



JSPM's

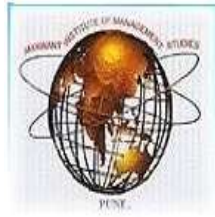
JAYAWANT INSTITUTE OF MANAGEMENT STUDIES

(Approved by AICTE, New Delhi, Recognised by Gov. of Maharashtra & Affiliated to Pune University)

S. No. 80/2, Pune-Mumbai Bypass Highway, Tathawade, Pune – 411033.

Phone: +91-8237076937/38 Telefax: +91-20-22933424.

E-mail: jims1@vsnl.net Website: www.jspm.edu.in



Prof. T. J. Sawant
D.E.E., B.E. (Elec.) MISTE
Founder- Secretary

Dr. Priyanka Singh
B.Sc. (Hons), MBA, Ph. D.
Director

Report on “Human Values and Professional Ethics”

JSPM's, JIMS, Pune has was organized seminar on the topic “Human Values and Professional Ethics” for students & faculty members on 12.01.2022. The seminar was conducted to draw the attention of all towards the problems and challenges that are there in front of us at the levels of individual, family, society and nature.

This seminar is mainly about issues related to our happiness, our welfare, our aspirations, our goals and success in life.

The Guest speaker for the seminar was Mrs. **Maneesha Upadhyay** a well known trainer having vast experience in handling human emotions and ethical standards.



In this seminar 98 students from MBA & MCA Course and faculty members were present. The main objective of this workshop is that what is right for us and for the nature in context of human values principles specially in the present scenario of today's world, where we are, all the time harming self, society and nature only to have self prosperity.

The seminar was conducted from 10.00 am – 12.30 pm at JIMS Auditorium. All the participants mainly discussed about self realization also their relationship with self, society, nature and with their family and near and dear ones. This seminar mainly focused on the relationship building aspect of human beings with the other individual and its duty towards the society and nature.

The outcomes of the workshop

The participants will became aware of following aspects.

1. Self-Direction. Independent thought and action; choosing, creating, exploring.
2. Achievement. Personal success through demonstrating competence according to social standards.
3. Security. Safety, harmony, and stability of society, of relationships, and of self.
4. Benevolence. Preserving and enhancing the welfare of those with whom one is in frequent personal contact

The program ended with vote of thanks to guest speaker and director of the institute extended by Dr. Shailesh Rajhans, event co-ordinator.

Report on Shivaji Maharaj Jayanti

About Event:-

Chhatrapati Shivaji Jayanti marks the birth commemoration of the noble Indian king Shivaji. It's celebrated on the 19th of February every year. Chhatrapati Shivaji Maharaj was the epitome of grandeur, chivalry, kindness and generosity. The day began to be celebrated as the Shiv Jayanti in 1870 by Mahatma Jyotirao Phule in Pune.

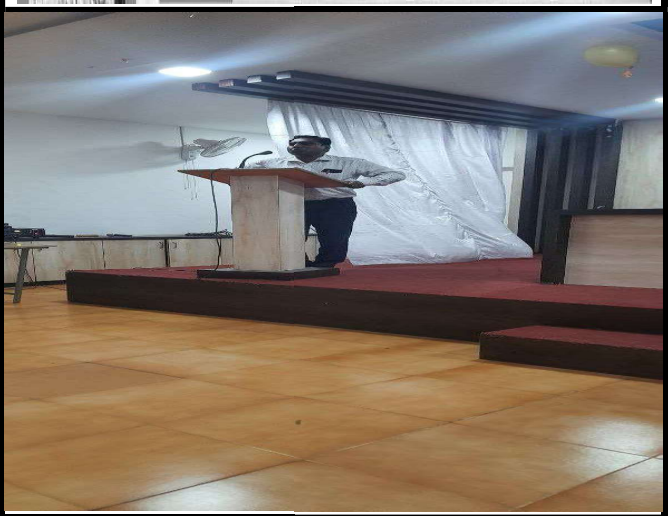
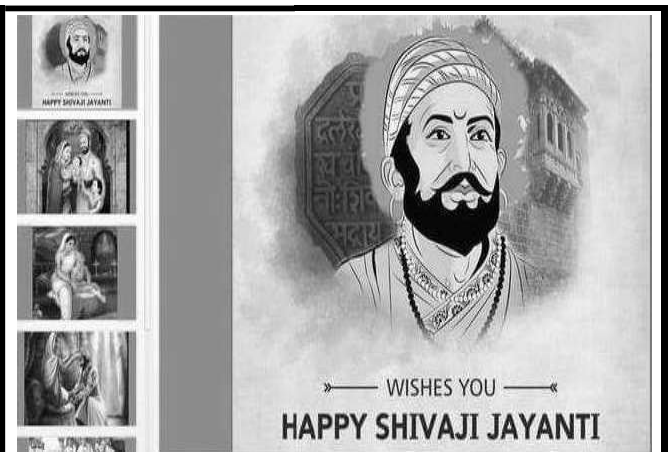
“Do not think of the enemy as weak, and then do not be too scared to feel too strong.” With these words the students of our Institute started celebrating the **“Chhatrapati Shivaji Jayanti”** on 19th February 2022.

A debate competition was organized by the committee members, in the debate the students highlight the significance of Shivaji Maharaja in our day today life and how we must try to walk on the path shown by the Shivaji Maharaj. Many students explained many instances of Valor of Shivaji Maharaj.

Dr.Sudarshan Pawar,HoD of Dept. of MBA addressed the students,In his speech he said that Shivaji Maharaj did not had a huge army in spite of it he founded Swarajya by defeating Mughals and Adilshahis. In spite of short in height Shivaji Maharaj killed huge Afzal Khan by using his intelligence.

The celebration concluded with vote of thanks by Prof. Sham Malgikar.

Some glimpses of the Event



List of subjects integrates issues related to poverty, socio-economic, gender, environment and climate change, livelihood, entrepreneurship, innovations, health and mental health and sustainable development which are included into the curriculum.

- ❖ Following subjects integrates issues related to poverty, socio-economic, gender, environment and climate change, livelihood, entrepreneurship, innovations, health and mental health and sustainable development are included into the curricula.

Sr.	Subjects	Course	Issue Addressed
1	Introduction to Human Rights and Duties	MBA I MCA I	Human Values and Cross cutting issues relevant to gender
2	Human rights of vulnerable and disadvantaged groups	MBA I, MCA I	Human Values and Cross cutting issues relevant to gender
3	Labour & Social Security Laws	MBA II	Social Issues, Gender related issues.
4	Rural and Agriculture Marketing	MBA II	Environment and Sustainability
5	Social Media Marketing	MBA II	Professional Ethics
6	Email Marketing	MBA II	Email Marketing Laws and Ethics
7	Mobile Marketing	MBA II	Mobile Marketing Rules and Ethics
8	Managing for Sustainability	MBA II	Corporate Social Responsibility, Environment and sustainability
9	Global HR	MBA II	Professional Ethics
10	Introduction to information Security	MCA-I	Information Security issues related to human values.
11	Cyber laws and Intellectual Property Rights	MCA-II	Cyber crimes, types, IT Act, Cyber Laws in India issue related to human values and professional ethics.
12	Indian Ethos & Business Ethics	MBA II	Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business, Applications of Ethical Principles to Contemporary, Moral and Ethical problems
13	Elementary Information Technology	MBA I	Computer Ethics
14	Marketing Research	MBA I	Ethical Issues in Marketing Research – participant issues, sponsor issues, corporate espionage, code of ethics
15	Fundamentals of Life Insurance – Products and Underwriting	MBA I	Regulatory Aspects and Ethics –IRDA and its role, Ethics in the Insurance Industry and their importance
16	Conflict & Negotiation Management	MBA I	Ethics in negotiation, Agreement

17	Data Mining	MBA I	Ethics of data mining, privacy, what can/do firms know?
18	Geopolitics & World Economic Systems	MBA I	International Trade Laws: Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights,
19	Enterprise analysis	MBA I	Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation.




Dr. Priyanka Singh
Director

Syllabus of subjects integrates issues related to poverty, socio-economic, gender, environment and climate change, livelihood, entrepreneurship, innovations, health and mental health and sustainable development which are included into the curriculum.

3 Credits	LTP: 2:1:1	Compulsory Generic Core Course
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Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	Recall and spell the human universal values of Indian Ethos and its applications in Business ethics
CO402.2	UNDERSTANDING	Recognize and Demonstrate the relevance of Indian Ethos by taking the rationale and ethical business decision derived from Indian Heritage Scriptures.
CO402.3	APPLYING	Apply the concepts of Indian Ethos, Values, and Ethics with moral reasoning to develop sustainable solutions to solve complex business issues..
CO402.4	ANALYSING	Analyze and make inferences to contemporary business practices in relation to Indian Ethos & Business Ethics
CO402.5	EVALUATING	Appraising the importance of business decisions on the basis of ethics and thus create a value driven management.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to Ethical decision making.

1. **Indian Ethos and Values : Its relevance at Workplace: Indian Ethos-** Meaning, Features, Need, Evolution, Relevance, Universal Human values for continuity of happiness and prosperity, Development of Human Consciousness Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Triguna Theory-OSHA Model. Work Ethos meaning, dimensions of Work Ethos. **Values** - Concepts, Values in business, Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, need of ethos in business organisations with reference to Indian firms, Ethics v/s Ethos, Eastern Management v/s Western Management. (8+2)

2. **Indian Model of Management:** Concept of Indian Model of Management in the Indian socio-political environment, Laws of Karma and its relevance in business settings, Indian Heritage in Business-Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (West-East Theory) (11+2)

3. **Business Ethics as Applied ethics:** Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.), The Ethics of the Business, Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics, Svensson and Wood, A Model of Business Ethics. Categories of Ethics and Responsibilities (Personal, Professional, Managerial) Business Code of Conduct), Approaches to Business Ethics: Consequentialist & Non-Consequentialist The Ethical Audit, Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg's Six stage moral development, Chris Moon's Ethical fitness: a Four-Step Workout (Moral Awareness, Values Definition, Ethical Analysis, Dilemma Resolution). (11+2)

4. **Ethical decision making in business matrix:** Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), Difficulties for practice ethics in organization, Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model. (8+2)

5. **Applications of Ethical Principles to Contemporary, Moral and Ethical problems / issues related to Business:** Contemporary cases on Corporate Strategy, Moral Reasoning, personal responsibility and UN-17 SDG: Climate Change, Corporate Strategy and Natural resource depletion, Corporate Social Responsibility, transparency and accountability, Social Media and E-Platforms. Current ethical issues like Bank scams, Airlines etc. (7+2)

Suggested Text Books:

1. Business Ethics (Concept, Application, Framework and Cultural Impact) k. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala, Himalaya Publishing House
2. Ethics in Management and Indian Ethos, Biswanath Ghosh, Vikas Publishing House
3. Indian Ethos of Management, Tushar Agarawal and Nidhi Chandorkar, Himalaya Publication House.
4. Indian Ethos and Values for Managers, Khandelwal, Himalaya Publishing House

Suggested Reference Books:

1. Indian Ethos & Values In Management, Nandagopal R, Ajith Sankar, Tata McGraw Hill Publishing Co. Ltd.
2. New Mantras in Corporate corridors From Ancient Routes to Global Roots, Subhas Sharma, New Age International Publishers
3. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India.

4. Corporate Chanakya , Radhakrishnan Pillai , Jaico Publishing House
5. Business Ethics at work, Elizabeth Vallance, Cambridge University Press

Research papers/Articles:

1. A Model of Business Ethics, GoranSvensson Greg Wood, Journal of Business Ethics (2008) 77:303–322, Springer 2007, DOI 10.1007/s10551-007-9351-2
2. Fair Employment Agency: Eliminating Forced labor Through Ethical Business Practices, David Bishop, Joao Costa, KHU Business School, Asia Case Research Center, Harvard Business Publishing (HBPS#1296)
3. Case Study at Harvard Business Review 2007: Avoiding Integrity Land Mines, Ben W. Heineman, Jr.

Useful Links:

1. <https://sdgs.un.org/goals>
2. <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

- The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback, Shonna D. Waters , Valerie N. Streets , Lindsay Mcfarlane , Rachael Johnson-murray
- Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, Boyce Byerly, Gene Pease, and Jac Fitz-enz
- Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Pub
- The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, Guenole Nigel, Ferrar Jonathan, Feinzig Sheri, Pearson Publication

Semester II		222HRM: Conflict & Negotiation Management
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO222HRM.1	REMEMBERING	DEFINE the key concepts of the subject matter.
CO222HRM.2	UNDERSTANDING	EXPLAIN the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA)
CO222HRM.3	APPLYING	APPLY the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA) for successful negotiations.
CO222HRM.4	ANALYSING	APPRAISE the importance of in business negotiations and managing conflicts.
CO222HRM.5	EVALUATING	DEVELOP the logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict.
CO222HRM.6	CREATING	COMBINE the theoretical concepts practical methods of managing and resolving organizational conflict and negotiation styles in the organizational context.

- Fundamentals of Negotiation:** definition: Introduction to the importance of negotiation, its importance and Nature of negotiation, negotiation Vs other interactions, Dimensions of Negotiation, Structure and the prerequisites of successful negotiation, types of negotiation , Strategy & planning of negotiation, four stage model of negotiation. **(4+2)**
- Negotiation Process:** Perception & Preparation for the negotiations, goal setting for the negotiation , options and criteria for negotiation, role of Communication & Influence in the negotiation process , Identifying BATNA (Best alternative to a negotiated agreement) and ZOPA (zone of possible agreement) in the negotiation process , Ethics in negotiation, Agreement **(4+2)**
- Negotiation styles:** Leigh Thompson's 5 negotiation mental models, importance of establishing trust and building a Relationship in negotiation , Win-Win Negotiation, use of creativity and problem Solving in Negotiations, application of Transactional analysis for negotiations. **(4+2)**
- Conflict Management:** Introducing the concept of conflict management, Definition, importance and Models of conflict (Process & Structural), Sources of conflict, analyze the relationship between conflict & performance in team, Advantages & Disadvantages of Conflict. Creating conducive climate to resolve the conflict, apply the fundamentals of conflict management to build teams in the organizations, design the process for conflict management and create the situations to minimize the conflicts in an organizations. **(4+2)**
- Types of Conflicts:** understanding the importance of developing mechanism to manage conflicts in the organizations, managing interpersonal and intra personal conflict, and conflict resolution, dealing with difficult subordinates, boss & colleagues, evaluate the organization conflict, analyze the techniques to resolve team conflict, creating the strategies to manage organizational conflict, understand the concept of third party conflict resolution (ADR), demonstrate the use of third party conflict resolution (ADR). Simulation: Case study on best business negotiations and conflict management, Role Play. **(4+2)**

Suggested Text Books:

- Negotiation: Communication For Diverse Settings, Spangle, Michael L. ; Isenhardt, Myra Warren : Sage Publications
- The Negotiation Field book Simple Strategies to Help you negating everything, Grande, Lum. New Delhi : TATA MCGRAW HILL Publishing Company Limited
- Negotiation / Harvard Business Essentials. U S A, Harvard Business Publishing Corporation
- How to Conduct Effective Negotiations, Forsyth, Patrick Jaico Publishing House
- Managing Workplace Conflicts, Subbulakshmi, V., Hyderabad : ICFAI University Press
- The Power of Positive Confrontation : The Skills You Need To Know To Handle Conflicts At Work, At Home And In Life, Pachter, Barbara . Magna Publishing Co. Ltd.

Suggested Reference Books:

1. Getting to Yes: Negotiating Agreement without Giving In, Roger Fisher, William Ury, Bruce Patton
2. Bargaining for Advantage: Negotiation Strategies for Reasonable People, G. Richard Shell
3. Secrets of Power Negotiating: Inside Secrets from a Master Negotiator, Roger Dawson

Suggested Reference Books:

1. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
2. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan. Boca Raton: CRC Press
3. The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley
4. Taming the big data tidal wave: finding opportunities in huge data streams with advanced analytics, Bill Franks. Hoboken: John Wiley & Sons.
5. Big data, big analytics: emerging business intelligence and analytic trends for today's business, Michael Minelli. Hoboken: John Wiley & Sons

Semester II		206BA: Data Mining
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206BA.1	REMEMBERING	DEFINE the key terms associated with Data Mining
CO206BA.2	UNDERSTANDING	EXPLAIN the various aspects of Data
CO206BA.3	APPLYING	APPLY classification models
CO206BA.4	ANALYSING	Analyse data using various clustering models
CO206BA.5	EVALUATING	SELECT appropriate association analysis and anomaly detection tools.
CO206BA.6	CREATING	COMBINE various data mining tools and use them in live analytical projects in business scenarios.

1. **Basic Concepts:** Concept, Definitions and Need of Big Data, Data Mining, Business Intelligence. Data Mining Process, relation to Business Intelligence techniques. Introduction to Data Mining Tasks (Classification, Clustering, Association Analysis, Anomaly Detection). Concept, Definitions of model, descriptive models, predictive modeling, basic terminology. Real-world data mining applications - Big Data Analytics in Mobile Environments, Fraud Detection and Prevention with Data Mining Techniques, Big Data Analytics in Business Environments. **(6+1)**
2. **Data and Preprocessing:** Understanding of Data, what is data? Types of attributes, properties of attribute values, types of data, data quality, Sampling, Data Normalization, Data Cleaning, Similarity Measures, Feature Selection/Instance Selection, the importance of feature selection/instance selection in various big data scenarios. **(7+1)**
3. **Classification:** Decision-Tree Based Approach, Rule-based Approach, Instance-based classifiers, Support Vector Machines, Ensemble Learning, Classification Model Selection and Evaluation, Applications: B2B customer buying stage prediction, Recommender Systems. **(9+1)**
4. **Clustering:** Partitional and Hierarchical Clustering Methods, Graph-based Methods, Density-based Methods, Cluster Validation, Applications: Customer Profiling, Market Segmentation. **(9+1)**
5. **Association Analysis:** Apriori Algorithm and its Extensions, Association Pattern Evaluation, Sequential Patterns and Frequent Subgraph Mining, Applications: B2B Customer Buying Path Analysis, Medical Informatics, Telecommunication alarm diagnosis. **Anomaly Detection:** Statistical-based and Density-based Methods, Ethics of data mining, privacy, what can/do firms know? **(9+1)**

Suggested Self Learning Courses : Basic and advanced data mining and python courses on swayam platform - <https://swayam.gov.in/>

Suggested Text Books:

1. Data Mining: The Textbook by Charu C. Aggarwal
2. Data Science for Business by Foster Provost and Tom Fawcett, O'Reilly
3. Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Addison Wesley
4. Data Mining and Analysis: Fundamental Concepts and Algorithms by Mohammed J. Zaki and Wagner Meira

Subject Elective (SE) Courses - Semester II
Specialization: Business Analytics

Semester II		217BA: Marketing Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217BA.1	REMEMBERING	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions.
CO217BA.2	UNDERSTANDING	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices.
CO217BA.3	APPLYING	IDENTIFY what customers’ value in a product, and assess what they are willing to pay for it.
CO217BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data.
CO217BA.5	EVALUATING	DETERMINE the most effective target markets.
CO217BA.6	CREATING	DESIGN a study that incorporates the key tools of Marketing Analytics.

- Segmentation Analytics:** Market Segmentation Variables, Market Segmentation Types, Marketing Data Landscape, Data for Segmentation, Analytics for Need Based Segmentation - Voice of the Customer, Managing “Voice of the Customer” Data, Customer Co-Creation, RFM Analysis, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Clustering, Conjoint Analysis Segmentation, The Cluster Analysis + Discriminant Analysis Approach, **(5+1)**
- Approaches to Choosing Target Segment/s:** Rationale for Segment Targeting, Analytics for Perceptual Mapping and Product Positioning, Product Positioning, Multi Dimensional Scaling (MDS) and Factor Analysis, Relevance of Mapping for Product Positioning, Preference Mapping, Incorporating Preferences in Perceptual Mapping. **(5+1)**
- Analytics for Product/Service Design:** The Relevance of Trade-off Approaches, Conjoint Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results. **(5+1)**
- Analytics for Tracking Customer Growth:** Rationale for Customer Analytics, Customer acquisition cost, Customer Churn, Customer Attrition models, Customer lifetime value, Net promoter score, Calculating the number of new customers, Calculating average customer age & Days to convert, Calculating customer acquisition cost & Average purchases, Calculating touch points & Lead conversion, Analyzing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Diffusion Models - The Bass Model. **(5+1)**
- Modeling New Marketing Initiatives:** Introduction to modeling, Evaluating new ad channels, Modeling tips and best practices, Projecting ad revenue, Projecting organic follower revenue, Projecting expenses, Calculating net profit and breakeven, Understanding ROI, Calculating returns, Creating a single-variable sensitivity table, Creating a multi-variable sensitivity table. **(5+1)**

Suggested Text Books:

- Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston
- Marketing Analytics: Strategic Models and Metrics, Stephan Sorger
- Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Mike Grigsby
- Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Paul Farris, Rajkumar Venkatesan, and Ronald T. Wilcox

Semester II		218BA: Retailing Analytics
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Business Analytics

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO2018BA.1	REMEMBERING	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing and Digital Consumers.
CO2018BA.2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
CO2018BA.3	APPLYING	USE various kinds of data for performing Retailing Analytics.
CO2018BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive retail analytics.

4. Personal Selling Skills: What Companies Look for in New Salesperson, Negotiation, Communicating Effectively with Diverse Customers – Meaning of Communication, Developing Communication Skills, essentials of Effective Communicator, Communication Styles, making choice of Communication Style, Communication and Trust Building , Listening Skills, Presentation and Demonstration, Body Language- Space, Moments, Eye Contacts & Postures, Interpersonal skills, Follow up Calls, Writing Effective Sales Letters and e- mails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself, Managing Time and Territory Self-Management Effectiveness and Efficiency Sales Activities, Setting Priorities Account And Territory Management, Working Smarter , Cold Call Mechanism, Tools and Technical aids for Selling (3)

5. Personal Selling Applications and Situations: Careers in Personal Selling / Sales, Selling of services- financial, IT and telecommunication, advertising, education; Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods - convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers Market; Selling to end users, intermediaries, government departments and agencies; Selling individual and groups(4)

Suggested Text Books:

1. Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10th Edition
2. A B C's of Selling by Charles M. Futrell, AITBS, New Delhi,
3. World Class Selling by Roy Chitwood, JAICO Publishing House
4. Successful Selling Solutions by Julian Clay, Viva Books
5. Value Added Selling by Tom Reilly, TMGH

Suggested Reference Books:

1. Achieving Sales Excellence by Howard Stevens, Viva Books Pvt. Ltd.
2. Power Sales Presentation by Stephan Schiffman, Adams Media Corporations.
3. Sales Essentials by Stephan Schiffman, Avon Massachusset
4. Smarter Selling by Keith Dugdale& Lambert, Prentice Hall.
5. Successful Sales- Get Brilliant Results Fast by Pauline Rowson, Viva Books.
6. Successful Selling Skills by Richard Denny, The Sunday Times.
7. The Art and Science of Negotiation by Raiffa H, Cambridge: Belknap/Harvard Press
8. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin Books

Semester II		220MKT: Digital Marketing - I
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO220MKT.1	REMEMBERING	DEFINE various concepts related to Digital Marketing.
CO220MKT.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.
CO220MKT.3	APPLYING	MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products.
CO220MKT.4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.
CO220MKT.5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email.
CO220MKT.6	CREATING	CREATE appropriate content for Facebook, Google Ad words, Youtube and Email campaigns.

1. Digital Marketing and its Role in Global Context:

- 1.1 Concept, Role and Importance of Digital Marketing, Digital Marketing Vs. Traditional Marketing, Digital Marketing Process, Phygital marketing, Omni channel marketing, E-commerce & new trends in current scenario of the world.
- 1.2 Digital Marketing Environment, Digital Micro Environment, Understanding micro marketing elements in the digital marketing context
- 1.3 Digital Macro environment in India, PESTAL Analysis, National factors, global factors, role of cyber policy and digital commerce policy, Global Perspective of Digital Marketing (5+1+1)

2. Segmentation, Targeting and Positioning in Digital Marketing:

- 2.1 Segmentation: Concept, Need & Benefits, Criteria for segmenting Digital Audience - Geographic, Demographic, Psychographic, Behavioral segmentation.
- 2.2 Targeting Online Customers – Business, Government and Customer Markets.
- 2.3 Product Positioning, Sectoral perspective in digital marketing applications with the help of case studies.
- 2.4. Overview of Marketing Mix in digital marketing context. (5+1+1)

3. Digital Marketing Planning and Structure:

3.1 Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities.

3.2 WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, Call to Action (Real Engagement Happens), Designing Other Pages

3.3 SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Wordpress Website. (5+1+1)

4. Search Engine Optimization (SEO) Tools and Techniques:

4.1 Introduction to SEO concept and role in digital marketing: Understanding Search Engine Optimization: Search Engine Optimization (SEO), Features of SEO, Significance of SEO.

4.2 Model used in Digital Marketing, The Five Stage AACRO POEM model, Inverted Pyramid in SEO, Content Drilldown, E3model, Understanding Web and Mobile Marketing perspective.

4.3 Key SEO tools, Application and Functions Google Domain, Google my business, Google Search Console, Google Trends, Google Tag manager, SEM Rush, Domain Authority Score, Inbound Marketing.

4.4 Overview of Inbound Marketing: Essentials of an Effective Inbound Strategy, Optimizing Your Website for Search Engines, Convert Visitors in Leads, Creating Content with a Purpose, Lead & its generation online, Relevant Lead and Converting Visitors into Lead, Converting Leads into Sales. (5+1+1)

5. Search Engine Marketing (SEM) Tools:

5.1 Search Engine Marketing (SEM), Comparison between SEO and SEM, SMM and Keywords, Terminologies associated to SEM, Pay Per Click (PPC), Cost per Click (CPC), Search Engine Results Page (SERP), Click-Through Rate (CTR), Impressions, Google Display Network (GDN). Understanding Web and Mobile Marketing perspective.

5.2 Key SEM tools, Applications and functions, Google Ads, Google Analytics, Google Admob, Google Adsense, Google Marketing Platform, Google Shopping Campaign, Word stream advisor.

5.3 The Fundamentals of Blogging, Amplifying Your Content with Social Media, Enticing Clicks with Calls-to-Action, the Anatomy of a Landing Page, Optimization Thank You Page, Sending the Right Email to the Right Person, Hob Spot Inbound Marketing Certification.

5.4 Understanding the concept of Website Analytics, Different types of Web Analytics, Social Web Analytics, Mobile Web Analytics. (5+1+1)

Note: The teacher shall use practical assignments for evaluation.

Suggested Text Books:

1. Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education.
2. Digital Marketing, Oliver J Rich.
3. Online Marketing, Gerry T. Warner and Joe Wilson Schaefer.

Suggested Reference Books:

1. Digital Marketing, Prof. Seema Gupta, Mcgraw Hill Publications.
2. E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall.
3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah.
4. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky.
5. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing, Ian Brodie

Supplementary Reading Material:

1. Journal of Internet Marketing and Advertising.
2. International Journal of Electronic Commerce.
3. International Journal of Electronic Retailing and Marketing.
4. International Journal of Online Marketing.

Websites:

1. www.smartinsights.com/digital-marketing-strategy/customer-segmentation-targeting/segmentationtargeting-and-positioning/
2. www.ibef.org
3. www.salesforce.com/Digital/Marketing

Suggested MOOCs:

1. Fundamentals of Digital Marketing- By Google
<https://learndigital.withgoogle.com/digitalunlocked/course/digital-marketing>
2. Digital Tools Certification- By Google
<https://skillshop.exceedlms.com/student/catalog>
3. Online SWAYAM certification
https://swayam.gov.in/nd2_ugc19_hs26/preview

Audio Visuals Link:

Based Operating System, Use of menus, tools and commands of windows operating system, File Handling and Management. **(4)**

3. **Computer Networks:** Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc.) Internet and its Tools - Introduction, Internet Evolution, Basic Internet Terminology, Data over Internet, Modes of Data Transmission, Types of Networks, Types of Topologies, Protocols used in the Internet, Getting Connected to Internet Applications, Internet Applications, Computer Ethics. **(3)**

4. **Information Technology Basics:** Introduction, Data and Information, Types of Data, Need for Information Storage and Processing, **(2)**

5. **Emerging Trends in IT:** Introduction, Electronic Commerce, Electronic Data Interchange, Smart Cards, Mobile Communications, Internet Protocol TV. **(2)**

Suggested Text Books:

1. Computers Today, Basandra SK, Galgotia.
2. Fundamentals of Information Technology, Leon, Vikas
3. Information Technology: Inside and outside, Cyganski, Pearson
4. Computer Applications in Management, Kakkar DN, Goyal R, New Age
5. Information Technology for Management, B Muthukumar, Oxford University Press

Semester I		FOU – 006: Elementary Business Etiquette
1 Credit	LTP: 0:2:0	Foundation Course (Elective)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO-FOU006.1	REMEMBERING	DEFINE terms and concepts used to describe appropriate business etiquette attitudes and behaviors.
CO-FOU006.2	UNDERSTANDING	EXPLAIN what is meant by business etiquette and how it impacts the workplace.
CO-FOU006.3	APPLYING	DEMONSTRATE appropriate behaviors within specific business situations.
CO-FOU006.4	ANALYSING	TAKE PART IN professional business meetings and real & virtual business conversations.
CO-FOU006.5	EVALUATING	DETERMINE the right attire for business, casual and multicultural events.
CO-FOU006.6	CREATING	PLAN a professional business meeting and a business meal.

1. **Professionalism at Work:** Making a good first impression, understanding the mechanics of human perception, being aware of elements in image building, developing a culture of excellence, basic understanding of acceptable attitudes and mannerisms at work, the role of Good Manners in Business? Disability Etiquette - Basic disability Etiquette practices, Courtesies for wheelchair users, Courtesies for blind or visually impaired, Courtesies for the deaf, People with speech impairments. Multi-cultural challenges, Multi-cultural etiquette, Cultural differences and their effect on business etiquette, Select Cultural Highlights **(5)**

2. **Body Language at Work:** Non verbal communication, the ‘smile’ factor, building posture, facial expressions and eye contact, gestures for effective communication. **(3)**

3. **Business Etiquette Basics:** Introduction to business etiquette - The ABCs of etiquette Meeting and greeting scenarios, Enduring Words, Making introductions and greeting people, Greeting Components, The protocol of shaking hands, Introductions, Introductory scenarios, Addressing individuals, Networking for business, Business card protocol, Managing your business voice, Speaking Diplomatically, Managing Question and Answer Sessions Effectively - Anticipatory Q & A, Dealing with hostile questions, Reframing principles, Case Studies and Practice, Cell phone Etiquette, Voice Mail Etiquette, Internet & email etiquette, Internet usage in the workplace, Email, Netiquette, Online chat, Online chat etiquette, Online chat etiquette guidelines. **(5)**

4. **Dining Etiquette:** Planning a meal, issuing invitations, How to proceed through a receiving line, seating guidelines, navigating a place setting, appropriate table manners. **(1)**

5. **Business Attire & Professionalism:** Dressing sense, selecting the right clothing for a business wardrobe, Business style and professional image, Dress code, Guidelines for appropriate business attire, Grooming for success, Guidelines for appropriate business attire, Multicultural dressing, Making-up basics. **(1)**

Suggested Text books:

1. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, Barbara Pachter
2. Modern Manners: Tools to Take You to the Top, Dorothea Johnson and Liv Tyle
3. Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy, Ann Sabath
4. Indian Business Etiquette, Raghu Palat, Jaico Publishing

3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester I		114 - Enterprise Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO114.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.
CO114.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real world business organization.
CO114.3	APPLYING	DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization.
CO114.4	ANALYSING	ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.
CO114.5	EVALUATING	COMPOSE a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.
CO114.6	CREATING	IMAGINE the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).

1. **Enterprise History & Background:** Establishment, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles of the Chairman, CEO, MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any. **(6)**
2. **Organization :** Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company’s current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company’s website. **(6)**
3. **Markets:** Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years & impact. Mergers & Acquisitions, if any. Technological developments. Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or global / local players. **(6)**
4. **Financials:** Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern. **(6)**
5. **Governance:** Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor’s Corporate Governance Scores, CRISIL Rating. Major Awards and Achievements of the Organization in the last 5 years. Forward looking statements of the top management. **(6)**

Note:

1. Students should work in groups of 3 to 5 each under the guidance of a faculty.
2. Students shall carry out an indepth study of any THREE Organizations of their choice.
3. Organizations selected should demonstrate a variety across sectors, ownerships, size, and other key dimensions.
4. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Semester I		115 - Selling & Negotiations Skills Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 115.1	REMEMBERING	DESCRIBE the various selling situations and selling types
CO 115.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO 115.3	APPLYING	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
CO 115.4	ANALYSING	FORMULATE a sales script for a real world sales call for a product/ service / e-product / e-service.
CO 115.5	EVALUATING	RECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
CO 115.6	CREATING	DEVELOP a sales proposal for a real world product/ service / e-product / eservice and for a real world selling situation.

1. Basics of Selling:

Definition, Fundamentals & Importance of Selling. Role in the context of organization – survival and growth. Types of Selling - Different in selling situations, New business versus service selling, Newton's classification of sales types, McMurry & Arnold's classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling. (5)

2. Pre-Selling Work :

Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory; People Buy From People, Communication skills, Persuasive skills, Personal Diary, Time management, Managing Sales Documents and collaterals management. Fear Factor in Sales. Maximising Productivity in a Sales Role, Meetings and Your Time, The Telephone - Social Media & Online Data Bases as a Sales Tools, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments. (7)

3. Selling in Action:

Identifying Key Individuals – Prospecting, Influencers and Decision Makers, Talking to the Right Individuals, Making that Good First Impression, How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship, What's In It For Me?, Honesty and Integrity. (5)

4. **Objection handling:** Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (L-PA), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities. Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity, Exceeding Customer Expectations, Giving Recognition. (6)

5. **Sales Conversation, Negotiation & Closure:** Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Negotiation Styles/Strategies (5), Negotiation Process, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together. (7)

Note: 1. The course should be delivered from a skills building perspective.

2. Principles should be supplemented by live exercises on personal.

Suggested Text Books:

1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd.
2. Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition.
3. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India
4. How to win friends and influence People, Dale Carnegie
5. The Art of Closing the Sale, Brian Tracy, Pearson Education.
6. Questions are the answers: Allen Pease

Suggested Reference Books:

1. Sales Management, Bill Donaldson, Palgrave Publications
2. You can negotiate anything, Herb Cohen
3. Managing Sales Leads, Crocker and Obermayer, American Marketing Association

CO222FIN.3	UNDERSTANDING	DESCRIBE the various legal aspects which need to be followed during daily banking operations.
CO222FIN.4	UNDERSTANDING	DISCUSS the various laws related to banking.
CO222FIN.5	APPLYING	APPLY the various commercial laws for the smooth functioning of banking operations.

- 1. Regulatory Framework:** Business of Banking, RBI Act 1934, Banking Regulation Act 1949, Role of RBI, Government as a regulator, Control over Organization of banks, Control over co-operative banks, Regulation by other authorities. **(4+1)**
- 2. Compliances of Regulations by Banks:** Opening of new banks, Branch Licensing, Board of Directors and their rights, Rights of Banks shareholder, Monetary and Credit policy, Annual statements of accounts, Audit and Inspection, submission of returns to RBI. **(4+1)**
- 3. Legal Aspects of Banking Operations:** Types of borrowers, Types of Credit Facilities (secured, unsecured, fund based, non-fund based), Laws relating to Bill Finance, Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc), Creation and satisfaction of charge. **(5+1)**
- 4. Laws related to Banking:** DRT Act 1993, SARFAESI Act, Banking Ombudsman Scheme, Bankers Books Evidence Act 1891, CERSAI, Consumer Protection Act 1986, Negotiable Instruments Act 1881, Payments & Settlement systems Act 2007. **(6+1)**
- 5. Commercial Laws relating to Banking Operations:** The Indian Contract Act 1872, The Sale of Goods Act 1930, The Companies Act 1956, Transfer of Property Act 1882, Foreign Exchange Management Act 1999, The Prevention of Money Laundering Act 2002, Information Technology Act 2000, The Right to Information Act 2005. **(6+1)**

Suggested Text Books:

1. All Publications of IIBF and NIBM
2. All Bare Acts mentioned in the syllabus

Semester II		223FIN: Fundamentals of Life Insurance – Products and Underwriting
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO223FIN.1	REMEMBERING	REMEMBER all the concepts pertaining to Life Insurance covered in the course syllabus.
CO223FIN.2	UNDERSTANDING	Understand functioning of the Life Insurance, its products and legal compliance.
CO223FIN.3	UNDERSTANDING	Applying the life insurance knowledge and skills in different scenarios.
CO223FIN.4	UNDERSTANDING	ANALYZE the inter-relationship between Insurance & associated risk
CO223FIN.5	APPLYING	FACILITATE the compliance required for acquiring the policy and settlement of claims.
CO223FIN.6	CREATING	DESIGN the life insurance cover strategy for clients.

- 1. Life Insurance** - Introduction: History and evolution, Functions of Insurance, Advantages of Life insurance, Terminologies in Life Insurance. **(4+2)**
- 2. Life Insurance Market in India** –Structure of Indian Life Insurance Market, Risks, Types of Risks and Characteristics of Insurable Risks, Perils, Hazards and Life Insurance. **(4+2)**
- 3. Life Insurance Products** –Term Insurance, Endowment Policy, Whole-Life Policy, Child Policy, Unit Linked Insurance Policy and other relevant products. **(4+2)**
- 4. Underwriting** – Meaning of Underwriting, Underwriting Process, Underwriting Considerations, Renewals, Lapse and Claims. **(4+2)**
- 5. Regulatory Aspects and Ethics** –IRDA and its role, Ethics in the Insurance Industry and their importance. **(4+2)**

Suggested Text Books:

1. Insurance and Risk Management, P.K.Gupta, Himalaya Publishing House
2. Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand
3. Principles of Insurance Management, Neelam Gulati, Excel Books
4. Legal & Regulatory Aspects of Insurance by NIA
5. Elements of Actuarial Science by NIA
6. Insurance Business Environment & Insurance Company Operations by NIA

7. Financial Management & Insurance Accounting by NIA

Suggested Reference Books:

1. Principles of Risk Management and Insurance, George Rejda, Pearson Education
2. Risk Management and Insurance by Trieschmann

Semester II		224FIN: General Insurance – Health and Vehicle
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Financial Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO224FIN.1	REMEMBERING	RECALL the various terms related to General insurance and Health Insurance.
CO224FIN.2	UNDERSTANDING	Explain risk management in insurance and understanding of the insurance mechanism.
CO224FIN.3	APPLYING	APPLY the knowledge of current information, techniques and practices in all of the major business disciplines.
CO224FIN.4	ANALYSING	ANALYZE and USE risk management techniques.
CO224FIN.5	EVALUATING	COMPARE various kinds of insurance plans as well as the importance of contract in Customers.
CO224FIN.6	CREATING	CREATE valuable insights into overview of General Insurance Products.

1. **General Insurance:** Historical perspective, Conceptual Framework and Meaning of Insurance, Nature and Scope of Insurance, Classification of Insurance Business, How General insurance works, Advantages of General insurance, Types of General Insurance, Principles of Insurance, Insurable interest, Subrogation and Contribution, General Insurance Products in India. **Risk Management Techniques:** Risk avoidance - Risk retention - Risk reduction and control - Risk financing, Difference between Insurance and Assurance, Roll of the actuary. Insurance Contract: Meaning and Fundamental principles of insurance contract, Types of insurance contract, Valid insurance contract, Features of insurance contracts, Reinsurance: foundation of reinsurance – forms of reinsurance, **(5+1)**

2. **Claims Procedure:** Meaning of claim and Importance of settling claims, limitations or notice of loss, Claims Settlement process, Investigation and assessment – Surveyors and loss assessors – Claim forms – Loss assessment and claim settlement - Important Aspects in an insurance claims – categories of claim – Discharge vouchers – Post settlement action – Salvage – Recoveries – Disputes related to claims – Other disputes resolution mechanisms. **Grievance Redressal Mechanism:** Consumer courts, Ombudsman - Integrated Grievance Management System (IGMS) - The Insurance Ombudsman. **(5+1)**

3. **Introduction to Health Insurance:** Definition of Health and Determinants of Health, Factors affecting the health systems in India, Evolution of health insurance in India, Types of Health Insurance **Schemes / Policies** in India, difference between Health Insurance and Mediclaim Insurance, Health insurance regulations of IRDAI. Health Insurance Products, Classification of health insurance products - IRDA guidelines on standardization in health insurance. Documentation for obtaining Health Insurance Policy. **(5+1)**

4. **Health Insurance Underwriting:** Underwriting concepts - definition, meaning and need, Basic Principles of Insurance and tools for underwriting - Underwriting process - Underwriting of overseas travel insurance - Underwriting of personal accident insurance. **Management of Health Insurance Claims:** stakeholders in claim process, Challenges in health insurance – claims process in health insurance - Documentation of health insurance claims – Claims reserving, Personal Accident – Overseas Travel Insurance. **(5+1)**

5. **Motor or Vehicle Insurance:** Meaning and Definition, Types of motor vehicle insurance, Advantages of Motor insurance, what motor insurance covers, Types of Motor Policies, India Motor Tariff – 2018. Third party Insurance, Legal aspects of Third party claims, Frauds in Motor Insurance, No claim Bonus and claim settlement process. Underwriting in motor insurance – Indian Motor Insurance market – Model wise Risk assessment – Motor Underwriting. **(5+1)**

Suggested Text Books:

1. Principles of Insurance Management, Neelam Gulati, Excel Books.
2. Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand Publication.
3. Principles of Risk Management and Insurance, George Rejda, Pearson Publication.

Suggested Reference Books:

1. General Insurance Guide, Dr. L.P.GUPTA.
2. Indian Insurance Industry, Transition and Prospects, D.C. Srivastava, Shashank Srivastava, New Century Publications.
3. Insurance and Risk Management, P.K.Gupta, Himalaya Publishing House.

4. The 21 Irrefutable Law of Leadership-John C. Maxwell
5. Good to Great, Jim Collins

Suggested Videos:

https://www.youtube.com/watch?v=Ro0NBgHo_a8
<https://www.youtube.com/watch?v=EQyLMvivW2s>
<https://youtu.be/xaTmv67WpRM>
https://youtu.be/zu7_q8bXMi0
<https://youtu.be/XVl1YZdma08>
<https://youtu.be/xcl1BUeypNRo>
<https://youtu.be/7cKqKSVhzy4>
<https://youtu.be/ICCITIC59Gg>
 (659) Book Summary | The 21 Irrefutable Laws of Leadership | John C. Maxwell - YouTube

Semester II		208 - Geopolitics & World Economic Systems
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: At the end of this course, the learner shall be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO208.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.
CO208.6	CREATING	CREATE a Country Profile based on various aspects of Geopolitics and World Economic Systems

1. **Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. **(6)**
2. **The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. **(6)**
3. **International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. **(6)**
4. **International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. **(6)**
5. **Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. **(6)**

Suggested Text Books:

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

Suggested Reference Books:

1. International Economics, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. Globalizing Capital, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.

1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning
3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

Suggested Reference Books:

1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahalad, .
4. Blue Ocean Strategy by Kim & Mauborgne

Semester III		302– Decision Science
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
CO302.3	UNDERSTANDING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO302.4	APPLYING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO302.5	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability
CO302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

1. **Introduction:** Importance of Decision Sciences & role of quantitative techniques in decision making. **Assignment Models:** Concept, Flood's Technique/ Hungarian method, applications including restricted, multiple assignments and maximization objective. **Transportation Models:** Concept, formulation, problem types: balanced, unbalanced, restriction and maximization, Basic initial solution using North West Corner, Least Cost & VAM, Optimal solution using MODI, multiple solution case to be considered. (8+2)
2. **Linear Programming:** Concept, Formulation & Graphical Solution. Markov Chains: Applications related to management functional areas, estimation of transition probabilities. Simulation Techniques: Monte Carlo Simulation, scope, and limitations. (7+2)
3. **Probability:** Concept, Conditional Probability theorem-based decision making. Probability Distributions: Normal, Binomial, Poisson (Simple numerical for decision making expected). **Queuing Theory:** Concept, Single Server (M/M/1, Infinite, FIFO), Introduction of Multi Server (M/M/C, Infinite, FIFO) (Numerical on single server model expected) (8+2)
4. **CPM & PERT:** Concept, Drawing network, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats & probability of project completion in case of PERT. Network crashing: Concept of project cost and its components, time and cost relationship, crashing of CPM network. (8+2)
5. **Decision Theory:** Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret, Hurwicz's & Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, 2 × 2 zero sum game, Pure & Mixed Strategy, solution of games with dominance, average dominance method. Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines & n jobs-m machines, Comparison of priority sequencing rules.(6+2)

Important Note:

1. In each unit caselet related to management situation in various functional domains shall be discussed by the subject teacher.
2. Numerical based on functional areas of business are expected on each unit

Suggested Text Books:

1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications (latest Edition)
2. Operations Research by Hamdy A. Taha, Pearson Publication (latest edition)
3. Operations research by Hira Gupta, S. Chand Publication (latest Edition)

4. **Designing a Global Organisation:** Structure, processes and culture, global functional model, geographical model, single matrix model, multi-business global product division model, multi-business geographical model, multi-business matrix model, Hybrid structural models, transnational model. (5+1)

5. **Globalization, Innovation, and Sustainability:** Challenges to Strategic Management: Impact of Globalization, Innovation, Sustainability, Theories of Organizational Adaptation, Issues in global strategy implementation; strategy evaluation and control. (5+1)

Suggested Text Books:

1. Lasserre, Philippe, Global Strategic Management (4th Edition), Palgrave Macmillan, Bristol, Great Britain, 2003.
2. Michael Hitt, Duane Ireland and Robert Hoskisson, Concepts Strategic Management Competitiveness & Globalization (9th Edition), South-Western Cengage Learning Mason, USA, 2011.
3. Hans Hedin, Irmeli Hirvensalo, Markko Vaarnas, The Handbook of Market Intelligence Understand, Compete and Grow in Global Markets, John Wiley & Sons Ltd, West Sussex, United Kingdom, 2011.
4. Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford.
5. Gerardo R. Ungson and Yim-Yu Wong, Global Strategic
6. Management, Segment Books New Delhi, 2009.
7. Global Strategic Management, Kamel Mellahi, J. George Frynas, and Paul Finlay, Oxford University Press, New York, 2005.
8. Globalization and Business, John Daniels, Leeh. Radebaugh, and Daniel P. Sullivan, Prentice Hall of India Private Limited, New Delhi, 2002.

Suggested Reference Books:

1. Thomas Wheelen and David Hunger, Strategic Management and Business Policy - Toward Global Sustainability (13th Edition), Pearson Education, New Jersey, USA, 2012
2. Thomas Wheelen, David Hunger, Alan Hoffman and Charles Bamford, Strategic Management and Business Policy Globalization, Innovation, and Sustainability (14th Edition) Pearson Education Limited, Essex, England, 2015
3. Davidson, W.H., Global Strategic Management, John Wiley, New York.
4. Eayerweather, W.H. International Business Strategy and Administration Ballinger Publishers, Cambridge Mass.
5. Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalization, 4th Ed, South Western College Publishing, Australia, 2001.

Semester IV		406 – Technology Competition and Strategy
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	Remembering	DEFINE the key terms and concepts.
CO408.2	Understanding	EXPLAIN how technology affects strategic interactions among firms and consumers
CO408.3	Applying	DETERMINE the linkages Technology & Business Strategies
CO408.4	Analyzing	EXAMINE the technology environment of a firm.
CO408.5	Evaluating	APPRAISE the risks pertaining to technology and competition.

1. **Technology & Competition:** Competitive Domains, Competitive Consequences of Technological Change – Creation of New Products, Changes in the Value Chain, Changes in the Value Constellation, Competitive Rivalry. Technological Characteristics of Competitive Domains – Technological Opportunity, Appropriability, Resource Requirements, Collateral Assets, Institutional Milieu, Speed. Dynamics of Change in the Competitive Domain – Technology Emergence Phase, Incremental Change Phase. Framework for Analysis of Technology Emergence, Influence of Environmental trends on competition. Technology as critical to Business Outcomes – Technology Strategy and Technology Leadership. (5+1)

2. **Technology Intelligence:** Signals of New Technology, What is Technology Intelligence, Importance of Technology Intelligence, Levels of Technology Intelligence, External versus Internal Technology Intelligence. Mapping the Technology Environment – Steps in Mapping, Mapping the Macro-level and Industry Level Environment. Mechanisms for Data Collection – Challenges, Organizational Arrangements and Key Principles for Data Collection. Contemporary Challenges in Mapping the Technology Environment. (5+1)

3. **Business Strategy and Technology Strategy:** Business Strategy , Strategic Analysis and Decision Making using Product Evaluation Matrix, Market-Growth- Market-Share Analysis Matrix, X-Y Coordinating Method, M-by-N Matrix, SWOT Matrix, Formulation of Technology Strategy, Core Competencies, Exploitation of Core Competencies, Integration, Linking Technology & Business Strategies, Creating the Product-Technology-Business Connection.

**Subject Core (SC) Courses - Semester II
Specialization: Marketing Management**

Semester II		205MKT: Marketing Research
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205MKT.1	REMEMBERING	DESCRIBE the key concepts involved in the Marketing Research.
CO205MKT.2	UNDERSTANDING	EXPLAIN various research designs, data sources, data collection methods, instruments, sampling methods and analytical tools used in Marketing Research.
CO205MKT.3	APPLYING	APPLY the concepts of marketing research in solving real-life marketing problems.
CO205MKT.4	ANALYSING	ANALYSE data and draw appropriate Inferences to address real-life marketing issues.
CO205MKT.5	EVALUATING	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
CO205MKT.6	CREATING	PLAN and UNDERTAKE qualitative or quantitative marketing research and demonstrate the ability to analyse data to resolve real-life marketing issues.

1. **Introduction to Marketing Research:** Definitions - Marketing Research, Market Research, Scope and Limitations of Marketing Research, Role of Information in Marketing Decisions, Value and Cost of Information, Marketing Information System and Marketing Research, Marketing Decision Support System, Threats to Marketing Research, Relationship between Marketing Research & Marketing, Organizing Marketing Research function, Evaluating utility of Marketing Research, Online Marketing Research, Recent Trends in Marketing Research, Marketing Research Industry in India. (5+2+2)
2. **Marketing Research Proposal:** The marketing research brief, The Marketing decision problem and marketing research problem, Defining the marketing research problem, developing the research approach, The decision maker & the environment, alternative courses of action, objectives of decision maker, consequences of alternative courses of action, Translating decision problem to research problem, The marketing research proposal (Background - basic problem/opportunity , Objectives , Research Design – Qualitative & Quantitative approaches, Data Requirements, Data collection methods, Data collection instruments, Population definition, Sample Plan, Sample size, Sampling Methodology, Statistical analysis, Cost Estimates, Time line, Appendices), Report Writing, Ethical Issues in Marketing Research – participant issues, sponsor issues, corporate espionage, code of ethics. (5+2+2)
3. **Advanced Analytical Tools:**
 - (a) **Conjoint Analysis:** Conceptual basis, procedure, type of data required, key decision, how to interpret output, applications to study trade off patterns of consumers as related to different levels of marketing mix elements (Question on interpretation of output is expected)
 - (b) **Factor Analysis:** Conceptual basis, type of data required, procedure, PCA, Interpreting factor matrix (factor loadings, communalities, Eigen value), determining number of factors using latent root criteria & scree test, interpreting & naming factors, applications in consumer behavior studies (interpretation of output is expected)
 - (c) **Cluster Analysis:** Conceptual basis, type of data required, procedure, clustering methods – single linkage rule, how to interpret output, applications related to psychographic & lifestyle market segmentation (interpretation of output is expected)
 - (d) **Multi- dimensional Scaling & Perceptual Mapping:** Conceptual basis, type of data required, key decision-attribute based versus non-attribute based approaches, procedure, how to interpret output, applications related to target market selection & positioning (interpretation of output is expected)
 - (e) **Discriminant Analysis (Two Group Case):** Conceptual basis, type of data required, determining the coefficients, interpreting discriminant function & classifying subjects using discriminant function, applications in marketing (interpretation of output is expected) (9+2+2)
4. **Marketing Research Applications - I:**
 - (a) **Sales Analysis and Forecasting:** Mining internal customer and sales data, In-store shopper marketing research and Retail shop audits, margin trend data, targeting best customers, identifying most efficient and effective advertising and promotion methods to reach existing consumers, Consumer panels, Customer satisfaction research, Concept of Market demand and Market potential, Forecasting, Forecasting methods, Choosing a forecast model, forecast errors. Moving Average and Exponential Methods, Decomposition Methods, Regression Models.

- (b) **New Product Development and Test Marketing:** marketing information for new markets, new product categories, new product concepts, new product design and market validation research, test marketing – uses, types, methods, limitations. Conjoint analysis for understanding consumer preferences and application to product design.
- (c) **Market Segmentation and Positioning:** researching traditional market segments, defining meaningful segments, assessing existing product strength and line extension potential, creative positioning strategy, repositioning strategy research, defining go-to-market strategy, current and potential markets. Use of Factor analysis and perceptual maps.
- (d) **Pricing research:** Pricing research and pricing strategy decisions, optimum price-product-feature configurations and market positioning opportunities. (8+2+2)
- 5. Marketing Research Applications - II:**
- (a) **Brand Research:** brand concepts, brand names, brand power research, brand equity survey measurements, Brand tracking studies.
- (b) **Advertising Research:** Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys, message and theme salience, impact measures, buying motivation and association measures, media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research.
- (c) **International Marketing Research:** Marketing research in international context - importance, complexities and issues, International secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research, Issues in multi-country data analysis - Data comparability and validity problems, major sources of errors, Report preparation and presentation.(8+2+2)

Note: A mini marketing research project can be given in groups to students for concurrent evaluation.

Suggested Text Books:

1. Marketing Research, G C Beri, TMGH
2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson.
4. Marketing Research, Zikmund, Babin, Cengage Learning
5. Marketing Research, Boyd, H.P., R. Westfall and S. F. Stasch, Delhi: A.I.T.B.S.
6. Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.

Suggested Reference Books:

1. Marketing Research, Green, P.E., Tull, D.S. and G. Albaum, New Delhi: Prentice Hall of India.
2. Marketing Research, Suja Nair
3. Marketing Research, Luck, D.J. and R.S. Rubin, New Delhi: Prentice Hall of India.
4. Marketing Research, Tull, D.S. and D.I. Hawkins, New Delhi: Prentice Hall of India.

Semester II		206MKT: Consumer Behavior
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206MKT.1	REMEMBERING	RECALL the factors influencing Consumer’s purchase decision making process.
CO206MKT.2	UNDERSTANDING	OUTLINE consumer and organizational buyer behavior process.
CO206MKT.3	APPLYING	APPLY concepts of consumer behavior to real world marketing decision making.
CO206MKT.4	ANALYSING	ANALYZE the consumer decision making process and the role of different determinants that affect the buying decision process.
CO206MKT.5	EVALUATING	EXPLAIN the new trends influencing buyer behavior and its effect on new age Indian Consumer.
CO206MKT.6	CREATING	DISCUSS the consumer and organizational buying behavior process for a variety of products (goods/services).

- 1. Introduction to Consumer Behavior:** Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, New Trends in Consumer Behavior and its Applications in Marketing. (4+1)
- 2. Individual Determinants of Consumer Behavior:**