3	4	5
O6.0LMP106E03.2	2			3	
O6.0LMP106E03.3	3	3	2	2	3
O6.0LMP106E03.4	3	3		2	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)
O6.0LMP107E03: Building High Performance Teams

Periods/week	Credits	Max. Marks	: 100
L: 3 T: P:	3	Continuous Evaluation:	30
: 30		End term Examination:	70
Duration of Examination:	3 Hrs		

Course Type: General Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.0LMP107E03.1: Demonstrate improved interpersonal, teamwork, and leadership abilities while cooperating in a multicultural and varied setting.
- O6.0LMP107E03.2: Manage negotiations, conflicts and contribute proactively in teams
- O6.0LMP107E03.3: Evaluate the need for higher emotional intelligence (EQ levels), motivational & mentoring skills
- O6.0LMP107E03.4: Apply decision-making, problem solving, and persuasion skills in business scenarios

Topics to be Covered:

Unit I

- 1.1 Building Effective Teams
- 1.2 Trust in teams
- 1.3 5 Cs of Team Building
- 1.4 Managing Teams

Unit II

- 2.1 Temporary Teams
- 2.2 Cross Cultural Teams
- 2.3 Virtual Teams
- 2.4 Alliance Teams

Unit III

- 3.1 Characteristics of teams and team members
- 3.2 Managing team challenges
- 3.3 Team Decision Making
- 3.4 Team skills required for problem solving

Unit IV

- 4.1 Being a Role model
- 4.2 Mentoring Skills
- 4.3 Art of Decision Making
- 4.4 Problem Solving Skills

Unit V

- 5.1 Managing conflicts and resistance
- 5.2 Motivational Skills

- 5.3 Building Emotional Intelligence
- 5.4 Managing feedback

Recommended Texts and Readings:

1. Mackin, Deborah, the team building toolkit. Second Ed. New York: AmaCom.
2. Peter F. Drucker, The Effective Executive: The Definitive Guide to Getting the Right Things Done. Harper Business; Revised edition.
3. Dorling Kindersley, Essential Manager: Leadership. DK, London
4. John Maxwell, the 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. Manu Graphics Publishers

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the courses by the concerned faculty.
4. **Evaluation Policy:**

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Projects/Group Activities etc 15%
 - For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt.

Course Articulation Matrix

COStatement (O6.0LMP107E03)	PO1	PO2	PO3	PO4	PO5
O6.0LMP107E03.1	3			1	2
O6.0LMP107E03.2	1	2	3	3	2
O6.0LMP107E03.3	3	2	3	2	3
O6.0LMP107E03.4	2	3	2	3	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.0LMP108E03: Ethos, Values and Culture for Managers

Periods/week	Credits	Max. Marks	: 100
L: 3 T: P:	3	Continuous Evaluation	: 30
Duration of Examination: 3 Hrs		End term Examination I	: 70

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP108E03.1 Understand the ancient ethos, values and ethics and their relevance in management practice
- 06.0LMP108E03.2 Apply Value based and ethical practices
- 06.0LMP108E03.3 Analyze the richness of the ancient ethos and values.
- 06.0LMP108E03.4 Develop and ethical outlook and apply it in real life.

Unit I

- 1.1 The Relevance of Indian Ethos-Spirituality at Work
- 1.2 Models of Management from Scriptures
- 1.3 Growth of Management Thought
- 1.4 Management in Ancient Indian Socio-Political Environment

Unit II

- 2.1 Concept of Value, The Significance of Values & ethics
- 2.2 Vedic Literature and Values,
- 2.3 Formation of Values,
- 2.4 Universal Values and Values in a Global Context

Unit III

- 1.1 How Values Help Stakeholders,
- 1.2 Personal Values and Organizational Commitment,
- 1.3 Need for Values in Global Change – Indian Perspective,
- 1.4 Holistic Approach for Managers in Decision-Making.

Unit IV

- 4.1 Traditional Theories of Leadership
- 4.2 Joint Family System and Role of Karta
- 4.3 Approaches to Motivation
- 4.4 Relationship between Leadership and Motivation

Unit V

- 5.1 Educational Systems in Ancient India:
- 5.2 Indian Philosophical Systems, T
- 5.3 The Nature of Mind, Personality Attributes
- 5.4 Building an Ethical Personality

Recommended Texts and Readings:

2. Sankar A R N, Nand Gopal R., Indian Ethos and Values in Management, Tata McGraw Hill Education, New Delhi
3. Aggarwal, T, Chandarkar, N, Indian Ethos and Values in Management, Himalayan Publications, New Delhi
4. Khandelwal N M, Indian and Values for Managers, Himalayan Publications, New Delhi
5. Nargundkar, Rajendra, Services Marketing- Text and Cases, TATA McGraw Hill Education, New Delhi

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Course Articulation Matrix

COStatement (O6.0LMP108E03)	PO1	PO2	PO3	PO4	PO5
O6.0LMP108E03.1	3			1	2
O6.0LMP108E03.2	1	2	3	3	2
O6.0LMP108E03.3	3	2	3	2	3
O6.0LMP108E03.4	2	3	2	3	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

O6.0LMP109E03: Travel and Tourism Management

Periods/week	Credits	Max. Marks	: 100
L: 3 T: P:	3	Internal	: 30
Duration of Examination: 3 Hrs		External	: 70

Course Type: General Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O6.0LMP109E03.1 Appreciate the importance of tourism sector for the national and global economy
- O6.0LMP109E03.2 Understand the factors critical for success of the tourism sector
- O6.0LMP109E03.3 Create tourism offerings with respect to destinations: regional, national and international
- O6.0LMP109E03.4 Evaluate the socio economic , cultural and environmental impact of travel and tourism industry

Unit I

- 1.1 Tourism: concepts, definitions and historical development
- 1.2 Types of tourists: tourist, traveler, excursionists
- 1.3 Forms of tourism: inbound, outbound, domestic and international
- 1.4 Factors influencing tourism demand and supply

Unit II

- 2.1 Nature and forms of Travel/Tourism
- 2.2 Tourism System: Nature
- 2.3 Characteristics and components of tourism industry
- 2.4 Push-pull factors in Tourism

Unit III

- 3.1 Motivation for travel- basic travel motivators, early travel motivators
- 3.2 Tourism Demand, Motivation of Tourism Demand
- 3.3 Measuring Tourism Demand
- 3.4 Pattern and characteristic of tourism supply

Unit IV

- 4.1 Organizations in tourism- need & factors
- 4.2 National Tourist Organizations
- 4.3 Role and functions of Important Tourism Organizations
- 4.4 Seasonality & tourism

Unit V

- 5.1 Impact of tourism on the destination
- 5.2 Socio-cultural, environmental and economic factors

5.3 Factors affecting the future of tourism business

5.4 Sociology of tourism

Recommended Texts and Readings:

2. Bhatia, A. K., International Tourism Management, Sterling Publishers Pvt. Ltd.
3. Gartner, W., Tourism Development - Principles, Processes and Policies (Hospitality, Travel & Tourism), John Wiley & Sons Inc.
4. Seth., P. N., Successful Tourism Management, Sterling Publishers Pvt. Ltd.

Notes:

3. Only latest available editions of the above books are recommended.
4. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Sem examination. Weightage of assessments are as follows:
- For continuous or Formative assessment (in semester): Maximum 30 percent. The semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.0LMP109E03)	PO1	PO2	PO3	PO4	PO5
O6.0LMP109E03.1	3			1	2
O6.0LMP109E03.2	1	2	3	3	2
O6.0LMP109E03.3	3	2	3	2	3
O6.0LMP109E03.4	2	3	2	3	1

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

06.0LMP110E03: Leading Family Ventures

Periods/week	Credits	Max. Marks	: 100
L: 3 T: P:	3	Internal	: 30
Duration of Examination: 3 Hrs		External	: 70

Course Outcomes:

By the end of the course, a student should be able to:

- 06.0LMP110E03.1 Understand the common characteristics and challenges of family businesses.
- 06.0LMP110E03.2 Analyze common issues in family business by applying appropriate knowledge resources.
- 06.0LMP110E03.3 Evaluate common concepts and models used to understand family businesses.
- 06.0LMP110E03.4 Design sustainable solutions for common situations in family businesses

Unit I

- 1.1 Introduction to Family Business
- 1.2 Roles and Functions of Family Members
- 1.3 The systems & theories of Family Business
- 1.4 Competitive Challenges & Competitive advantages of family businesses

Unit II

- 2.1 Roles of Family Members
- 2.2 Family and Business Structure
- 2.3 Characteristics of Successful Family Business
- 2.4 Managing conflicts in family ventures

Unit III

- 3.1 Effective Governance, Wealth and Philanthropy
- 3.2 Estate Planning and Trusts
- 3.3 Valuation of Family Businesses
- 3.4 Shareholders Priorities

Unit IV

- 4.1 Successor Planning & Development
- 4.2 Characteristics of next-generation leaders
- 4.3 Managing succession and continuity
- 4.4 Managing Transfer of power.

Unit V

- 5.1 Strategic Planning

- 5.2 Life cycle stages influencing family business strategy
- 5.3 Strategic regeneration
- 5.4 Transition to Professional Management

Recommended Texts and Readings:

1. Ernesto, J., Poza, Family Business, Cengage Learning
2. Dutta, S., Family Business in India, Sage Publications
3. Leach, P., Dixit, T., Indian Family Business Mantras, , New Delhi
4. Zellweger, T., Managing the Family Business, Elgar

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Course Articulation Matrix

CO Statement (O6.0LMP110E03)	PO1	PO2	PO3	PO4	PO5
O6.0LMP110E03.1	1	2	3	4	5
O6.0LMP110E03.2	2			3	
O6.0LMP110E03.3	3	3	2	2	3
O6.0LMP110E03.4	2	2	2		

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O5.0LMP001E00: Professional Competency

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: - 3		Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Open Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O5.0LMP001E00.1. Identify career path and communicate effectively in a multicultural global environment
- O5.0LMP001E00.2. Hone personal strengths and acquire skills required for self-branding, presenting self in a positive manner and improving interpersonal competency
- O5.0LMP001E00.3. Appreciate the importance of and imbibe business etiquette, effective speaking skills and cross-cultural sensitivity as vital aspects of professional competency
- O5.0LMP001E00.4. Recognize the importance of and exhibit personal grooming, body language, image enhancement and networking in self-branding and interpersonal relations
- O5.0LMP001E00.5. Build on attributes, values and credibility to confidently display leadership and team skills

Unit I

- 1.1 Taking Charge of the Self
- 1.2 Analysis of Self (Tools and Tests)
- 1.3 Building Credibility and Trust
- 1.4 Goal setting and Career Planning

Unit II

- 2.1 Self-Motivation
- 2.2 Improving Focus and Concentration
- 2.3 Observation, Learning and Judgment
- 2.4 Fighting Pessimism and Low Self Esteem

Unit III

- 3.1 Time Management
- 3.2 Stress Management
- 3.3 Preparing for Dealing with Change
- 3.4 Dealing with Cultural Diversity

Unit IV

- 4.1 Social Grace- Manners and Etiquettes
- 4.2 Kinesics: Body Language
- 4.3 Conversation and Public Speaking Skills
- 4.4 Social Media Etiquettes

Unit V

- 5.1 Networking Skills
- 5.2 Building Empathy
- 5.3 Persuasion and Negotiation Skills
- 5.4 Decision Making and Judgment

Recommended Texts and Readings:

1. C. L. Bovee, J. V. Thill and M. Chaturvedi, 2017, Business Communication Today, Pearson Education.
2. C. M. Lehman, D. D. Dufrene and M. Sinha, 2016, BCOM- An Innovative Approach to Learning and Teaching Business Communication, Cengage Learning.
3. S. Taylor and V. Chandra, 2010, Communication for Business- A Practical Approach, Pearson.
4. G. Galanes, K. Adams, 2012, Effective Group Discussions – Theory and Practice, Tata Mc Graw Hill.
5. Koneru, 2013, Professional Communication, Tata Mc Graw Hill.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

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 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semexamination. Weightage of assessments are as follows:
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

05.0LMP002E00: Basics of Entrepreneurship

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Continuous Evaluation: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Open Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 05.0LMP002E00.1. Appreciate entrepreneurship as a desirable and feasible career option
- 05.0LMP002E00.2. Build the necessary competencies required for a career as an entrepreneur
- 05.0LMP002E00.3. Analyze the entrepreneurial culture and industrial growth to prepare for setting up and managing their own units
- 05.0LMP002E00.4. Evaluate the role of government and non-government bodies in promoting entrepreneurship

Unit I

- 1.1 Concept, Need, Definition and Role of Entrepreneurship
- 1.2 Definition, Characteristics and Scope of an Entrepreneur
- 1.3 Concepts of Entrepreneur and Intrapreneur
- 1.4 Entrepreneurial Culture

Unit II

- 2.1 Generating New Business Ideas
- 2.2 Creative Problem Solving and Opportunity Recognition
- 2.3 Environmental Scanning, Competitor and Industry Analysis
- 2.4 Feasibility Study (Market/ Technical/ Operational/ Financial)

Unit III

- 3.1 Preparing Business Plans towards Investment
- 3.2 Preparing Functional Plans
- 3.3 Role of Marketing Research (Trends and Forecasts)
- 3.4 Brief Introduction to Design Thinking Approach

Unit IV

- 4.1 Sources of Finance
- 4.2 Role of Financial Institutions
- 4.3 Govt. Initiatives and Schemes for Entrepreneurship
- 4.4 Developing Corporate Entrepreneurship

Unit V

- 5.1 Legal Aspects of Entrepreneurship (Patents, Trademarks, Copyrights, Trade secrets, licensing, franchising, IPR)
- 5.2 Women and Social Entrepreneurship
- 5.3 Reasons for Failure of Entrepreneurial Ventures
- 5.4 Successful, Failed and Turnaround Ventures

Recommended texts and readings:

1. R. D. Hisrich, P. Michael and S. Dean, Entrepreneurship, Tata McGraw Hill.
2. B. R. Barringer and R. D. Ireland, Entrepreneurship, Pearson Prentice Hall.
3. M. Lall and S. Sahai, Entrepreneurship, Excel Books.
4. P. Charantimath, Entrepreneurship Development and Small Business Enterprises, Pearson Education.

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term categorization for the same is:
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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
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 - Short/Long Questions: 70%

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MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

05.0LMP003E00: Excel for Managers

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: -	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

Pre-requisites: Basic working knowledge of menus of MS Excel

Course Type: Open Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 05.0LMP003E00.1 Understand and apply basic practice of data management using Excel
- 05.0LMP003E00.2 Demonstrate the ability to think critically and apply Excel for data modeling
- 05.0LMP003E00.3 Create visually appealing and informative presentations of data through Excel
- 05.0LMP003E00.4. Design appropriate strategies for planning and management using different Excel tools for business decision making

Unit I

- 1.1 Excel Formulae Functions: Financial, Logical, Date and Time, Lookup
- 1.2 Formulae Functions: Date and Time, Lookup
- 1.3 Advanced Formulae: Reference and Statistical
- 1.4 Developing Nested Formulae Function

Unit II

- 2.1 Exploratory Data Visualization
- 2.2 Creating Charts, Graphs and Formatting
- 2.3 Creating Interactive Graphs
- 2.4 Advanced and Conditional Formatting

Unit III

- 3.1 Data Cleaning Functions,
- 3.2 Creating Tables
- 3.3 Filtering Functions
- 3.4 Special Functions Using Tables

Unit IV

- 4.1 Analyzing Data with Pivot
- 4.2 Performing Calculations in Pivot Table
- 4.3 Creating Graphs in Pivot Chart
- 4.4 Using Slicers

Unit V

- 5.1 Introduction to Solver, Forecasting and Trend Analysis
- 5.2 Creating and Managing Scenarios and Summaries

5.3 What-if, Goal Seek Analysis tools

5.4 Automation with Macros

Tools required for the course:

Microsoft Excel

Tableau Public (Free tool by Tableau)- <https://public.tableau.com/en-us/s/download>

Microsoft Word

Microsoft Power Point

Recommended texts and readings:

1. D. Whigham, Business Data Analysis using Excel, Oxford University Press
2. A. L. Day, Mastering Financial Modeling in Microsoft Excel, Prentice Hall-Pearson
3. J. Swan, Practical Financial Modelling, CIMA Publishing
4. P. K. Scott, Building Financial Models with Microsoft Excel: A guide for business professionals, John Wiley & Sons
5. Gottlieb Isaac, Next Generation Excel: Modeling Excel for Analysts and MBAs, Wiley, Singapore

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term categorization for the same is:

▪ MCQs	30%
▪ Subjective (Short/Long)	40%
▪ Discussion/Presentation	15%
▪ Projects/Group Activities etc	15%
- For Summative assessment (End Sem examination. Weightage of assessments are as follows:
- For continuous or Formative assessment (in semester): Maximum 30 percent. The ster Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:	
Objective Type Questions:	30%
Short/Long Questions:	70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

05.0LMP004E00: Managing Sales Process

Periods/week	Credits	Max. Marks:	100
L:3 T:- P:-	3	Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

Course Type: Open Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 05.0LMP004E00.1 Identify the major concepts and issues that are part of selling
- 05.0LMP004E00.2 Explore the skills and understand Selling as a profession
- 05.0LMP004E00.3 Analyze the principles of relationship marketing for handling sales process
- 05.0LMP004E00.4 Design and deliver winning sales calls and presentations

Unit I

- 1.1 Introduction to Personal Selling
- 1.2 Career of the Professional Salesperson
- 1.3 Levels of Sales Management Positions
- 1.4 Nature of Personal Selling

Unit II

- 2.1 Strategic Sales Management
- 2.3 Sales Planning
- 2.4 The Selling Process
- 2.5 Success Factors in Selling

Unit III

- 3.1 Relationship Marketing and Personal Selling
- 3.2 Relationship Selling
- 3.3 The Customer Relationship
- 3.4 Communication for Relationship Building

Unit IV

- 4.1 Sales Forecasting
- 4.2 Sales Budgeting
- 4.3 Sales Territories
- 4.4 Sales Quota

Unit V

- 5.1 Planning Sales Call

- 5.2 Sales Presentation
- 5.3 Managing Sales Team
- 5.4 Emerging trends in Sales Management

Recommended Texts and Readings:

1. R.S Still, W.E. Cundiff& N.A.P. Govoni, Sales Management: Decisions, Strategies and Cases, Prentice-Hall
2. C. M. Futrell, Fundamentals of Selling, McGraw Hill, India
3. K. K. Havaldar, V. M. Cavale, Sales and Distribution Management, McGraw Hill, India

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Sem examination. Weightage of assessments are as follows:
- For continuous or Formative assessment (in semester): Maximum 30 percent. The ster Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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5.0LMP005E00: Analytics for Business Strategy

Periods/week	Credits	Max. Marks:	100
L:3 T:- P: - 3		Continuous Evaluation:	30
Duration of Examination: 3 Hrs		End Semester Examination:	70

Course Type: Open Elective

Course Outcomes:

By the end of the course, a student should be able to:

- O5.0LMP005E00.1 Understand the meaning of analysis and analytics
- O5.0LMP005E00.2 Design and develop strategic roadmap and KPIs based on organizational objectives
- O5.0LMP005E00.3 Develop strategic thinking through scorecards and dashboards for decision making.
- O5.0LMP005E00.4 Apply analytical methods for business decision making.

Unit I

- 1.1 Nature of Strategy, Levels of Strategic Management
- 1.2 Environmental Scanning and Internal Audit
- 1.3 Planning Process: Goals and Priorities
- 1.4 Cross functional Planning

Unit II

- 2.1 Definition and Need of Business Analytics
- 2.2 Types of Analytics
- 2.3 Industry Applications of Business Analytics
- 2.4 Leading Industry Products - features of Software

Unit III

- 3.1 Meaning of KPIs
- 3.2 Need for Performance Metrics and Performance Measurement
- 3.3 Attributes of Effective Measures of Performance, Types of KPIs
- 3.4 The KPI Cycle, Monitoring and Reporting

Unit IV

- 4.1 Introduction to Balanced Scorecard Approach
- 4.2 Roadmap for Developing the Scorecard
- 4.3 Overview of IT Tools for Score carding

Unit V

- 5.1 Dashboards – Uses and Applications

5.2 Types of Dashboards and Dashboard Data
5.2 Designing Dashboards
5.2 Characteristics of A Well-designed Dashboard

Recommended texts and readings:

1. J. D.Camm, J. J. Cochran, M.I J. Fry, J. W. Ohlmann and D. R. Anderson, Essentials of Business Analytics, Cengage Learning
2. S. Kuruganti, Business Analytics: Applications to Consumer Marketing, McGraw Hill
3. B. Marr, Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance, Wiley

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Sem examination. Weightage of assessments are as follows:
- For continuous or Formative assessment (in semester): Maximum 30 percent. The ster Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.0LMP006E00: Leadership Skills and Team Building

Periods/week	Credits	Max. Marks : 100
L:3 T:- P: -	3	Internal/ Continuous Assessment: 30
Duration of Examination: 3 Hrs		End Semester Examination: 70

Course Type: Open Elective

Course Outcomes:

By the end of the course, a student should be able to:

- 05.0LMP006E00.1: Exhibit enhanced interpersonal, team and leadership skills while working collaboratively in a diverse and multicultural environment
- 05.0LMP006E00.2: Manage conflict, negotiate and contribute proactively in teams
- 05.0LMP006E00.3: Appreciate the importance of higher emotional intelligence (EQ levels), mentoring capability and motivational skills as vital aspects of leadership education
- 05.0LMP006E00.4: Display improved problem solving, decision making and persuasive skills while working collaboratively in key business functional areas

Topics to be Covered:

1. Building Effective Teams
2. Managing Teams
3. Being a Role model
4. Mentoring Skills
5. Art of Decision Making
6. Problem Solving Skills
7. Managing conflicts and resistance
8. Motivational Skills
9. Building Emotional Intelligence
10. Managing feedback

Recommended Texts and Readings:

1. Bovee, Thill and Chaturvedi, Business Communication Today, Pearson Education
2. Lehman, Dufrene and Sinha, BCOM- An Innovative Approach to Learning and Teaching Business Communication, Cengage Learning
3. Taylor, Shirley and V. Chandra, Communication for Business- A Practical Approach, Pearson
4. Galanes, Gloria J. and Katherine Adams, Effective Group Discussions – Theory and Practice, Tata Mc Graw Hill
5. Ananda Murugan S, Placement Interviews : Skills for Success, Tata Mc Graw Hill
6. Gallagher K, Skills Development for Business and Management Students, Oxford University Press

Notes:

1. Focus shall be on case studies, learning by doing exercises, role plays and experiential activities.
2. Only latest editions of the above books are recommended.
3. Website references will be announced at the time of the launch of the courses by the concerned faculty.

Evaluation Policy: The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Sem examination. Weightage of assessments are as follows:
- For continuous or Formative assessment (in semester): Maximum 30 percent. The ster Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
(Deemed to be University)**

O5.0LMP007E00: Sales Skills for Business Success

Periods/week	Credits	Max. Marks : 100
L: 3 T: P: 3		Continuous Evaluation : 30
Duration of Examination: 3 Hrs		End term Examinations: 70

Course Type: Open Elective

Course Outcomes:

By the end of the course, a student should be able to:

O5.0LMP007E00.1	Gain critical skills and knowledge related to sales
O5.0LMP007E00.2	Explore and understand selling as a profession
O5.0LMP007E00.3	Experiment and use the tools from sales toolkit
O5.0LMP007E00.4	Design and deliver winning sales presentations

Unit I

- 1.1 Sales as a profession
- 1.2 Customer segmentation
- 1.3 Selling process

Unit II

- 2.1 Prospecting
- 2.2 Connecting with Sales Prospects
- 2.3 Critical Factors for Success in Sales

Unit III

- 3.1 Relationship Selling
- 3.2 Customer Experience
- 3.3 Consultative Selling

Unit IV

- 4.1 Sales Forecasting
- 4.2 Sales Territories

4.3 Setting Sales Quota

Unit V

5.1 Planning Sales Call

5.2 Sales Presentation

5.3 Handling Objections and Closing

Recommended Texts and Readings:

1. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales Management: Decisions, Strategies and Cases, Prentice-Hall, India
2. Charles M. Futrell: Fundamental of Selling, McGraw Hill, India
3. Krishna K. Havaldar, Vasant M Cavale: Sales and Distribution Management, McGraw Hill, India

Notes:

1. Only latest available editions of the above books are recommended.
2. Website references will be announced at the time of the launch of the course by the concerned faculty.
3. Only the latest available editions to the above books are recommended

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Sem examination. Weightage of assessments are as follows:
- For continuous or Formative assessment (in semester): Maximum 30 percent. The ster Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Instructions for setting question paper: The question paper shall consist of two parts (Part A and Part B). Six questions are to be set in Part A, of which four questions are to be attempted. Each question will carry 20 marks. Part A will include questions covering the entire syllabus. Part B will include a case study of 20 marks which will be compulsory to attempt

Appendix A

Courses in MBA with Focus on Regional, National and Global Needs

Name(s) and Codes of Courses/ Need Level*	Regional	National	Global
Business Communication (MBA-DS-101)		✓	✓

Managerial Economics (MBA-DS-103)	✓	✓	
Business Environment and Legal Aspects (MBA-DS-104)		✓	
Organization Behavior (MBA-DS-107)			✓
Communication Development Programmed- I (MBA-DS-109)			✓
Professional Competency (MBA-DS-201)			✓
Entrepreneurship and New Venture Development (MBA-DS-202)	✓	✓	
Human Resource Management (MBA-DS-203)			✓
International Business (MBA-DS-206)			✓
Strategic Management (MBA-DS-208)	✓	✓	✓
Communication Development Programmed- II (MBA-DS-209)			✓
Summer Internship Project (MBA-DS-301)	✓	✓	✓
Employability Skills (MBA-DS-302)	✓	✓	✓
Service Marketing (MBA-DS-304)	✓	✓	✓
International Finance (MBA-DS-FN-305)			✓
Performance Management in Organizations (MBA-DS-HROB-301)	✓	✓	✓
Compensation and Benefits Management (MBA-DS-HROB-304)	✓		✓
Cross- cultural Management (MBA-DS-HROB-306)			✓
International Marketing (MBA-DS-IB-301)			✓
Foreign Exchange Management (MBA-DS-IB-302)			✓
Managing Multinational Enterprises (MBA-DS-IB-303)		✓	✓
Understanding Self: The Indian Perspective (MBA-DS-HROB-402)		✓	
International HRM (MBA-DS-IB-304)			✓
International Supply Chain Management (MBA-DS-IB-305)	✓	✓	✓
Foreign Market Entry Strategies (MBA-DS-IB-306)		✓	✓
Supply Chain and Logistics Management		✓	✓

(MBA-DS-OM-301)			
Waste Management Logistics and Exports (MBA-DS-WM-302)			✓
Quality Toolkit for Managers (MBA-DS-OM-302)		✓	
Management of Manufacturing Systems (MBA-DS-OM-305)	✓		
Principles of Event and Media Management (MBA-DS-EMM-301)	✓	✓	
Digital Innovation and Transformation (MBA-DS-MIS-303)	✓	✓	
Hospital Facility Planning (MBA-DS-HC-301)	✓	✓	
Biomedical Waste Management (MBA-DS-HC-304)	✓	✓	
Regulatory and Legal Issues of Entrepreneurship (MBA-DS-ESBM-304)		✓	
Introduction to Waste Management and Sanitation (MBA-DS-WM-301)	✓	✓	
Waste Management Banks (MBA-DS-WM-304)	✓		
Credit Evaluation, Monitoring and Recovery Management (MBA-DS-BIM-304)	✓	✓	
Rural Markets for Financial Services (MBA-DS-BIM-305)	✓		
Marketing to Base of the Pyramid (MBA-DS-MK-402)	✓	✓	
Healthcare and Social Policy (MBA- DS-HC -401)		✓	✓
Social Entrepreneurship (MBA- DS- ESBM -403)	✓		

*Indicative list

Appendix B

Courses in MBA with Focus on Ability Enhancement

Name(s) of Courses/ Ability Enhancement*	Employability	Entrepreneurship	Skill Development
Economics for Decision Making(6.0LMP101C01)	✓		✓
Accounting for Managers(6.0LMP102C01)	✓		✓
Managerial Statistics(6.0LMP103C01)	✓		✓
Individual and Organizational Dynamics(6.0LMP104C01)	✓		✓

Essentials of Marketing(6.0LMP105C01)	✓		✓
Professional Development-I(6.0LMP101C04)	✓		✓
Managerial Communication-I(6.0LMP101C05)	✓		✓
Digital Technologies & Systems(6.0LMP101C00)	✓		✓
Managing Human Resources(6.0LMP201C01)	✓		✓
Production & Operations Research(6.0LMP202C01)		✓	✓
Global Business Management(6.0LMP203C01)	✓		✓
Corporate Finance(6.0LMP204C01)	✓		✓
ESG for Business(6.0LMP205C01)	✓		✓
Contemporary Issues in Marketing(6.0LMP206C01)	✓		✓
Research Methodology & Analysis(6.0LMP201C00)	✓		✓
Capstone Project /Business Simulation - I(6.0LMP202C04)	✓	✓	✓
Professional Development-II (6.0LMP201C04)	✓		✓
Managerial Communication-II (6.0LMP201C05)	✓		✓
Business Strategy(6.5LMP101C01)	✓		✓
Summer Internship Project(6.5LMP101C06)	✓	✓	✓
Professional Competency-I (6.5LMP101C04)	✓		✓
Capstone Project/Business Simulation - II(6.5LMP102C04)	✓		✓
Employability Skills-I(6.5LMP101C05)	✓		✓
Final Dissertation/ Project (6.5LMP201C07)	✓		✓
Professional Competency-II (6.5LMP201C04)	✓		
Employability Skills- II(6.5LMP201C05)	✓		✓
Entrepreneurship & Startups (6.5LMP202C04)	✓		✓
Digital Technologies & Systems(6.0LMP101C00)	✓		✓
Economics for Decision Making(6.0LMP101C01)	✓		✓
Accounting for Managers (6.0LMP102C01)	✓		✓
Managerial Statistics(6.0LMP103C01)	✓		✓
Individual and Organizational Dynamics(6.0 LMP104C01)	✓		✓
Essentials of Marketing(6.0LMP105C01)	✓		✓
Professional Development-I(6.0LMP101C04)	✓		✓
Managerial Communication-I(6.0LMP101C05)	✓		✓
Research Methodology &Analysis (6.0LMP201C00)	✓		✓
Managing Human Resources(6.0LMP201C01)	✓		✓
Production & Operations Research(6.0LMP202C01)	✓		
Global Business Management(6.0LMP203C01)	✓		✓
Corporate Finance(6.0LMP204C01)	✓		✓
ESG for Business(ESG for Business)	✓		✓
Modeling Using Excel (MBA-DS-BA-301)	✓		✓

Business Strategy and Analytics (MBA-DS-BA-302)	✓		✓
Business Data Analytics Using Python (MBA-DS-BA-303)	✓		✓
Principles of Event and Media Management (MBA-DS-EMM-301)	✓		✓
Managing Sponsorships for Events (MBA-DS-EMM-302)	✓		✓
PR for Events and Media (MBA-DS-EMM-303)	✓		✓
Event Budgeting and Costing (MBA-DS-EMM-304)	✓		✓
Planning Marketing Communications for Events (MBA-DS-EMM-305)	✓		✓
Legal Aspects and Ethics in Events and Media (MBA-DS-EMM-306)	✓		✓
Supply Chain and Logistics Management (MBA-DS-OM-301)	✓		✓
Quality Toolkit for Managers (MBA-DS-OM-302)	✓		✓
Pricing and Revenue Management (MBA-DS-OM-303)	✓		✓
Operations Strategy (MBA-DS-OM-304)	✓		✓
Management of Manufacturing Systems (MBA-DS-OM-305)	✓		✓
Sourcing Management (MBA-DS-OM-306)	✓		✓
Enterprise Resource Planning (MBA-DS-MIS-301)	✓		✓
Software Project Management (MBA-DS-MIS-302)	✓		✓
Digital Innovation and Transformation (MBA-DS-MIS-303)	✓		✓
IT Consulting (MBA-DS-MIS-304)	✓		✓
E Commerce and Digital Marketing (MBA-DS-MIS-305)	✓		✓
Strategic Management of IT (MBA-DS-MIS-306)	✓		✓
Final Dissertation/ Project (MBA-DS-401)	✓		✓
Digital Marketing (MBA-DS-MK-401)	✓		✓
Retail Marketing (MBA-DS-MK-403)	✓		✓
Sales and Distribution Management (MBA-DS-MK-404)	✓		✓
Marketing to Base of the Pyramid (MBA-DS-MK-402)	✓		✓
Coaching, Counseling and Mentoring (MBA- DS-HROB -401)	✓		✓
HR Analytics (MBA- DS-HROB -404)	✓		✓
Employee Relations (MBA- DS-HROB -403)	✓		✓
Understanding Self: The Indian Perspective (MBA- DS-HROB -402)	✓		✓
Global Mergers & Acquisitions (MBA-DS-IB-401)	✓		
Export - import Procedures and Documentation (MBA-DS-IB-402)	✓		✓
International Financial Management (MBA-DS-IB-403)	✓		✓
International Banking (MBA-DS-IB-404)	✓		✓

Data Mining for Business Analytics (MBA- DS-BA-401)	✓		✓
Advanced Analytics (MBA- DS-BA-402)	✓		✓
Event and Media Production & Logistics (MBA- DS-EMM -401)	✓		✓
Event and Media Research (MBA- DS-EMM -402)	✓		✓
Leveraging IT and Cyber Media for Events (MBA- DS-EMM -403)	✓		✓
Event Leadership and Team building (MBA- DS-EMM -404)	✓		✓
Mergers, Acquisition and Corporate Restructuring (MBA-DS-FN-401)	✓		✓
Management of Banks and FI's (MBA-DS-FN-402)	✓		✓
Behavioral Finance (MBA-DS-FN-403)	✓		✓
Financial Risk Management (MBA-DS-FN-404)	✓		✓
Decision Support Systems (MBA- DS-MIS -401)	✓		✓
Data Mining for Business Decisions (MBA- DS-MIS -402)	✓		✓
Information Security and Risk Management (MBA- DS-MIS -403)	✓		✓
Business Intelligence (MBA- DS-MIS -404)	✓		✓
Planning Sales Operations (MBA- DS-OM-401)	✓		✓
Demand and Business Forecasting (MBA- DS-OM-402)	✓		✓
Service Operations Management (MBA- DS-OM-403)			✓
Technology and Business Transformation (MBA- DS-OM-404)	✓		✓

Courses in MBA with Focus on Environment, Human Values and Diversity

Course Name	Environment and Sustainability	Professional Ethics	Human Values	Gender Equality
Management Information Systems (MBA-DS-102)		✓		
Business Environment and Legal Aspects (MBA-DS-104)	✓			
Organization Behavior (MBA-DS-107)			✓	✓
Professional Competency (MBA-DS-201)			✓	
Entrepreneurship and New Venture Development (MBA-DS-202)		✓		
Research Methodology (MBA-DS-205)		✓		
Strategic Management (MBA-DS-208)		✓		
Consumer Behavior (MBA-DS-MK-303)			✓	
Business to Business Marketing (MBA-DS-MK-306)		✓		
Neuro Marketing (MBA-DS-MK-307A)		✓		
International Marketing (MBA-DS-IB-301)		✓		
Managing Multinational Enterprises (MBA-DS-IB-303)		✓		
International HRM (MBA-DS-IB-304)				✓
Event and Media Production & Logistics (MBA- DS-EMM -401)		✓		
Event and Media Research (MBA- DS-EMM -402)		✓		
Event Leadership and Team building (MBA- DS-EMM -404)		✓		
Principles of Event & Media Management (MBA-DS-EMM-301)		✓		
Managing Sponsorships for Events (MBA-DS-EMM-302)		✓		
Legal Aspects and Ethics in Events and Media		✓	✓	

(MBA-DS-EMM-306)				
IT Consulting (MBA-DS-MIS-304)		✓		
Information Security and Risk Management (MBA- DS-MIS -403)		✓		
Supply Chain and Logistics Management (MBA-DS-OM-301)		✓		
Planning Sales Operations (MBA- DS-OM -401)		✓		
Legal Aspects of Healthcare (MBA-DS-HC-302)		✓		
Biomedical Waste Management (MBA-DS-HC-304)	✓			
Preventive Healthcare System (MBA-DS-HC-307)	✓		✓	✓
Healthcare Marketing and Medical Tourism (MBA- DS-HC -403)		✓		
Organization Change and Development (MBA-DS-HROB-305)		✓		
Coaching, Counseling and Mentoring (MBA- DS-HROB -401)		✓		

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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The MBA Program**Guidelines for****O6.5LMP101C06:Summer Internship Project****Introduction**

The internship method of education is a vehicle through which one can impart meaningful innovations in methods of student education and evaluation to bring them closer to real-life situations. In summer internship course, the concept of continuous evaluation is followed.

The educational process in the internship courses seeks out and focuses on developing the many latent attributes that do not surface in the normal classroom situations. These are intellectual handling, ability in written and oral presentation, sense of responsibility etc. and are judged by the faculty through various instruments of evaluation, namely, quiz seminar, viva, project report, observation of the student's performance, and activity reports.

I. Registration

As part of MBA course curriculum, a student registers for the course "summer internship project".

The department should have complete information of the organizations where they are required to pursue the summer internship. The students, who proceed for summer training without informing the department of the Company where they would be pursuing their internship will be declared "fail" in summer training. Also, such students will not be allowed to register for Sem III.

The information must reach the Training and Placement Officer of the department before the commencement of training.

II. Allocation of Faculty Guides

During the summer internship, students are required to work with two guides: Industry Guide and Faculty Guide. Students are advised to fix a meeting where the faculty guide and industry guide can interact and help the students to deliver good results. The faculty guide will be provided to each student.

III. Orientation Program

It is suggested that in a period of 2 to 3 days, the student should become familiar with the Organization structure, process involved, historical developments and future expansion programs of the organization etc. They should visit various departments, shop floors, attending orientation lectures by the organizational experts, referring to various annual reports and manuals. The student should become familiar with the organization in all respects. It is a good idea for the faculty guide to conduct a test and as well as ask the students to submit an interim report.

IV. Summer Internship Assignments and Open-Ended Projects

After the completion of the orientation program, depending on the student's own interest and the opportunities available in the organization, a student may choose a particular department or activity or function or an ongoing project within the organization. This may be later converted into an open-ended project or assignment. The strength of the internship program and the latent abilities of the guide can play an effective role in chalking out this particular aspect of the internship program in consultation with the organizational experts. If the opportunities are not available for the students to participate in the projects or assignments, they may be asked to make an in-depth study of the organization on a specific aspect of management.

V. Attendance

The students are required to follow the timings of the organization and attend to their work daily except on holidays that are applicable to the organization. They should observe all the rules and regulations, which are applicable to the employees of the organization.

VI. Guide-Student Interaction

The regular periodic interaction of the summer internship guide with the students is necessary. This interaction assists in continuous monitoring and guiding the students in his/her project and assignment work. In this meeting, the summer internship guide will tell the students about their performance and progress in the project and assignment task undertaken by them.

Every student, from time to time must ask the summer internship guide about his/her strong as well as weak points observed in the various evaluation components and the ways to improve upon them.

VIII. Faculty Interaction with Industry Guide

The faculty may interact with the professional expert periodically (industry guide). In the beginning, this interaction helps the faculty to chalk out an effective orientation program and also the whole internship program. These meetings will also enable the professional expert (industry guide) know about the progress of the projects and assignments. The faculty may invite the expert(s) to seminars, group discussions etc. At the end of the internship, the faculty seeks the industry guide's critical comments on reports submitted by the students with a view to receive the much-needed feedback on the student's work.

The students are required to interact with the professional experts periodically. These interactions help the students in letting the experts know about their progress in the assignment and also to get the directions and instructions for further study. In these meetings, the student may clarify his/her doubts and discuss his/her assignments for better understanding and working. When the assignments are in progress, the role sought from the experts is that of a consultant. Normally the students are required to approach professional experts with prior appointment and after discussing with the faculty, so that they go well prepared and derive maximum benefit from the expert. Every effort should be made to ensure that professional experts do not have to worry about routine details concerning the educational and administrative organizations of the internship program.

IX. Project Report

Project report should be submitted on the last day of the internship program or on the dates declared by the department. The report is a written presentation of the work done by the student on a given assignment. Each assignment should have a separate report. In the case of group work, the leader has the total responsibility of planning, scheduling and implementing. The work of the group in a given assignment is documented in a joint report.

It is important to bear in mind that even though the project is submitted only at the end of any given assignment, in reality it is the culmination of the continuous efforts in the form of interim report, student

participation in seminars and the proceedings of group discussions which are evenly distributed over the entire period of the assignment. Therefore, the various components of the project report should be evaluated on a continuous basis. Continuous faculty interaction with the students would provide a powerful channel to the faculty to clearly discriminate between the competence levels of different group members.

One printed/typed and bound copy of the Final project (bearing the original signature of the student and Faculty Supervisor) should be submitted for the final evaluation. The Thesis must contain a certificate from the student declaring that the thesis embodies original work done by him/her. The format for certificate is provided in the end.

a) Format and Guidelines for Internship Report

The Internship Report is the research report that the student has to prepare on the project assigned by the organization (in case a student is not assigned a specific research project in the organization, he/she has to select any one aspect of the organization and prepare a research report on it). The layout of the report should be as per the standard layout prescribed as per details below:

The following components should be included in the report:

i. Title or Cover Page

The title page should contain Project Title: Student’s name, Program, Year and Semester and Name of the Faculty Guide.

- ii. Certificate of originality by the student

CERTIFICATE

This is to certify that the project titled _____
_____submitted
for partial fulfillment of the MBA program (Department of Post Graduate Management Studies,
SLM, Manav Rachna International Institute of Research and Studies), embodies original work done
by me. It has been conducted during Summer Internship Program in _____ 20_____.

Signature of the Student

Name (in Capitals) : _____
—

Roll Number : _____

Signature of the Faculty Guide :

Name (in Capitals) :

Designation :

Signature of the Dean :

iii. Certificate from the organization

CERTIFICATE

This is to certify that the Summer Training Project of Mr.
/Ms.....Titled.....
..... is an original work and that this work has
not been submitted anywhere in any form.

The project work was carried duringto..... under the guidance of
Mr./Ms.
.....
at..... (*Name of the organization*).

Date:

Signature &Stamp:

Student's Name:

Batch:

Signature:

Name of the supervisor:

Name of the organization:

Seal of the organization:

iv. Acknowledgements

Acknowledgement to any advisory or financial assistance received in the course of work may be given. It is incomplete without student's signature.

v. Abstract

A good "Abstract" should be to the point; and fully informative. First paragraph should state what was accomplished with regard to the objectives. The abstract does not have to be an entire summary of the project, but a concise summary of the scope and results of the project. It should not exceed 1000 words.

vi. Table of Contents

Titles and subtitles are to correspond exactly with those in the text.

vii. Introduction

Here a brief introduction to the problem that is central to the project and an outline of the structure of the rest of the report should be provided. The introduction should aim to catch the imagination of the reader, so excessive details should be avoided.

viii. Methodology

This section should aim at experimental design, methodology should be mentioned in details including modifications undertaken, if any. It includes organization site(s), sample, instruments used with in its validation, procedures followed and precautions.

ix. Results and Discussion

In writing this section, emphasis should be laid on what has been performed and achieved in the course of the work, rather than discuss in detail what is readily available in text books. Avoid abrupt changes in contents from section to section and maintain a lucid flow throughout the thesis. An opening and closing paragraph in every chapter could be included to assist in smooth flow.

Note that in writing the various sections, all figures and tables should be associated to the main text, in the same orientation as the main text, numbered, and given appropriate titles or captions. All major equations should be numbered and unless it is really necessary, do not write in "point" format.

While presenting the results, write at length about the various statistical tools used in the data interpretation. The result interpretation should be simple but full of data and statistical analysis. This data interpretation should be in congruence with the written objectives and the inferences should be drawn on data and not on impression. Avoid writing straight forward conclusions, rather it should lead to generalization of data on the chosen sample.

Results and its discussion should be supporting/ contradicting with the previous research work in the given area. Usually, one should not use more than two researches in either case of supporting/ contradicting the present case of research.

x. Conclusion(s) and Recommendations

- Conclusion should be the final section in which the outcome of the work is mentioned briefly. Check that your work answers the following questions:
- Did the research project meet its aims (check back to introduction for stated aims)
- What are the main findings of the research?
- Are there any recommendations?
- Do you have any conclusion on the research process itself?

xi. Implications for Future Research

This should bring out further prospects for the study either thrown open by the present work or with the purpose of making it more comprehensive.

xii. Appendices

The appendices contain material which is of interest to the reader but not an integral part of the thesis. It may be in the form of a problem that may be documented for future reference.

xiii. References

References should include papers, books etc. Referred to in the body of the report. These should be written in APA style of referencing.

b) The Layout Guidelines

- A4 Size Paper
- Font: Arial (10 points) or Times New Roman (12).
- Line spacing: 1.5
- Top and bottom margins: 1 inch /2.5 cm; Left and right margins: 1.25 inches/3 cm
- Two copies of the report are to be submitted with the faculty guide in the academic department.

VII. Assessment Scheme

There are six components of assessment- Continuous Evaluation by Faculty Guide, Timely Submission, Evaluation by Company, Project Report Evaluation, viva& Presentation and Industry Guide Evaluation (Certificate). The assessment scheme used will assist in judging the students on various characteristics, such as- knowledge of concepts, application of principles, intellectual ability, creativity and originality, professional judgment and decision-making ability, interdisciplinary approach, skills for data handling, documentation, initiative, self- reliance, self- expression, cooperation, leadership, industry, sense of responsibility, and social sense.

a) Activity Report

The activity maintained by a student enables the faculty to judge the points mentioned earlier. It also provides a wonderful opportunity for the faculty to study and evaluate the student's ability to collect and apply information analysis techniques. Writing a report has to be periodical, preferably a daily or a weekly affair. Both the faculty and student should understand the philosophy behind the report. It is an attempt to cultivate the habit of documentation and to encourage him/her to search for details. It may include the students own thought process and reasoning abilities. This report is a part of the continuous evaluation for the summer internship project.

The suggested format for this report is given below:

WEEKLY PROGRESS REPORT

Name of student:

Name of Organization:

Corporate Guide:

Faculty Guide:

S.No.	Date	Summary of work done	Learning Outcomes
1	Week -1		
2	Week -2		
3	Week -3		
4	Week -4		
5	Week -5		

VIII. Feedback to Students

The aim of these evaluation instruments is not only to evaluate students for various characteristics as mentioned earlier but also to impart education and train them to improve upon their deficiencies in those characteristics. In order to achieve this objective, the marks obtained will be told to the student by the faculty guide within 2 to 3 days of holding a component of evaluation. The faculty guide will also tell them the way to improve upon their performance.

IX. Final Grading

At the end of the internship program, all the marks obtained by a student on various evaluation instruments described above will be added. It will give the total marks earned by the student out of 200 marks. If more than one faculty member is involved in evaluation, the faculty guide is expected to consult his colleagues and the evaluation and grading should be done through collective effort. Even though from time to time the faculty may be taking help from experts and consultants, it is to be borne in mind that the entire responsibility of evaluation and grading rests with the faculty guides only.

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University)

The MBA Program Guidelines for

06.5LMP201C07:Final Dissertation/ Project Introduction

The final project is an important and integral part of the curriculum. While undertaking a research project, the students gain first-hand experience in a particular industry and get an opportunity to innovate, add to, and challenge ideas and techniques imbibed in the first year.

I. General Guidelines

- a) Final project is a compulsory course during semester IV.
- b) It is an in-depth report of a company assigned project/ an industry study that incorporates a critical and analytical approach to the subject with a rigorous research focus. Alternatively, it is researching an issue or problem academically to find a solution.
- c) It is a faculty- supervised course component carrying 3 credits.
- d) Each student will be attached to a faculty guide during final project course.
- e) Students shall be oriented towards execution of the final project at the beginning of semester IV. The orientation sessions (to be scheduled every week) should educate the students on the need for final project, relevance to the placements, importance of selecting research topics of student's interest, possibility of company's interest/sponsorship, importance of quality in implementing the final project, various stages of the project, deliverables expected from the project, timelines, etc. The prospective employers emphasize on the objectives, research methodology, findings and recommendations during the recruitment process. The sessions should stress on the importance of selecting research topics in the area of specialization of the students. It should also elucidate the role of faculty guide in the implementation of the project and the evaluation methodology.

II. Allocation of Faculty Guides: A faculty guide carries multiple responsibilities while guiding the student during the project course and plays an important role in its effective implementation.

- He/she shall supervise, guide, coach and mentor the students towards successful execution of the project.
- He/she should work towards alignment of the project as per the interest of the student and preferably the company with which research work is taken up.
- He/she should conduct weekly sessions where students shall present their progress and receive suggestions from peers and the guide.

III. Project Title

The topic for the final project selected should investigate the strategic or operational issues of managerial interest to one or more organizations. This can be very advantageous in generating a prospective employer's interest in the research project thereby enhancing a student's employability. The topic should be of student's interest and should contribute towards achieving his/her career aspirations.

IV. Project Report: This is the culmination of the work done by a student. By this time the student would have understood the research process and applied himself/herself for studying a problem/issue researched.

a) Format and Guidelines for Project Report

One printed/typed and bound copy of the Final project (bearing the original signature of the student and Faculty Supervisor) should be submitted for the final evaluation. The Thesis must contain a certificate from the student declaring that the thesis embodies original work done by him/her.

The layout of the report should be as per the standard layout prescribed as per details below:

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Signature of the Student

Name (in Capitals) _____

Roll Number : _____

Signature of the Faculty Guide:

Name (in Capitals) :

Designation :

Signature of the Dean :

xvi. Acknowledgements

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xvii. Abstract

A good "Abstract" should be to the point; and fully informative. First paragraph should state what was accomplished with regard to the objectives. The abstract does not have to be an entire summary of the project, but a concise summary of the scope and results of the project. It should not exceed 1000 words.

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There are six components of assessment- Structure of the report, Abstract, Results and analysis, Discussion of implications, Conclusions and/or recommendations, References, appendices, glossary and abbreviations. The assessment scheme used will assist in judging the students on various characteristics, such as- knowledge of concepts, application of principles, intellectual ability, creativity and originality , professional judgment and decision-making ability, interdisciplinary approach, skills for data handling, documentation, initiative, self- reliance, self- expression, cooperation, leadership, industry, sense of responsibility, and social sense.

