



Karunya INSTITUTE OF TECHNOLOGY AND SCIENCES

(Declared as Deemed to be University under Sec.3 of the UGC Act, 1956)

MoE, UGC & AICTE Approved

NAAC A++ Accredited

KARUNYA SCHOOL OF MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION

ONLINE MBA - 2023-24 Batch onwards

CURRICULUM

Course Code	Course Title	Credits
Semester I		L:T:P:C
23MS3501	Accounting for Managers	4:0:0:4
23MS3502	Marketing for Business	4:0:0:4
23MS3503	Organizational Behavior and Management	4:0:0:4
23MS3504	Business Communication	4:0:0:4
23MS3505	Managerial Economics	4:0:0:4
Total		20
Semester II		Credits
Course Code	Course Title	L:T:P:C
23MS3506	Business Research Methods	4:0:0:4
23MS3507	Quantitative Techniques for Management	4:0:0:4
23MS3508	Management Information System	4:0:0:4
23MS3509	Financial Management	4:0:0:4
23MS3510	Human Resource Management	4:0:0:4
23MS3511	Operations Management	4:0:0:4
Total		24
Course Code	Course Title	Credits
Semester III		L:T:P:C
23MS3512	Legal Aspects of Business	4:0:0:4
23MS3513	Corporate Strategy	4:0:0:4
	Elective 1	4:0:0:4
	Elective 2	4:0:0:4
	Elective 3	4:0:0:4
	Summer Internship	0:0:0:2
Total		22
Course Code	Course Title	Credits
Semester IV		L:T:P:C
23MS3514	Innovation and Entrepreneurship	4:0:0:4
23MS3515	Corporate Social Responsibility	4:0:0:4
	Elective 4	4:0:0:4
	Elective 5	4:0:0:4
	Major Project	0:0:0:20
Total		36

Online MBA Credit Distribution Summary	
Department Core	60
Electives	20
Minor Project	02
Major Project	20
Total	102



ASSESSMENT PATTERN FOR ONLINE MBA

Internal: 30 Marks

End of each Unit: MCQs / Assignments (Scanning and Uploading) / Short Answer type

External: 70 Marks (EoS for 100 marks – converted to 70)

Part A

MCQs - 50 Marks

Part B

Short Answer Type - 30 Marks (6 Questions X 5 Marks) - Choice 6 questions from 8 questions

Part C

Compulsory Case Study: 20 Marks

CORE COURSES FOR MBA (OL)

Course Code	Course Title	Credits
23MS3501	Accounting for Managers	4:0:0:4
23MS3502	Marketing for Business	4:0:0:4
23MS3503	Organizational Behaviour and Management	4:0:0:4
23MS3504	Business Communication	4:0:0:4
23MS3505	Managerial Economics	4:0:0:4
23MS3506	Business Research Methods	4:0:0:4
23MS3507	Quantitative Techniques for Management	4:0:0:4
23MS3508	Management Information System	4:0:0:4
23MS3509	Financial Management	4:0:0:4
23MS3510	Human Resource Management	4:0:0:4
23MS3511	Operations Management	4:0:0:4
23MS3512	Legal Aspects of Business	4:0:0:4
23MS3513	Corporate Strategy	4:0:0:4
23MS3514	Innovation and Entrepreneurship	4:0:0:4
23MS3515	Ethics and Corporate Social Responsibility	4:0:0:4

List of Online MBA Electives effective from 2023 batch

Online MBA Finance Elective List

Course Code	Course Title	Credits
23MS3516	Strategic Cost Management	4:0:0:4
23MS3517	Security Analysis and Portfolio Management	4:0:0:4
23MS3518	Financial Derivatives	4:0:0:4
23MS3519	Financial Analysis and Reporting	4:0:0:4
23MS3520	Income and Corporate Taxation	4:0:0:4



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Online MBA HR Elective List

Course Code	Course Title	Credits
23MS3521	Talent Acquisition	4:0:0:4
23MS3522	Learning and Development	4:0:0:4
23MS3523	Industrial Relations and Labour Legislation	4:0:0:4
23MS3524	Organizational Development and Change Management	4:0:0:4
23MS3525	Compensation Management	4:0:0:4

Online MBA Logistics Elective List

Course Code	Course Title	Credits
23MS3526	Logistics Management	4:0:0:4
23MS3527	Warehousing and Facilities Management	4:0:0:4
23MS3528	Freight Transport Operations Management	4:0:0:4
23MS3529	Supply Chain Management	4:0:0:4
23MS3530	Materials and Inventory Management	4:0:0:4

Online MBA Marketing Elective List

Course Code	Course Title	Credits
23MS3531	Search Engine Marketing	4:0:0:4
23MS3532	Sales and Channel Management	4:0:0:4
23MS3533	Product and Brand Strategies	4:0:0:4
23MS3534	Consumer Behavior Insights	4:0:0:4
23MS3535	Marketing Communication Management	4:0:0:4

Online MBA Information Systems Elective List

Course Code	Course Title	Credits
24MS3506	Strategic Management of Information Technology	4:0:0:4
24MS3507	Managing Digital Transformation	4:0:0:4
24MS3508	Artificial Intelligence for Business	4:0:0:4
24MS3509	Enterprise Resource Planning	4:0:0:4
24MS3510	Project & Technology Management	4:0:0:4

Online MBA Business Analytics Elective List

Course Code	Course Title	Credits
24MS3502	Business Intelligence	4:0:0:4
24MS3503	Predictive Analytics	4:0:0:4
24MS3504	Descriptive Analytics	4:0:0:4
24MS3501	Machine Learning	4:0:0:4
24MS3505	Text Mining And Analytics	4:0:0:4



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Online MBA Entrepreneurship Elective List

Course Code	Course Title	Credits
24MS3511	Entrepreneurship Development	4:0:0:4
24MS3512	Business Venture Analytics	4:0:0:4
24MS3513	Product Development and Entrepreneurship	4:0:0:4
24MS3514	Translating Business Model into Startup	4:0:0:4
24MS3515	Social Entrepreneurship	4:0:0:4



Course Code		L	T	P	C
23MS3501	ACCOUNTING FOR MANAGERS	4	0	0	4
Course Objectives:					
Enable the students to:					
<ol style="list-style-type: none"> 1. Apply principles of Financial, Cost and Management Accounting in different managerial situations. 2. Develop innovative Accounting techniques in alignment with the global trends 3. Analyze and Interpret Corporate results from annual and quarterly reports. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Relate the significance of Accounting concepts and principles. 2. Apply the basic principles and techniques of Accounting in managerial decision making. 3. Identify appropriate tools and techniques to analyze the performance of companies. 4. Analyze cash flows from operating, financing, and investing activities documented in the financial reports of companies. 5. Evaluate business or a product or a unit using marginal costing techniques. 6. Examine the budgetary control processes of companies to assess the projected financial requirements. 					
Unit: 1	An Overview of Accounting and its Concepts	4 Hours			
The types of Accounting - Financial Accounting Vs. Management Accounting and Financial Accounting Vs Cost Accounting – Accounting Concepts and Conventions: Golden Rules of Accounting – Recording, Journalizing and Posting of Transactions - Preparation of Trial Balance.					
Unit: 2	Preparation and Presentation of Financial Statements	5 Hours			
Preparation of Trading and Profit and Loss account and Balance Sheet – Depreciation – Adjusting entries - Final Accounts as per the Companies Act – An overview of the International Financial Reporting Standards (IFRS), GAPP and IND AS.					
Unit: 3	Financial Statement Analysis	5 Hours			
Analysis and Interpretation of Financial Statements -Tools and Techniques - Comparative and Common Size Income Statements and Balance Sheet, Trend Ratio - Ratio Analysis – Liquidity, Activity, Profitability and Leverage Ratios– Merits and Demerits of ratio analysis – Interpretation of the ratios.					
Unit: 4	Cash Flow Statement	5 Hours			
Overview – Classification – Objectives - Purpose and its importance – Methods – Advantages – Limitations - Preparation and analysis of the statement of Cash flows as per IND AS-7					
Unit: 5	Cost Accounting & Management Accounting	5 Hours			
Cost Concepts –Cost control and cost reduction - Classification - Methods – Cost Sheet – Marginal Costing - CVP- Break-even analysis - Cost Accounting Standards - Budgeting - Flexible, and Cash Budgeting, Budgetary Control Process.					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					
1	Robert Kaplan and Anthony A Atkinson, 2015, “Advanced Management Accounting”, 3 rd Edition, Pearson Education Pvt. Ltd., India.				



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2	Khan M Y & Jain P K, 2013, "Management Accounting", 6th Edition, McGraw Hill Publications Pvt. Ltd., India				
3	Jain S P & Narang K L, 2010, "Cost Accounting", 12 th Edition, Kalyani Publishers, New Delhi, India				
4	Arora M N, 2016, "Cost and Management Accounting", 3 rd Edition, Himalaya Publishing House Pvt. Ltd., India				
5	I M Pandey, 2018, "Management Accounting", 3 rd Edition, Vikas Publication House Pvt. Ltd.				
Recommended by Board of Studies		04.05.2023			
Approved by Academic Council		25 Aug 2023			
Course Code	MARKETING FOR BUSINESS	L	T	P	C
23MS3502		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Develop effective marketing plans for business success. 2. Analyze consumer behavior to design marketing campaigns 3. Execute an integrated marketing mix strategy to achieve growth and profitability 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Assess the dynamic influences on marketing practices 2. Develop innovative marketing plans by integrating core marketing concepts 3. Identify factors that influence consumer decision-making processes. 4. Formulate effective segmentation, targeting and positioning strategies 5. Measure the effectiveness of marketing mix strategies 6. Implement digital marketing techniques to enhance brand reputation. 					
Unit: 1	Introduction to Marketing				4 Hours
Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing, Marketing v/s Selling, Key customer markets, market places, market spaces, Meta-Markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager, Concept of Marketing Environment, Marketing Plan.					
Unit: 2	Consumer Behavior				5 Hours
Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process - Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior.					
Unit: 3	Marketing and Selling Strategies				5 Hours
Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Baes for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - POD and POP, Value Proposition & Unique Selling Proposition, Sales Approaches, Sales Force Management.					



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Unit: 4	Marketing Mix	5 Hours
Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, New Product Development. Pricing, Semiotics: Strategies for Media and Brand Communication, Channel Management.		
Unit: 5	Digital Marketing	5 Hours
e-Marketing-Basics, Online reputation management, E- Branding, Social media strategies, SEM, SEO, Community building, Building E-customer relationship, Customer Engagement, Performance Metrics, Measuring and Evaluating Web Program Effectiveness.		
Total Lectures		24 Hours
Reference Books		
1.	Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, 2018, "Marketing Management", 13 th edition, Pearson Education [South Asian Edition]	
2.	Damian Ryan, 2002, "Understanding Digital Marketing Strategies" 4 th edition, Kogan Page Ltd.	
3.	Etzel Stanton, Pandit, and George Marakas, 2016, "Marketing Concepts and Cases", 13 th edition, Tata McGraw Hill Publishing Company Ltd.	
4.	Kurtz and Boone, 2017 "Principles of Marketing", 13 th edition, Cengage Learning India Pvt. Ltd.	
5.	Gary Armstrong, 2020, "Marketing-An Introduction", 20 th edition, Pearson Education.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	ORGANISATIONAL BEHAVIOUR AND MANAGEMENT	L	T	P	C
23MS3503		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Acquire adequate knowledge related to Organizational Behaviour and Management. 2. Develop leadership skills, communication skills and team building in organizations. 3. Conceptualize relevant theoretical perspectives and concepts for building effective organizational environment. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Relate the principles of management applicable in organizations. 2. Apply the principles underlying organizational behaviour for effective interpersonal skills. 3. Practice motivational theories for organizational effectiveness 4. Assess individual behaviour such as emotional intelligence, personality, attitude, perception and motivation in the context of group behaviour 5. Develop leadership and team culture 6. Evaluate the elements in organizational change and manage cross culture in organisations. 					
Unit: 1	Introduction to Principles of Management & Organisational Behavior	4 Hours			
Management – Definition–levels of management - POSDCORB – Theories of management – Frederick Taylor’s Scientific Management Theory, Henry Fayol's Administrative theory of management-Planning and Organising – managerial skills- Management by Objective- Definition, need and its limitations-					



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Organizational Behaviour – definition opportunities and importance, contributing disciplines, Hawthorne studies, Approaches to OB– Challenges to OB.	
Unit: 2	Interpersonal Skills
Importance of interpersonal skills - Emotional Intelligence – Goleman’s theory on Emotional Intelligence - stress management –work stress management. Communication - interpersonal communication - Methods to improve interpersonal Communication.	
Unit: 3	Individual Behaviour & Motivation
Foundations of individual behaviour - Understanding and managing individual behaviour - Attitudes - its influence on behaviour - Personality - concepts, theories- Types–Perception, Motivation – theories - Maslow’s Hierarchy of Needs theory, Douglas McGregor’s X, Y Theory, Herzberg’s Motivation Hygiene Theory.	
Unit: 4	Leadership and Group Behaviour
Leadership theories and styles - Leader vs. Manager - Power and politics - group formation - norms - cohesiveness - group decision making - Group behaviour - Team building - Conflicts and negotiation.	
Unit: 5	Organisational Change and Emerging Aspects of Organizational Behavior
Organisational change and innovation: approaches and resistance to change - Levin’s three steps model- Comparative Management Styles and approaches - Japanese Management Practices- Organisational behaviour across cultures - Conditions affecting cross cultural organisational operations, Managing International Workforce-Management of Diversity.	
Total Lectures	
24 Hours	
Reference Books	
1	Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour 14 th Edition, New Delhi, Pearson Education.
2	Harold Koontz and Heinz Weihrich (2008), Essentials of Management 7 th Edition Tata McGraw Hill.
3	Mc Shane & Von Glinov, Organizational Behaviour, , 4 th Edition, Tata McGraw Hill, 2007
4	Fred Luthans, Organizational Behavior, McGraw Hill, 11 th Edition, 2003
5	Udai Pareek, Understanding Organisational Behaviour, 2 nd Edition, Oxford Higher Education, 2004.
Recommended by Board of Studies	
04.05.2023	
Approved by Academic Council	
25 Aug 2023	

Course Code	BUSINESS COMMUNICATION	L	T	P	C
23MS3504		3	1	0	4
Course Objectives:					
Equip the Students to:					
<ol style="list-style-type: none"> 1. Develop proficient business communication skills. 2. Demonstrate business writing skills. 3. Apply the concepts of etiquette in business interactions. 					
Course Outcomes:					
Enable the Students to:					
<ol style="list-style-type: none"> 1. Demonstrate the business communication skills in oral, written and Non-Verbal aspects for professional interactions. 2. Identify the role of effective communication in the workplace. 					



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<ol style="list-style-type: none"> 3. Evaluate the impact of communication model in the success of the business. 4. Utilize communication strategies to tailor messages for professional contexts. 5. Acquire cross cultural competence in business communication for steering in global business scenarios. 6. Apply information management and reporting techniques for effective business communication. 					
Unit: 1	Essentials of Communication	4 Hours			
Introduction – Meaning and definition of Communication – The major Objectives of Communication The Communication process – The Shannon -Weaver Model- Elements of Communication – The Major Difficulties in Communication- The importance of Effective communication in the Business					
Unit:2	Oral Communication	5 Hours			
Introduction – Oral communication - Importance of Oral communication -Choosing the form of oral communication - The barriers of oral communication – The role of electronic platform in oral communication -Group discussion and personal Interviews					
Unit: 3	Non Verbal Communication	5 Hours			
Introduction and meaning of Non-Verbal Communication-Meta Communication -Characteristics of Non Verbal Communication-Classification of Nonverbal Communication - Guidelines for Developing Non verbal Communication skills					
Unit: 4	Written Communication	5 Hours			
The art of writing – Characteristics and importance of writing Business messages -Business letters, Business emails – Memos, Report Writing -The purpose of a report -Kinds of reports-The objectives of reports - Planning and organizing Information					
Unit: 5	Business Etiquette	5 Hours			
Introduction -Self Introduction -Introducing Others – Telephone Etiquette-business Dinning-Interaction with Foreign Visitors-Business Manners in Different Countries -Body Language.					
Total Lectures			24 Hours		
Reference Books					
1.	Pal, R., & S., K. J., 2012, Essentials of Business Communication, 1 st edition, Sultan Chand & Sons				
2.	Chaturvedi, P. D., & Mukesh Chaturvedi. 2011, Business communication: concepts, cases and applications, 2 nd edition, Dorling Kindersley.				
3.	Rentz, K., Marie Elizabeth Flatley, & Lentz, P., 2011, Lesikar’s Business Communication, 2 nd edition, Irwin/ McGraw-Hill.				
4.	Kaul, A., 2015, Effective business communication, 2 nd edition, PHI Learning Private Limited.				
5.	Tiwari, A., 2022, Communication Skills In English, 1 st edition, edition, Khanna Book Publishing Co. Pvt. Ltd.				
Recommended by Board of Studies		04.05.2023			
Approved by Academic Council		25 Aug 2023			
Course Code	MANAGERIAL ECONOMICS	L	T	P	C
23MS3505		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Interpret concepts of microeconomics and macroeconomics. 					



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<ol style="list-style-type: none"> 2. Examine the pricing and output decisions under various market structures. 3. Relate economic variables to managerial decisions. 		
Course Outcomes:		
The student will be able to:		
<ol style="list-style-type: none"> 1. Examine the fundamental economic concepts of demand elasticity, consumer behavior, production and cost analysis for resource allocation. 2. Analyze how markets work, including competitive markets, monopolies, oligopolies, and monopolistic competition for pricing and strategy. 3. Assess the economic factors and trade-offs to make informed managerial decisions. 4. Identify economic strategies to manage consumer and producer behavior. 5. Integrate the concept of price and output decisions of firms under various market structures. 6. Evaluate micro & macro trends in business and assess their impact on business enterprises. 		
Unit: 1	Nature and Scope of Managerial Economics	4 Hours
The themes of economics, scarcity and efficiency, three fundamental economic problems, society's capability, Production possibility frontiers (PPF), Productive efficiency Vs economic efficiency, economic growth & stability, Micro economies and Macro economies, the role of markets and government, Positive Vs negative externalities. Economic Systems: Capitalism, socialism and mixed economy and Problem of resource allocation.		
Unit: 2	Demand & Supply Analysis	5 Hours
Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand, Exceptions to law of demand. Demand Forecasting: Introduction, Meaning and Forecasting, Methods or Techniques of Demand Forecasting, Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance.		
Unit: 3	Product and Factor Market	5 Hours
Product market, perfect and imperfect market, different market structures, Firm's equilibrium and supply, Market efficiency, Economic costs of imperfect competition, factor market, Land, Labour and capital, Demand and supply, determination of factor price, Interaction of product and factor market, General equilibrium and efficiency of competitive markets.		
Unit:4	Consumer and Producer Behaviour – Micro Economics	5 Hours
Meaning of microeconomics, Per capita income, Central problems of an economy, Consumer Equilibrium and Demand, Approaches to consumer behavior, Indifference curve analysis of consumer's equilibrium, Producer Behaviour and Supply, Production, Short-run and long-run Production Function, returns to scale, economies Vs diseconomies of scale Forms of Market and Price Determination.		
Unit: 5	Performance of an Economy – Macro Economics	5 Hours
Macro-economic aggregates, circular flow of macroeconomic activity, National income determination, Aggregate demand and supply, Macroeconomic equilibrium, Aggregates related to National Income, Net National Product (NNP), Gross National Product (GNP), Gross and Net Domestic Product (GDP and NDP)- at factor cost, at market price, Real and Nominal GDP, Welfare and GDP, multiplier effect, Demand side management, Monetary & Fiscal policy in theory.		
Total Lectures		24 Hours
Reference Books		



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1	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, 2011, Economics, 19th Edition, Tata McGraw Hill, New Delhi.
2	Dwivedi, D. N, Managerial Economics, Vikas publishing house Pvt. Ltd, New Delhi. (Seventh Edition)
3	N. Gregory Mankiw, 2017, Principles of Economics, 8 th Edition, Thomson learning, New Delhi.
4	Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi. (Fourth Edition)
5	Paul. G. Keat, Philip. K. Y. Young, Sreejatha Banerjee, Managerial economics- Economic tools for today's Decision makers, Pearson education.
Recommended by Board of Studies	
	<i>04.05.2023</i>
Approved by Academic Council	
	25 Aug 2023

Course Code	BUSINESS RESEARCH METHODS	L	T	P	C
23MS3506		4	0	0	4

Course Objectives:

Enable the student to:

1. Utilize the research process to formulate clear research questions, hypotheses, and objectives.
2. Conduct a comprehensive literature review to analyze existing knowledge and identify gaps in the field.
3. Apply appropriate research design, sampling techniques, data collection methods, and data analysis to produce well-structured and insightful research reports.

Course Outcomes:

The student will be able to:

1. Employ the research process to formulate research questions, hypotheses, and objectives.
2. Critically assess existing literature to identify gaps and form research design.
3. Develop and apply exploratory and descriptive research designs for data collection.
4. Utilize diverse sampling techniques to proficiently collect data.
5. Analyze data using advanced statistical methods and interpret results effectively.
6. Demonstrate the ability to communicate research findings through comprehensive and well-structured reports.

Unit: 1	Business Research Process	4 Hours
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Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Theory Building and Testing – Understanding the language of research – Concept, Construct, Definition, Variable. Research Process. Problem Identification & Formulation – Research Question – Investigation Question –Review of Literature – Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing.

Unit: 2	Research Design	5 Hours
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Concept and Importance in Research – Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables. Qualitative and Quantitative Research: Qualitative research – Quantitative research – Concept of measurement, causality, generalization, replication.

Unit: 3	Sampling Techniques & Data Collection	5 Hours
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Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non-Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample – Data Collection: Sources of data collection Primary and secondary sources – Merits and limitations. Methods of collecting primary data - Types of observation. Secondary data sources and data validation,



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Unit: 4	Data Analysis	5 Hours
Data Preparation – Univariate analysis: Data Visualization - Choosing appropriate charts using Tableau Software- Bivariate analysis: Correlation and Simple Regression -Multivariate Analysis: Multiple regression model, Factor analysis, Cluster analysis, discriminant analysis (using R software or Python or SPSS) – Structural Equation Modelling (SEM) and Confirmatory Factor Analysis (CFA)		
Unit: 5	Report Writing	5 Hours
Project Report and Paper Writing: Research Project Report – Imperatives, Layout of a Research Paper, Journals in Management Science, Impact factor of Journals, When and where to publish? Ethical issues related to publishing: Monograph – Referencing: Referencing Styles- MLA, Harvard, APA.		
Online Class: Video Lectures & Online discussion Medium of Instruction: English		
Total Lectures		24 Hours
Reference Books		
1	C. R. Kothari, Gaurav Garg, 2019, Research Methodology, 4 th edition, New Age International Publishers,	
2	Naresh Malhotra, 2015, Marketing Research (Applied Orientation), 7 th edition, Pearson.	
3	Donald R Cooper, Pamela R Schindler, P and J K Sharma 2006, Business Research Methods, 11 th edition, Tata McGraw Hill: India	
4	D. Israel, Dawn Iacobucci and Gilbert A. Churchill , 2010, Marketing Research: A South Asian Perspective, 12 th edition, Cengage Learning, India	
5	Pamela Schindler, 2019, Business Research Methods, 13 th edition, McGraw Hill.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	L	T	P	C
23MS3507		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Develop suitable interpretations for various quantitative data analysis. 2. Develop the quantitative and statistical thinking ability while making any managerial decisions. 3. Apply statistical knowledge and skills for making optimum allocation of resources. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Comprehend, analyze, compare and handle quantitative data to generate reports. 2. Draw interpretation and conclusion about the data to identify business problems. 3. Apply various statistical techniques such as correlation, regression, measures of dispersion, trend analysis in their respective field of operation. 4. Develop managerial decisions based on statistical inferences. 5. Apply various techniques such as linear programming, Transportation, and Assignment in their respective field of operation for optimization of resource. 6. Evaluate the results to achieve optimum business solution. 					
Unit: 1	Introduction to Statistics & Classification, Tabulation and Presentation of Data	4 Hours			
Introduction to Statistics, Importance of Statistics in modern business environment - Scope and Applications of Statistics - Scales of Measurement, Population or Universe – Sample - Quantitative - Characteristic -					



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Qualitative Characteristic – Variable, Collection of Data - Primary Data - Secondary Data - Introduction and Functions of Classification of data - Methods of classification, Tabulation - Basic difference between classification and tabulation - Parts of a table - Types of table, Frequency and Frequency Distribution - Derived frequency distributions – Bivariate and multivariate frequency distribution - Construction of frequency distribution, Presentation of Data – Diagrams, Graphical Presentation	
Unit: 2	Uni-Variate and Bi-Variate Data Analysis
Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – coefficient of variation (CV) percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications	
Unit: 3	Index Numbers and Time Series Analysis
Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPI, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.	
Unit: 4	Introduction and Linear Programming
Management & Decision Making - Mathematical Models – Types of models (deterministic and probabilistic) – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution – Dual of linear programming problem –Economic interpretation	
Unit: 5	Transportation and Assignment Models
Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model.	
Total Lectures	
24 Hours	
Online Class: Video Lectures & Online discussion Medium of Instruction: English	
Reference Books	
1.	Richard I Levin and David S. Rubin, (2017), Statistics for Management, 8 th Edition ,Pearson Education, India,
2.	V.K Kapoor, (2022), Operations Research Technique for Management”, 9 th Edition, Sultan Chand, 2022.
3.	J.K. Sharma, (2019), Business Statistics, 5 th Edition, Vikas Publication House.
4.	D.C. Sandheti and V.K. Kapoor, (2014), Business Mathematics, Sultan Chand & Sons.
5.	ND Vohra, (2017), Quantitative Techniques in Management, 5 th Edition, Tata McGraw-Hill.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	MANAGEMENT INFORMATION SYSTEM	L	T	P	C
23MS3508		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> Analyze the framework and role of MIS in organizations to categorize different types of decisions and associated information. Evaluate various information systems, including ERP and Decision Support Systems, to assess system concepts, security, and ethical challenges. 					



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3. Synthesize knowledge about internet privacy, e-commerce business models, and ethical issues to make informed decisions regarding digital business practices and policies		
Course Outcomes:		
The student will be able to:		
<ol style="list-style-type: none"> 1. Analyze the role and framework of MIS, categorizing types of decisions and associated information. 2. Evaluate various information systems, applying system concepts, including ERP and DSS security measures. 3. Synthesize knowledge of different MIS types, enabling effective strategic decision-making. 4. Apply ethical considerations to address issues in MIS, including internet privacy and e-commerce business models. 5. Create and design information systems aligned with organizational goals. 6. Demonstrate the ability to make informed decisions, considering ethical challenges, in the context of MIS and technology-enabled business practices. 		
Unit: 1	Framework of Management Information System	4 Hours
Definition, basic concepts, framework, role & need of MIS. Organization and Information Systems: Changing Environment and its impact on Business. The Organization: Structure, Managers and activities, Data, information and its attributes, The level of people and their information needs, Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.		
Unit: 2	Kinds of Information Systems	5 Hours
Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) -Executive Support System (EIS or ESS)		
Unit:3	System Concept	5 Hours
System Development Life Cycle (SDLC), Decision Support System (DSS), Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation.		
Unit: 4	Security and Ethical Challenges	5 Hours
Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy –software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism.		
Unit:5	Business Models	5 Hours
Definition, Concepts, e-Commerce Business Models, Benefits and Limitations of e-Commerce, Mobile computing, Pervasive computing, Types of threats and attacks, Payment Revolution.		
Total Lectures		24 Hours
Reference Books		
1	Kenneth C. Laudon and Jane P. Laudon, 2017, Management Information System, Managing the Digital Firm, 12 th Global edition, Pearson Education.	
2	James A O'Brien & George M Maracas, 2017, Management Information System, 10 th edition, Tata McGraw Hill Companies, New Delhi.	
3	Laudon, 2022, Management Information System, 17 th edition, Pearson Education	
4	P.T. Joseph, S.J. Sanjay Mohapatra, 2009, Management Information System in Knowledge Economy”, Kindle Edition.	



5	Ramesh Behl, James A O'Brien & George M Maracas, 2019, Management Information System, 11 th edition, Tata McGraw Hill Companies, New Delhi.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	FINANCIAL MANAGEMENT	L	T	P	C
23MS3509		4	0	0	4

Course Objectives:

Enable the student to:

1. Develop the skill in Time value for money and Risk – return concepts
2. Evaluate the meaning of capital structure, awareness on cost of capital and capital leverage
3. Apply capital budgeting and its process in the avenues open for new entrepreneurs.

Course Outcomes:

The student will be able to:

1. Create effective financial decisions based on profitability, solvency, efficient resource allocation, and risk management.
2. Manage the valuation techniques to measure the value of money for effective financial planning.
3. Analyze the various leverages and corporate capital structure to facilitate informed financial decision making.
4. Examine the working capital management at corporate level to ensure healthy cash flows.
5. Evaluate the sources of funds available and cost of capital to take appropriate long-term investment decisions.
6. Evaluate the Cash Management, Inventory Management Policy, payables and receivables pressures in management decisions.

Unit: 1	Financial Management Environment and Functions	4 Hours
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Overview of Financial Management – Wealth Vs Profit Maximization Criterion-Treasury and controlling decisions in Financial Management, Functions of Financial Management.

Unit: 2	Business Valuations and Risk-Return Concepts	5 Hours
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Time Value of money – Importance, rationale, Present Value, Future value and compounding techniques - EMI (problems). Concepts and types of Risk and Returns.

Unit: 3	Capital Structure & Leverage and Cost of Capital	5 Hours
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Capital Structure –meaning and definition of capital structure- Optimal Capital Structure- Net Income approach, Net Operating Income approach - Meaning and Definition of Leverage – Types of leverage - Difference between Operating and Financial leverage - Analysis of Operating and Financial Leverages and Composite Leverages - EBIT-EBS Analysis.

Unit: 4	Working Capital Management	5 Hours
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Significance, Purpose, Methods of Working Capital Assessment, Working capital Approaches, Determinants of working capital - Estimation of Working Capital requirements. Models of Accounts Receivables Management, Cash Management and Inventory Management. Financing of working capital.

Unit: 5	Investment Appraisal and Decisions on Source of Funds	5 Hours
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New Entrepreneurs- Sources of Funds - Internal, External, Spontaneous, short-term, Intermediate and Long-term Source of Funds in Private Sector and Public Sector Enterprises, Social Banking, start up Financing and Venture Capital Financing - Angel funding.



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Session consists of Lectures, Problem solving, Group discussion, Analysis of Financial statements, Sensitivity Analysis, Stimulation Analysis, Scenario Analysis, Case study	
Online Class: Video Lectures & Online discussion	
Medium of Instruction: English	
Total Lectures	24 Hours
Reference Books	
1.	I M Pandey, (2015), —Financial Management, 11 th edition, Vikas Publishing House Private Limited
2.	Khan MY & Jain PK, (2017). —Financial Management - Text, Problems and Cases, 7th edition McGraw Hill Education.
3.	Prasanna Chandra, (2011), —Financial Management – Theory and Practice, 8th Edition, Tata McGraw Hill Education Private Limited.
4.	Richard A. Brealey, Stewart C. Myers & Franklin Allen, (2011). —Principles of Corporate Finance, 10 th Edition, Mc-GrawHill/Irwin.
5.	Jonathan Berk, Peter DeMarzo, Ashok Thampy, (2013), —Financial Management, Pearson Education Limit.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	HUMAN RESOURCE MANAGEMENT	L	T	P	C
23MS5310		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Apply Human Resource Management principles to effectively recruit, select and retain talent. 2. Analyze work place dynamics and diversity to enhance organizational culture and performance. 3. Evaluate HR policies and practices to ensure ethical standards in work force management. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Develop strategic HR plans to align workforce needs with organization goals. 2. Implement effective recruitment and selection strategies to acquire talent. 3. Design and execute training and development programs to enhance employees' skills and performance. 4. Administer compensation systems that attract, motivate and retain employees while ensuring equity. 5. Evaluate employee performance using objective measures and provide constructive feedback. 6. Facilitate career management initiatives to foster professional growth and advancement opportunities for employees. 					
Unit: 1	Introduction to HRM	4 Hours			
Nature and Scope of Human Resource Management – Basic Functions of Human Resource Management- Goals - Human Resource Management as Line and Staff Responsibilities – Human Resource Management Models.					
Unit: 2	HR Planning, Recruitment & Selection	5 Hours			
Human Resource Planning – Sources - Process – Methods - Job Analysis Process - Job Evaluation Methods – Recruitment - Factors – Methods - Process - Selection Process – Selection Techniques.					
Unit: 3	Training and Development	5 Hours			
Training and Development – Nature - Need Analysis – Delivery Methodology - Training Effectiveness Evaluation – Capacity Building - Management Development - Career Development.					



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Unit: 4	Compensation Management	5 Hours
Compensation Management – Components – Determinants of Compensation Strategy – Wage and Salary Administration, - Individual and Group Incentive Plans – Benefit Programs.		
Unit: 5	Performance Appraisal & Career Management	5 Hours
Performance Appraisal Goals & Methods – Potential Appraisal Meaning of Career – Career stages – Importance of Career Planning – Application of Artificial Intelligence in HRM		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion Medium of Instruction: English		
Reference Books		
1	Denisi, Griffin, Sarkar, 2016, Human Resource Management – A South-Asian Perspective, 1 st edition, Cengage Learning India Pvt Ltd.	
2	Gary Dessler and Biju Varkkey, 2020 Human Resource Management, 16 th edition, Pearson Education: South Asia	
3	K. Aswathappa, 2017, Human Resource Management – Text and Cases, 8 th edition, Tata McGraw Hill	
4	V.S.P. Rao, 2010, Human Resource Management, 3 rd edition, Excel Books	
5	Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, 2021, Fundamentals of Human Resource Management, 8 th edition, Tata McGraw-Hill Publishing Company Limited	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	OPERATIONS MANAGEMENT	L	T	P	C
23MS3511		4	0	0	4

Course Objectives:

Enable the students to:

1. Apply operations strategy principles to optimize the transformation process, product and process design, and capacity planning.
2. Utilize inventory planning and control techniques to manage resources efficiently.
3. Evaluate and implement production management tools and aggregate planning strategies for effective operations management.

Course Outcomes:

The student will be able to:

1. Apply operations strategy to enhance the transformation process, optimizing product and process design.
2. Evaluate capacity planning and investment decisions using quantitative analysis.
3. Utilize inventory planning and control methodologies to manage resources effectively.
4. Implement aggregate planning techniques to align production with demand.
5. Apply production management tools, employing Lean and Six Sigma principles.
6. Synthesize knowledge to improve operations, fostering efficiency and competitiveness.

Unit: 1	Introduction to Operations Management	4 Hours
Operations Management – Nature, Importance, transformation processes, differences between services and goods; Operations Strategy – Strategic fit, framework; Productivity.		



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Unit: 2	Designing Operations	5 Hours
Product Design - Criteria, Approaches; Product development process - Process - design, strategy, types, analysis, make or buy decision.		
Unit: 3	Operations and the Value Chain	5 Hours
Capacity Planning – Long range, Determinants, Strategies, Equipment selection - Investment Decisions, Facility Location.		
Unit: 4	Planning and Control of Operations	5 Hours
Demand Forecasting – Need, Types, Objectives and Steps; Inventory Planning and Control –Functions, Decisions, Inventory models; Aggregate Planning – Master Production Scheduling - Materials requirement planning.		
Unit: 5	Production Management Tools	5 Hours
JIT – TQM - Computer integrated Manufacturing and flexible manufacturing system – ISO 9000 series – Poka Yoke – Kaizen – Business Process Reengineering – Supply Chain Management – Lean manufacturing - Quality Function Deployment – Enterprise Resource Planning.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion Medium of Instruction: English		
Reference Books		
1	Paneerselvam, 2012, Production and Operations Management, 3 rd Edition, PHI	
2	Mahadevan B, 2015 Operations management: Theory and practice, 3 rd edition, Pearson Education India.	
3	Norman Gaither and Gregory Frazier, 2015, Operations Management, 9 th edition, Cengage Learning	
4	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, 2018, Operations and Supply Chain Management, 15 th edition, McGraw Hill Education (India) Pvt. Ltd.	
5	Cecil C. Bozarth, Robert B. Handfield, 2016, Introduction to Operations and Supply Chain Management, 4 th edition, Pearson	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	LEGAL ASPECTS OF BUSINESS	L	T	P	C
23MS3512		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> Analyze business and contract law principles to assess legal implications in commercial transactions. Evaluate the application of the Indian Companies Act and Shop and Establishment Act to ensure legal compliance in business operations. Apply knowledge of sale of goods, special contracts, and consumer rights to address legal challenges and disputes in the business context. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> Analyze and apply Business and Contract Law principles to assess legal obligations in commercial agreements. Interpret and synthesize knowledge of the Sale of Goods and Special Contracts, ensuring compliance with legal requirements. 					



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3. Evaluate the implications of the Indian Companies Act for corporate governance and regulatory compliance.	
4. Assess and implement provisions of the Shop and Establishment Act in India for legal workplace management.	
5. Advocate for consumer rights and mediate consumer disputes by applying legal knowledge and ethical principles.	
6. Construct legal frameworks to address various aspects of business operations, promoting ethical and lawful practices.	
Unit: 1	Legal Environment and Contract Law
4 Hours	
Introduction to Legal Environment - Development of Business Law in Independent India - Business and Contract Law in India - Formation of Contract–Essentials of Valid Contract - Performance of Contract - Discharge of contract – Remedies for Breach of Contract - Quasi Contract	
Unit: 2	Sale of Goods & Special Contracts
5 Hours	
Sale of Goods Principles - Conditions and warranties -Transfer of Property - Remedies of Unpaid seller; Special Contracts - Bailment and Pledge; Guarantee and Indemnity; Agency-Agent- Principal. Negotiable Instruments - Relation between bank and a customer – Bouncing of Cheque.	
Unit: 3	Indian Companies Act
5 Hours	
Company Law - Introduction–Incorporation of company - Prospectus and Raising of Capital – Meetings–Directors - Winding up, Corporate Ethics in Business, GST Registration Process, and Digital Signature.	
Unit: 4	Shop and Establishment Act in India
5 Hours	
Commercial Establishments and Shops - Registration Procedure and License - Opening and Closing time, Work hours, Employment of children, young person and women, Health, Safety, Leave, Wage Payments	
Unit: 5	Consumer Protection, IPR and RTI
5 Hours	
Formation of Consumer Protection Act - Unfair Trade Practices - Consumer Rights – Consumer Disputes redressed agencies; Protecting the Intellectual property of Business - Patent - Copy Right - Trademark; Right to Information Act – Definition of Information – Information’s not to be disclosed- Procedure for requesting Information.	
Note: All the laws read with reference to the latest amendment.	
Total Lectures	
24 Hours	
Reference Books	
1	Akhileshwar Pathak, 2018, Legal Aspects of Business, 6 th edition, TATA McGraw Hill Education P Ltd, New Delhi.
2	Anurag K Agarwal, 2018, Business Law for Managers, 6 th edition, IIM Ahmedabad Book Series.
3	Bansal .C. L, 2006, Business and corporate laws”, 1 st edition, Excel books, New Delhi.
4	Ravindar Kumar, 2022, Legal Aspects of Business, 6 th edition, Cengage Learning India.
5	Kapoor .N.D, Rajni Abbi, Bharat Bhusan, 2021 ,Business Law, Kindle edition
Recommended by Board of Studies	
04.05.2023	
Approved by Academic Council	
25 Aug 2023	

Course Code	CORPORATE STRATEGY	L	T	P	C
23MS3513		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Apply critical thinking to formulate sound corporate strategies aligned with organizational goals					



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<ol style="list-style-type: none"> 2. Executive strategic actions effectively through resource allocation and coordination 3. Utilize data-driven analysis to access and refine corporate strategies for optimal performance and competitive advantage. 		
Course Outcomes:		
The student will be able to:		
<ol style="list-style-type: none"> 1. Formulate comprehensive corporate strategies by synthesizing industry insights and internal capabilities. 2. Execute strategic actions through efficient resource allocation and organizational alignment. 3. Analyze the outcomes of strategic implementation adapt and refine corporate plans. 4. Evaluate the impact of strategic decisions long term organizational goals and sustainability. 5. Apply critical thinking and problem-solving skills to address corporate challenges. 6. Communicate and justify strategic recommendations effectively to stake holders. 		
Unit: 1	Strategic Management -Methods and Tools	4 Hours
Objectives, policies, Tools – Balanced Score Card, Strategic Management process. Environmental Scanning: Internal Environment Analysis (SWOT), External Environment Analysis; Basic Corporate strategies – Stability Strategies , Growth strategies (New Product Development & Market Development), and retrenchment strategies (Turnaround, divestment, and liquidation)		
Unit: 2	Business Planning	5 Hours
Business Strategy, Operational Strategy, and Transformational Strategy. Generic business level strategies; Positioning the Organization, Models for Resource Allocation, Environmental Turbulence, Strategic Investment, Strategic Entry.		
Unit: 3	Functional Strategy Formulation	5 Hours
Functional Strategies – Production/Operations, Finance, Marketing, HR, Systems, R&D. BCG Matrix, strategies in Fragmented industries and Mature industries.		
Unit: 4	Corporate Level Strategies	5 Hours
Mergers, Acquisitions, Diversification, Joint Ventures, Franchising and Licensing , Horizontal and Vertical integration ,Strategic Control System and Measurement, Structural Implementation. DuPont analysis.		
Unit: 5	Evaluation of Strategy	5 Hours
Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation. Strategies in global business environment, Stakeholder impact analysis.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Charles W.L. Hill, Gareth R Jones, 2019, Strategic Management – An Integrated Approach, 9 th edition, Cengage, New Delhi.	
2.	Fred Luthans and Jonathan Doh, 2018, International Management: Culture, Strategy and Behavior, 10 th edition, McGrawHill.	
3.	Corporate Strategy: Tools for analysis and decision making, Phanish Puranam, Bart Vanneste, Cambridge University Press, 2016	
4.	Barney/Hesterly, 2015, Strategic Management and Competitive Adv: Concepts and Cases, 5 th Edition, Pearson Education, New Delhi.	



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5.	Idris Mootee (2017), Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School, Wiley, New Delhi.		
Recommended by Board of Studies		04.05.2023	
Approved by Academic Council		25 Aug 2023	

Course Code	INNOVATION AND ENTREPRENEURSHIP	L	T	P	C
23MS3514			3	1	0
Course Objectives:					
Equip the Students to:					
<ol style="list-style-type: none"> 1. Assess the key dimensions and emerging trends in entrepreneurship to identify innovative business opportunities. 2. Develop a comprehensive business plan integrating financial strategies and assessing the business environment. 3. Analyze various financial institutions and financing options to secure resources for entrepreneurial ventures. 					
Course Outcomes:					
Enable the Students to:					
<ol style="list-style-type: none"> 1. Apply innovative thinking to identify entrepreneurial opportunities by analyzing emerging trends. 2. Create business plans incorporating financial strategies, considering the dynamic business environment. 3. Evaluate the impact of various financial institutions on entrepreneurship and financing decisions. 4. Formulate innovative solutions to address challenges encountered in entrepreneurial ventures. 5. Analyze the dimensions of successful entrepreneurship through critical examination of real-world cases. 6. Synthesize and communicate effective strategies for sustainable innovation and entrepreneurial success. 					
Unit: 1	Basics of Innovation	4 Hours			
Introduction-Meaning of the concepts Innovation and Creativity -Types of Innovation, Relevance of technology for Innovation, The process of Innovation, Patents, Trademarks, Intellectual Property					
Unit: 2	Entrepreneurship Essentials & Models	5 Hours			
Concept and overview of Entrepreneurship-Evolution and growth of Entrepreneurship in India-Role of Entrepreneurship in Economic Development. Models of Entrepreneurship-Emerging models of Corporate Entrepreneurship.					
Unit: 3	Dimensions and Emerging Trends of Entrepreneurship	5 Hours			
Entrepreneurial Society-Women Entrepreneurship-Rural Entrepreneurship-Social Entrepreneurship-Entrepreneurial Potential-Emerging Trends in Entrepreneurship Development- Business Environment Opportunities-Elements of Entrepreneurial Ventures-New technology in Entrepreneurship-Evaluation of Entrepreneurship in India-Introduction to business plan.					
Unit: 4	Business Plan and Business Environment	5 Hours			
Introduction: Basics of Business Plan-Types – How to Write the Business plan and the main contents of a business plan – the Purpose of business plan ,Business Environment – Types of Business Environment , Legal Aspects involved in a business Environment					
Unit: 5	Financial Institutions and Financing	5 Hours			



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Financial Institution in India – Forms of Financing – Long term Financing and Short-term Financing Success Stories of Entrepreneurs.	
Total Lectures	24 Hours
Reference Books	
1	Dr. Rajeev Roy, 2020, Entrepreneurship, 3 rd Edition, Oxford University Press.
2	Thomas W. Zimmerer, and Norman M. Scarborough, 2014, Essentials of Entrepreneurship and Small Business management 4 th edition, Prentice Hill
3	Cherunilam, F, 2021, Business and Government, edition, Himalaya Publishing House.
4	Prasanna Chandra, 2011, Financial Management – Theory and Practice, 8th edition, Tata McGraw Hill Education Private Limited.
5	Dr. Vasant Desai, 2018, The Dynamics Of Entrepreneurial Development And Management, 6 th edition, Himalaya Publishing House.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	CORPORATE SOCIAL RESPONSIBILITY	L	T	P	C
23MS3515		4	0	0	4
Course Objectives:					
Enable the student to: <ol style="list-style-type: none"> 1. Examine and apply ethical principles, values and morals to formulate effective CSR policies. 2. Analyze the various dimensions of CSR within a strategic business context to enhance corporate sustainability. 3. Develop CSR policies, strategies, and evaluate their implementation through experiential learning approaches. 					
Course Outcomes:					
The student will be able to: <ol style="list-style-type: none"> 1. Evaluate and synthesize ethical principles, values and morals for designing comprehensive CSR policies. 2. Analyze the multifaceted dimensions and tools of CSR within the strategic business frameworks. 3. Apply critical thinking to develop effective CSR policies that align with organizational objectives. 4. Construct and communicate CSR strategies while considering ethical considerations. 5. Implement CSR initiatives through practical learning experiences, fostering real-world impact. 6. Assess and adapt CSR policies and practices to address evolving societal and environmental challenges. 					
Unit: 1	Morals and Values in Business	4 Hours			
Morals, values and Ethics – Integrity – Work ethic – Respect for others-Interpersonal Relationship–Moral Values - Cooperation – Commitment – Empathy					
Unit: 2	Dimensions of Corporate Social Responsibility	5 Hours			
Social Responsibility, Corporate Social Responsibility: Meaning- definition and scope of CSR- Evolution of CSR – a moral argument for CSR – a rational argument for CSR – an economic argument for CSR					
Unit: 3	Strategic context of CSR	5 Hours			
Carroll's Model of CSR (Pyramid of CSR) – Globalization and CSR, Stakeholders and perspectives: interest Groups Related to CSR – Tools of CSR –Business Benefits of CSR.					
Unit: 4	Designing a CSR policy	5 Hours			



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Factors influencing CSR policy – Managing CSR in an organization – Role of HR Professionals in CSR – Global Recognitions of CSR- ISO 14000 - SA 8000 - AA 1000.	
Unit: 5	Learning CSR Implementation
CSR in the marketplace – CSR in the workplace – CSR in the community – CSR in the ecological environment – CSR in India	
Total Lectures	24 Hours
Online Class: Video Lectures & Online discussion	
Medium of Instruction: English	
Reference Books	
1.	Laura P. Hartman and Joe Desjardins, 2013, Business Ethics: Decision Making for Personal Integrity and Social Responsibility, 3 rd edition, Mc Graw Hill education, India Pvt. Ltd., New Delhi.
2.	CS Rupanjana De, 2020, A Practical Guide to Corporate Social Responsibility, 3 rd edition, Bloomsbury India- Bloomsbury India.
3.	Benn & Bolton, 2011, Key concepts in Corporate Social Responsibility. Australia, 1 st edition, Sage Publications Ltd.
4.	B.N. Mandal, and Atul Sharma 2020, Corporate Social Responsibility in India, 2 nd edition, Global Vision Publishing House.
5.	Werther, W. B. & Chandler, D. (2011), Strategic Corporate Social Responsibility, 2 nd edition, Thousand Oaks, CA: Sage.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	STRATEGIC COST MANAGEMENT	L	T	P	C
23MS3516		4	0	0	4
Course Objectives:					
Enable the students to:					
<ol style="list-style-type: none"> 1. Apply strategic cost management concepts to enhance an organization's competitive advantage through effective supply chain management. 2. Analyze and implement service costing methods to optimize cost structures in service-based industries. 3. Evaluate the impact of learning curves, simulation, and time series analysis on managerial decision-making processes in cost management. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Apply strategic cost management principles to strategize supply chain operations for competitive advantage. 2. Employ service costing techniques to analyze and optimize cost structures in service industries. 3. Evaluate learning curves' impact on managerial decisions, fostering cost-efficiency. 4. Utilize simulation to model cost scenarios and inform strategic cost management. 5. Apply time series analysis for data-driven cost predictions and trend identification. 6. Synthesize knowledge to formulate cost-effective strategies, enhancing organizational competitiveness and profitability. 					
Unit: 1	Strategic Cost Management – An overview	4 Hours			
Conceptual framework, environmental influences and cost management practices, role of SCM in Strategic positioning and Competitive advantage – Steps in Strategic cost analysis					



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Unit: 2	Strategic Costing	5 Hours
Activity Based Costing, Target Costing, Life Cycle costing, Kaizen costing, JIT theory and constraints, Business Process Re-engineering and Benchmarking		
Unit: 3	Strategic Decision Making	5 Hours
Decision making and Pricing strategies – Inventory decision, Product-development decision, product policy, plant location, managerial decision making- Methods of Pricing; Sensitivity analysis in pricing decisions. Balanced Score Card		
Unit: 4	Costing of Service Sector	5 Hours
Methods, Pricing, and Performance Measurement – Quality control, Quality Assurance, Quality Management, Quality report		
Unit: 5	Analytics in Cost Management	5 Hours
Learning curve in Managerial decision making, Quoting for export order/tender: Impact of Learning curve in Labour variances; Simulation – Time series analysis		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1	Ravi Kishore, 2008, Cost Management, 4th Edition, Taxmann Publications, New Delhi.	
2	Vidya, 2008, Cost Management and Strategic Approach, 10 th edition, Mac Millian India Ltd. New Delhi	
3	Business Strategy and Strategic Cost Management - Institute of Cost Accountants of India, Final Paper -15 – Study Materials.	
4	Saxena and Vashist, 2011 Advanced Cost and Management Accounting Problems and Solutions, 6 th edition ,Sulthan Chand and Sons	
5	Saxena V.K, 2020, Strategic Cost Management and Performance Evaluation, Sulthan Chand and Sons	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
23MS3517		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Relate financial securities in making investment decisions. 2. Analyse the mechanism of valuation of securities. 3. Evaluate the performance of a portfolio. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Identify various types of investment vehicles for investment decisions. 2. Relate the trading systems, and settlement procedure of stock exchanges for being an informed investor. 3. Analyse the value of securities for trading decisions. 4. Apply the securities performance of various sectors using fundamental and technical analysis. 5. Evaluate portfolio analysis on the performance on risk and return of securities. 6. Create a portfolio for optimizing the risk and returns. 					



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Unit: 1	Securities & Stock Market	4 Hours
Investment avenues – financial markets: review, structures, primary & secondary market, players in stock market, investment vs speculation. Trading mechanism in India - mechanics in trading; functions of stock exchanges – BSE & NSE, trading and settlement process – stock indices – listing of securities, OTCEI – IPO.		
Unit: 2	Valuation of Securities	5 Hours
Need, types of valuation, balance sheet, book value, liquidation value, replacement value ; equity valuation approaches, DCF, Dividend Discount Model, CAPM and APT, (problems) – bond valuation.		
Unit: 3	Risk and Return Analysis	5 Hours
Systematic and unsystematic risks – types of risks - risk and return analysis of stocks - correlation coefficient - covariance - beta & alpha – Markowitz model – risk return assessment of individual and portfolio.		
Unit: 4	Fundamental and Technical Analysis	5 Hours
Fundamental analysis - Economic, industry, company, intrinsic value; Technical analysis - tools, charts, patterns, Dow Theory and Eliot Wave Theory-Efficient Market Theory and Random Walk Theory – Fundamentals of behavioral finance.		
Unit: 5	Portfolio Analysis	5 Hours
Portfolio planning, implementation, principles, guidelines for investment decisions, measures for evaluation of performance of portfolio-Sharpe, Treynor and Jensen’s measures of index. Construction and evaluation of a portfolio based on the financial analytical tools.		
Session consists of lectures, problem solving, group discussion, analysis of financial statements, sensitivity analysis, stimulation analysis, exercise on live trading, case study.		
Online Class: Video lectures & Online discussion		
Medium of Instruction: English		
Total Lectures		24 Hours
Reference Books		
1.	Fisher,D.E., & Jodan, R.J. (2018), Security Analysis and Portfolio Management, 7 th edition, Prentice hall of India, New Delhi	
2.	ZviBodie, Marcus & Mohanty, (2019), Investments, 11 th edition, Tata McGraw Hill, New Delhi	
3.	Singh, P. (2011), Investment Management, 14 th edition, Himalaya Publishing House, New Delhi	
4.	Kevin S, (2015), Security Analysis and Portfolio Management, 2 nd edition, Prentice hall of India, New Delhi	
5.	P. Pandian, (2012), “Security Analysis and Portfolio Management”, 2 nd edition, Vikas Publishing House.	
Recommended by Board of Studies		04.05.2023
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Course Code	FINANCIAL DERIVATIVES	L	T	P	C
23MS3518		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Interpret pricing and valuation methods used in financial derivatives markets.					
2. Demonstrate the ability to use financial derivatives for risk management and investment strategies.					
3. Develop advanced derivative strategies and solution for complex financial challenges.					



Course Outcomes:		
The student will be able to:		
<ol style="list-style-type: none"> 1. Explore the practices on the trading platforms applying the commodity and currency market strategies using options, futures, and swaps. 2. Evaluate the Black - Scholes option pricing model and Greeks in pricing options. 3. Apply the technique to evaluate and compare options of different maturities and strikes. 4. Analyse the forward and future prices to assess market expectations, pricing disparities, and potential arbitrage opportunities. 5. Employ hedging techniques to safe guard securities against market volatility and minimize potential losses. 6. Develop options strategies to optimize risk-adjusted returns, market volatility and asset price movements. 		
Unit: 1	Forward Contracts	4 Hours
Introduction-features- mechanism and settlement of contracts and factors influencing forward contract prices. The ways of computing forward price in Foreign Exchange Market.		
Unit: 2	Futures Contracts-Introduction and Mechanism	5 Hours
Introduction- types of traders-hedgers, speculators and arbitrageurs, convergence of future price to spot price, daily settlement and margins, hedging strategies using futures, basis risk, cross hedging, stock index futures, an overview of equity, currency, and commodity trading process.		
Unit: 3	Future Trading Process and SWAPS	5 Hours
Determination of forward and futures prices: investment assets vs. consumption assets, short selling, known income, known yield, future prices vs expected spot prices, expectation hypothesis, normal backwardation, contango – mechanics of trading in futures and factors influencing future prices. SEBI guidelines for equity, commodity and currency trading.		
Unit: 4	Option Contracts	5 Hours
Option Prices: Factors affecting call & put option prices, determinants of option values/premium, restriction of option values, price determination using Black – Scholes Model and some extensions, Greeks, dynamic hedging, call option valuation, put option valuation.		
Unit: 5	Process of Option Contracts and Debt Derivatives	5 Hours
Hedge ratios, Binomial Model. Option pricing by Monte Carlo simulation. Option strategies & prices: protective put, covered call, straddle, spreads, collars. Option valuation: introduction, intrinsic and time values; interest rate derivatives, credit derivatives, options in corporate securities.		
Session consists of lectures, problem solving, group discussion, analysis of financial data, sensitivity analysis, stimulation analysis, scenario analysis, case study.		
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Total Lectures		24 Hours
Reference Books		
1.	Amuthan, 2013, Financial Derivatives, 2 nd edition Himalaya Publications Private Limited, Mumbai	
2.	John Hull, 2010, Fundamentals of Futures and Options Markets, 7 th Edition Pearson Higher Education	
3.	NCFM, 2009, Options Trading Strategies Module book, National Stock Exchange of India Ltd.	
4.	John C Hull, 2010, Options, Futures, and Other Derivatives, 7 th Edition, Pearson Higher Education	
5.	S.S.S. Kumar, 2010, Financial Derivatives, PHI Learning.	



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Course Code	FINANCIAL ANALYSIS AND REPORTING	L	T	P	C
23MS3519			4	0	0
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Relate the financial data with financial reporting 2. Analyse and interpret the financial statement 3. Apply the regulatory framework in financial reporting 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Interpret financial statements to assess company's financial health and performance. 2. Analyze the impact of accounting principles and standards on financial reporting. 3. Evaluate company's financial performance using accounting ratios. 4. Prepare cash flow statements in accordance with International Financial Reporting Standards. 5. Evaluate alternate decisions concerning financial distress 6. Prepare Management Reports based on financial indicators 					
Unit: 1	Understanding the Financial Statements	4 Hours			
Interpreting the Published Financial Statements and their interlinking with financial ratios and ratio analysis - General Purpose Financial reporting – Qualitative and Quantitative characteristics of financial statements – its relevance, faithful representation, materiality. Enhancing qualitative characteristics – its comparability, verifiability, timelines and understandability,					
Unit:2	Accounting for transactions in financial statement	5 Hours			
The regulatory framework – The need for a regulatory framework – The International Accounting Standards Board (IASB) - Tangible Non-Current Assets, Intangible Non-current assets, Inventory and Biological assets, Government Grants, Foreign currency transactions, Taxation.					
Unit:3	Analyzing and Interpreting the Financial Statements	5 Hours			
Calculation and Interpretation of accounting ratios, its usage and trends to address Users' and Stakeholders needs – benchmarking with Industry standards. Limitations of interpretation techniques					
Unit:4	Preparation of Cash flow Statements	5 Hours			
Prepare a statement of cash flows for a single entity (not a group) in accordance with IFRS standards.					
Unit:5	Financial Distress and Reporting Financial Performance	5 Hours			
Cost of financial distress, static tradeoff theory, pecking order theory and windows of opportunity theory – Predicting corporate failures using Altman's Z score, Argenti's A Score – Present data and information effectively with interpretation/recommendations/suggestions- use of technology as appropriate. Creating Management Report – reporting on the results of discontinued operations – assets held of sale and discontinued operations.					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					



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1.	Stephen H Penman, 2017, Financial Statement Analysis and Security Valuation, 4 th edition, Tata McGraw Hill Publishing Company Ltd. New Delhi
2.	Gokul Sinha, 2009, Financial Statement Analysis, 2 th edition, Prentice Hall of India, New Delhi
3.	John J. Wild Subramanyam K.R and Robert F. Halsey, 2005, Financial Statement Analysis, 11 th edition, Tata McGraw Hill Publishing Company Ltd. New Delhi
4.	Krishna G. Palepu, Paul M. Healy and victor L. Bernard, 2003, Business Analysis and Valuation using Financial Statements, 5 th edition, Cengage Learning India Pvt. Ltd., New Delhi.
5.	Ruzbeh J. Bodhanwala, 2004, Understanding and Analysing Balance Sheets Using Excel Worksheet, PHI, New Delhi.
Recommended by Board of Studies <i>04.05.2023</i>	
Approved by Academic Council 25 Aug 2023	

Course Code	INCOME AND CORPORATE TAXATION	L	T	P	C
23MS3520		4	0	0	4
Course Objectives:					
Enable the students to:					
<ol style="list-style-type: none"> 1. Relate the concepts and principles governing Direct and Indirect Taxes in India 2. Apply the various approaches of analysing and interpreting the Tax Laws applicable for Individuals and Corporates 3. Articulate the Tax Laws in tax planning and consultancy engaged in business 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Discriminate between various tax types including GST, Corporate, and Individual taxes to classify tax obligations accurately. 2. Calculate corporate and individual tax liabilities by applying relevant tax codes and regulations. 3. Analyze tax evasion and avoidance strategies to ensure compliance with direct and indirect tax laws. 4. Evaluate tax planning techniques for optimizing income and corporate tax burdens while considering GST and customs duties. 5. Construct comprehensive tax reports for regulatory compliance in the context of direct and indirect taxation. 6. Synthesize tax-related information to advice on effective tax management strategies encompassing GST, Customs, Corporate and Individual Tax Planning. 					
Unit: 1	Introduction to Goods and Service Tax	4 Hours			
MODULE 1: Introduction to Goods and Service Tax					
Definition - Intra-state and Inter State supply - Exempted and zero rated supply - Mixed and composite supply; Introduction of CGST, SGST and IGST; Overview of GST and GST law: Constitutional provisions - Taxable event-supply - Destination principle - Concurrent Dual GST - Composition levy					
Unit:2	GST Business Process - Returns	5 Hours			
Filing returns - Types of returns and formats - input tax credit and its matching - Tax returns preparers accounts and records tax invoice - Debit/credit notes and payments, Inspection, search, seizure and arrest detention, confiscation of goods and conveyances					
Unit:3	Customs Law	5 Hours			
Basic Concepts, Types of Customs Duty, Valuation, Customs Procedures; Anti-Dumping Duties; Valuation Rules; Import procedures; Export procedures; Baggage; Stores; Warehousing; Demurrage					



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Unit:4	Assessment of Companies	5 Hours
Introduction – Meaning of Company – Types of Companies – Computation of Depreciation – Computation of Taxable Income of Companies – Minimum Alternative Tax (MAT) – Computation of Tax Liability		
Unit:5	Income chargeable under various heads of income	5 Hours
Salaries, Income from house property, profit and gains of business or profession, capital gains and income from other sources; Permissible Deductions under section 80C to 80U; Setoff and Carry Forward of Losses and Clubbing of Income		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Arpit Haldia & Mohd. Salim, 2021, “GST Law & Practice”, Kindle Edition, Taxmann Publication Pvt. Ltd., India	
2.	Vinod K Singhania & Kapil Singhania, 2021, “Direct Taxes Law & Practice with special reference to Tax Planning”, 64 th Edition, Taxmann Publishing Pvt. Ltd., India	
3.	Milind Kumar, 2019, “Goods and Services Tax: Law and Practice”, 1 st Edition, EBC Publishing Pvt. Ltd., India	
4.	Rakesh Garg & Sandeep Garg, 2019, “Guide to GST on Services (HSN Code wise taxability of all services)”, 2 nd Edition, Bloomsbury Publishing PLC, India	
5.	Vinod K Singhania & Monica Singhania, 2021, “Students’ Guide to Income Tax including GST”, 64 th Edition, Taxmann Publications Private Limited, India	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	TALENT ACQUISITION	L	T	P	C
23MS3521		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Apply recruitment and selection strategies to assess workforce capabilities effectively, utilizing recruitment analysis and assessment techniques. 2. Analyze Recruitment Analysis as tools to identify critical hiring criteria in talent acquisition. 3. Manage staffing systems, including selection decisions and evaluation methods, to ensure optimal workforce alignment with organizational needs. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Employ recruitment and selection strategies, incorporating workforce assessment, to identify and attract top talent. 2. Conduct recruitment analysis to evaluate the effectiveness of talent acquisition processes. 3. Apply recruitment analysis as a decision-making tool to refine hiring approaches. 4. Utilize assessment techniques to assess candidates' qualifications and potential in the recruitment process. 5. Manage staffing systems by making informed selection decisions and employing evaluation methods. 6. Synthesize knowledge to enhance talent acquisition practices, ensuring a competitive and skilled workforce. 					
Unit: 1	Context of Recruitment and Selection	4 Hours			



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Workforce planning – Workforce Assessment – Employee life cycle – Organizational need assessment – Job Design – Job & Job Families – position – occupation. Recruitment analytics - Causes of bad recruitment, metrics of effective recruitment – Yield pyramid ratio.	
Unit: 2	Requirement Analysis
Motivational Job Specification, Functional Specification – process - DOT/O*Net – Job Description - Job Element Analysis – Critical Incident Methods. Identify job competencies - Behavioural Specification - Methods to Behavioural Job Analysis - Threshold Trait Analysis - Quan Competence Framework.	
Unit: 3	Recruitment, Sources and methods
Screening, Sourcing and shortlisting - 4S Model - sources of recruitment, internal recruitment methods, external recruitment methods.	
Unit: 4	Selection, Tools and Techniques
Assessment techniques in recruitment process – Interview techniques – Motivational, behavioural & functional. Behavioural Even Interview process, Key Interviewer skills - Non – Interview methods - Knowledge Based Filtering - Skill Based Filtering - Attitudinal or Potential Based Filtering.	
Unit: 5	Staffing System Management
Selection and reference check -Making the selection decision. Evaluation methods - The Ranking Systems - Checklist Scales – Behaviour Anchored Rating Scale (BARS)– Checking references and checking scales - reliability and validity of selection instruments. Ethical considerations in recruitment and selection. Nepotism - Ongoing Recruitment and Selection Issues; Current trends in recruitment and selection	
Total Lectures	
24 Hours	
Reference Books	
1.	Dale M. 2003, Handbook of Successful Recruitment and Selection: A Practical Guide for Managers 1 st edition, New Delhi: Crest Publishing House.
2.	Edenborough R. 2006, Assessment Methods in Recruitment, Selection & Performance: A Manager's Guide to Psychometric Testing, Interviews and Assessment Centres 3 rd edition, London: Kogan Page.
3.	Jonathan Crawshaw, Pawan Budhwar, Ann Davis, 2020 ,Human Resource Management - Strategic and International Perspectives, 4 th edition, Sage Publications Ltd.
4.	Sonal Minocha, Dean Hristov, 2018, Global Talent Management - An Integrated Approach, 1 st edition, Sage Publications.
5.	Carrie A. Picardi, 2019, Recruitment and Selection - Strategies for Workforce Planning & Assessment, Sage Publications.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	LEARNING AND DEVELOPMENT	L	T	P	C
23MS3522		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Analyze the learning process and theories of learning to design effective training programs, incorporating Bloom's taxonomy for clear learning objectives.					
2. Develop and implement training programs, utilizing learning curves and instructional aids, while assessing learners' capabilities and needs.					



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3. Evaluate training outcomes and organizational impact, considering various management development programs and types for critical analysis.		
Course Outcomes:		
The student will be able to:		
<ol style="list-style-type: none"> 1. Apply theories of learning to design training programs with clear learning objectives, utilizing Bloom's taxonomy for cognitive development. 2. Implement effective training department models to organize and streamline learning initiatives. 3. Identify thorough training needs analyses to assess gaps and tailor learning experiences. 4. Develop training programs, incorporating instructional aids and innovative design, fostering skill development. 5. Implement and manage training initiatives, evaluating outcomes and selecting appropriate management development programs. 6. Assess learners' capabilities, ensuring effective instructional methods and enhancing organizational learning and development. 		
Unit: 1	Introduction to Learning and Development	4 Hours
Learning - Meaning - characteristics – Learning Process - Learning curve - Plateau in learning - Theories of learning - Implications of Learning Process on Instruction - Learning style. ADDIE Model and Training Design Process - Impact of Organizational Vision, Mission and Values on Training - Models of Organizing Training Department - Considerations for Effective Training Design.		
Unit: 2	Training Needs Analysis	5 Hours
General Process of Training Needs Analysis (TNA) - Michalak & Yager Process and Mager & Pipe Model of Performance Gap Analysis - Output of TNA - Competency Modelling.		
Unit: 3	Training Design & Development	5 Hours
Training Objectives – Need-Types of Training - Developing - Bloom's Taxonomy for Learning Objectives - Elaboration Theory for Content Sequencing - Gagne's Instructional Events for Lesson Design - Merrill's Components Display Theory for Topic Design- Development of Training Programmes.		
Unit: 4	Training Implementation & Evaluation	5 Hours
Training Implementation - Types of Management Development Programmes & Executive - Level Management Development; Training Evaluation – Outcomes- Kirkpatrick's Model of Learning Analytics and Evaluation Practices - Types of Evaluation Designs - Measuring Training's Impact.		
Unit: 5	Learners Capability Evaluation	5 Hours
Evaluation of learners' capability based on Bloom's Taxonomy - Use of new technologies for training delivery - Instructional aids - Trainers role - Approaches to Employee Development.		
Total Lectures		24 Hours
Reference Books		
1.	Watson, Sherri & Raymond, A. Noe, 2017, Employees Training and Development, 4 th edition, Tata McGraw Hill Education, New York	
2.	Armstrong Michael, 2014, A Handbook of Human Resource Management Practice, 14 th edition, Kogan page	
3.	Blanchard, P.N., and Thacker, J.W., 2019, Effective training: Systems, strategies and practices, 6 th edition, Prentice Hall of India.	
4.	Erasmus, B., et al., 2015, Managing Training and Development, 7 th edition, Oxford University Press, South Africa	



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5.	Bhattacharyya, D. K., 2015, Training and Development: Theory and Applications, Dewey 23 rd edition, SAGE Publications India Pvt., Limited
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	INDUSTRIAL RELATIONS AND LABOUR LEGISLATION	L	T	P	C
23MS3523		4	0	0	4

Course Objectives:

Enable the student to:

1. Evaluate industrial relations concepts, including collective bargaining and the role of the ILO, to analyze and resolve labor disputes.
2. Examine organizational society and occupational health, safety and welfare to enhance working conditions within the framework of labor legislation.
3. Analyze industrial relations, wage regulations, and social security regulations to ensure compliance and equity in employment practices for critical assessment.

Course Outcomes:

The student will be able to:

1. Analyze and apply industrial relations concepts, including dispute resolution and collective bargaining, fostering a collaborative workplace environment through Trade Unions.
2. Assess the role of the International Labour Organizations (ILO) in shaping national labor legislation.
3. Evaluate the organizational and societal dynamics of labour relations, emphasizing occupational health, safety and welfare for employee well-being.
4. Implement industrial relations regulations, facilitating voluntary arbitration for conflict resolution.
5. Interpret and apply wage regulations, ensuring fair payment of wages and bonuses in compliance with labor laws.
6. Navigate social security regulations effectively, including the establishment and management of social security organizations, enhancing employee benefits and welfare.

Unit: 1	Industrial Relations Concepts	4 Hours
Scope - Industrial disputes - Causes - Effects; Collective Bargaining; Workers participation in Management; Code of discipline; Tripartite bodies; Trade Unions – Evolution - Problems of trade unions in India; Role of ILO in national legislations - Labour standards of ILO.		
Unit: 2	Occupational Safety, Health and Working Conditions Regulations	5 Hours
Duties of Employer and Employees - Occupational Health and Safety - Working Conditions - Welfare Provisions - Hours of work - Annual Leave with wages; Maintenance of Registers - Returns and Records; Inspector-cum-Facilitators; Special provisions relating to Women employment; Contract Labour and Inter-state Migrant workers; Offences and Penalties.		
Unit: 3	Industrial Relations Regulations	5 Hours
Bi-Partite Forums; Trade Unions; Standing Orders; Voluntary Reference of Disputes to Arbitration; Mechanism for Resolution of Industrial Disputes; Strikes and Lockouts; Lay-off, Retrenchment and Closure.		
Unit: 4	Wage Regulations	5 Hours



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Minimum Wages; Regulations on - Payment of Wages; Payment of Bonus; Advisory Board; Payment of Dues; Inspector –cum-Facilitator; Offences and Penalties.	
Unit: 5	Social Security Regulations
Social Security Organizations - Employees' Provident Fund - Employee State Insurance Corporation; Gratuity; Maternity Benefit; Employees Compensation; Social Security and cess for Building and Construction Workers - Unorganized Workers - Platform Workers; Offences and Penalties.	
Total Lectures	24 Hours
Online Class: Video Lectures & Online discussion	
Medium of Instruction: English	
Reference Books	
1.	M. Banumathi, 2020, Labour welfare and Industrial Relations, LAP LAMBERT Academic Publishing.
2.	Parul Gupta, 2019, Industrial Relations and Labour Law for Managers, 1 st edition, SAGE Publication Private Ltd.
3.	Piyali Ghosh, Shefali Nandan, 2017, Industrial Relations and Labour Laws, 1 st edition, McGraw Hill Education.
4.	P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar, 2017, Industrial Relations, Trade Unions, and Labour Legislation, 3 rd edition, Pearson
5.	New Labour Codes Bare Acts Combo, 2020, Code on Social Security, 2020, Industrial Relations Code, 2020, Code on Wages Act, 2019 and Occupational Safety, Health And Working Conditions Code, Professional Book Publishers,
Recommended by Board of Studies	04.05.2023
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Course Code	ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT	L	T	P	C
23MS3524		4	0	0	4
Course Objectives:					
Equip the students to:					
<ol style="list-style-type: none"> Analyze the nature of organizational development, employing system theory to understand planned change forces and change program levels. Evaluate the dynamics of organizational politics, power, and ethics in OD, examining concepts, ethical issues, and implications. Apply organizational interventions, classifying OD interventions and assessing various organizational structures for critical analysis and application. 					
Course Outcomes:					



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At the end of the course the student participant will be able to:		
<ol style="list-style-type: none"> 1. Apply the principles of organizational development, to facilitate planned change and enhance organizational effectiveness. 2. Analyze the two forces of planned change and various change program levels for strategic change management. 3. Evaluate the dynamics of organization, power, and ethics, addressing ethical issues in organizational contexts. 4. Implement organizational interventions by classifying OD interventions and optimizing organizational effectiveness. 5. Synthesize knowledge to design comprehensive change strategies, fostering a culture of innovation and adaptability. 6. Assess ethical principles in organizational development, ensuring responsible for sustainable change management practices. 		
Unit: 1	Introduction to Organizational Development	4 Hours
Introduction, Meaning, Nature of OD, Historical Perspective of Organization Development, Values, Assumptions and Beliefs in OD, System Theory of OD		
Unit: 2	Introduction to Planned Change	5 Hours
Introduction, Meaning of change, The two forces of planned Change, Change programs levels, Managing Planned Change		
Unit: 3	Organizational Politics, Power and Ethics in OD	5Hours
Introduction, The Concept of Organizational Politics, The Concept of Organizational Politics, Ethical issues in an organizations , Success stories of organizational transformation in Indian industries		
Unit: 4	Organizational Intervention	5 Hours
Introduction , Characteristics of Organization Development Interventions, Classification of OD Interventions, Sensitivity training, Team building and its process		
Unit: 5	Organizational Intervention	5 Hours
Introduction, Meaning, Definition of Organization structure, Different types of organization structure.		
Total Lectures		24 Hours
Reference Books		
1.	Priyadarshini R.G, 2015, Organizational Change and Development, 1 st edition, Cengage Learning Publications	
2.	Ratan Raina, 2018, Change Management and Organizational Development, 1 st edition. Sage Publications Pvt. Ltd	
3.	Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki, 2011, Organization Development and Transformation, 6 th Edition, Tata McGraw Hill, India	
4.	Barbara Senior & Stephen Swailes, Colin Carnall, 2020, Organizational Change, 6 th edition, Pearson Education, India.	
5.	Cummings & Worley, 2015, Organizational development and change, 10 th edition, Cengage Learning, India	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023



Course Code	COMPENSATION MANAGEMENT	L	T	P	C
23MS3525		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Evaluate compensation dimensions and systems, applying traditional and new techniques to design effective compensation packages. 2. Analyze performance appraisal methods and standards to enhance employee performance and compensation outcomes. 3. Assess theories of wages, pay-for-performance models, and incentive schemes, including profit sharing and ESOPs, for strategic reward management. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Evaluate compensation dimensions and systems, integrating traditional and innovative techniques, to design competitive reward structures. 2. Apply performance appraisal methods and performance standards to enhance employee productivity and compensation effectiveness. 3. Analyze wage theories, wage structure, and wage fixation principles for equitable pay practices. 4. Implement various pay-for-performance models and incentive schemes, including shop floor and sales incentives, to drive employee motivation and performance. 5. Design profit-sharing and Employee Stock Ownership Plans (ESOPs), aligning employee interests with organizational success. 6. Evaluate components of benefit plans and implement strategic reward management strategies in the Indian context, fostering talent retention and organizational growth. 					
Unit: 1	Overview on Compensation	4 Hours			
Compensation: Definition, Dimensions – Compensation System, Job Evaluation: Definition – Traditional and new Techniques					
Unit: 2	Performance Appraisal	5 Hours			
Basic concepts – Performance standard – Appraisal methods, Compensation: Classification – Types-Incentives-Fringe Benefits					
Unit: 3	Theories of Wages	5 Hours			
Wage structure – wage fixation – wage payment, salary administration.					
Unit: 4	Pay for Performance Plan	5 Hours			
Types of Pay for Performance- Shop Floor Incentives- Sales Force Incentive Schemes,					
Unit: 5	Profit and Gain Sharing, Incentive and Benefit Plans	5 Hours			
Profit Sharing, Gain Sharing – Employees Stock Ownership Plan (ESOP), Role of Performance Appraisals in determining pay for performance. Incentive plans, Components of a benefit plans, Role of Union in determining compensation, Current Scenario of Strategic Reward Management in India					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					
1.	B. D. Singh, 2017, Compensation and Reward Management, 2 nd Edition, Excel Books				



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2.	Lance A. Berger, Dorothy R Berger, 2015. Compensation Handbook A State of the Art Guide to Compensation Strategy and Design, 6 th Edition, Peacock Books.
3.	K. Aswathappa, 2018, Human Resource Management, 8 th Edition, Tata McGraw Hill Publishing Company Ltd.
4.	Milkovich, G.T., and Newman, J.M., Barry A. Gerhart, 2013, Compensation, 11 th Edition, India: Tata McGraw Hill
5.	Richard I. Henderson, 2006 Compensation Management in a Knowledge Based World, 10 th edition, India: Pearson Education
Recommended by Board of Studies	
<i>04.05.2023</i>	
Approved by Academic Council	
25 Aug 2023	

Course Code	LOGISTICS MANAGEMENT	L	T	P	C
23MS3526			4	0	0
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Acquire knowledge of various logistics systems such as Transportation, Warehousing and Inventory Management 2. Selecting the appropriate mode of transportation and route planning to move goods efficiently. 3. Deciding on the implementation of technologies like warehouse management systems and transportation management systems to streamline operations. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Understanding Logistics concepts, cost analysis, service quality and strategic thinking 2. Assimilate knowledge in transportation management, warehouse management, inventory control and technology utilization 3. Analyze various supply chain network, infrastructure, inventory management and information flow 4. Examine route optimization, inventory control strategies, supplier selection and technology adoption. 5. Compare and contrast the cross-functional business processes in supply chains. 6. Justify decisions affecting supply chain's plan, deliver, and customer management functions. 					
Unit: 1	Overview of Logistics	4 Hours			
Introduction to Logistics – Definitions of Logistics – terms or jargons used in logistics industry– Merits and demerits of logistics – 7Rs of Logistics – 5 Ps of Logistics.					
Unit: 2	Logistics Theories	5 Hours			
Concepts and Theories related to Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design.					
Unit: 3	Logistics Operation	5 Hours			
Types of Logistics: 3 PL – 4 PL – 5 PL solution – Problems related to 3PL, 4PL and 5 PL. Logistics positioning.					
Unit: 4	Elements of Logistics	5 Hours			
Transportation – Warehousing - Packaging & Unitization – Inventory – Material Handling – Information and Control.					
Unit: 5	Logistics Decisions	5 Hours			
Logistics strategy - Logistics planning triangle, purchasing decisions, storage decisions, inventory decisions and location decisions, introduction to Industry Internet of Things (IoT).					



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Total Lectures	24 Hours
Online Class: Video Lectures & Online discussion	
Medium of Instruction: English	
Reference Books	
1	V.V. Sople, 2012, Logistics Management, Third edition, Pearson Limited New Delhi
2	Khalid Zidan, 2016, Supply Chain Management: Fundamentals, Strategy, Analytics & Planning for Supply Chain and Logistics Management (Logistics, Supply Chain Management, Procurement), 1 st edition, Createspace Independent Pub.
3	Singh P Rakesh Ailawadi, Satish C ,2013, Logistics Management ,2 nd Edition, Prentice Hall India.
4	Paul .A Myerson, 2015, Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design , , 1 st edition, Pearson FT Press.
5	Ganapathi and Nandi, 2014, Logistics Management, 1 st edition, Oxford
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	WAREHOUSING AND FACILITIES MANAGEMENT	L	T	P	C
23MS3527		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Understanding concepts terminology, importance of warehousing and facilities management in various industries. 2. Explore the key aspects of warehousing including inventory management, storage systems, material handling and order fulfilment of process. 3. Manage budgets, control costs and make cost effective decisions in warehousing and facilities management. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Exhibit a strong understanding of warehousing and facilities management concepts, principles and best practices. 2. Apply knowledge to manage and optimize warehouse operations effectively, including inventory control, order fulfilment and materials handling. 3. Plan and execute space optimization strategies to make the best use of available resources 4. Collaborate effectively with external partners, vendors and contractors for facility related projects 5. Illustrate the impact of health, safety, and warehouse environment on operational effectiveness. 6. Design a warehouse process with its associated costs, and profitability for effective functioning of warehouse. 					
Unit: 1	Overview of Warehousing	4 Hours			
Introduction to Warehousing – Definitions of Warehouse –Need for warehousing - Types of Warehouses – Functions of a warehouse – Advantages of Warehouse – Warehouse Performance Measures.					
Unit: 2	Material Flow and Activity Profiling	5 Hours			
Introduction to Material Flow – The fluid model of product flow –Units of handling – Two fundamental resources approach – Dedicated Storage and Shared Storage – Activity Profiling.					
Unit: 3	Warehousing Operations and Supply Chain Management (SCM)	5 Hours			
Introduction to Warehouse Operations – Introduction to Supply Chain Management – Objectives of SCM – Decision Phases in SCM – Process View of Supply Chain – Barriers to SCM.					



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Unit: 4	Design of Supply Chain and Planning Transportation Networks	5 Hours
Introduction and role of distribution Network – Factors influencing distribution network design – design options for a distribution networks – E-business and its impacts.		
Unit: 5	Sourcing, Pricing, Demand Management and Customer Service	5 Hours
Introduction to Sourcing, In-house and Outsource – Pricing and Revenue Management for multiple customers – Demand Forecasting – Cost of Stockouts- Radio Frequency Identification (RFID)		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1	Gwynne Richards, 2014, Warehouse Management: A complete guide to improving efficiency and minimizing costs in the modern warehouse, 1 st Edition, Kogan Page Publications	
2	Keller B, 2013, Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, Pearson Education (Singapore) PTE. Ltd.,	
3	Meir Liraz, 2017, Guide to Effective Retail Merchandise Management, 1 st Edition, Create Space Publication,	
4	Chopra and Kalra, 2016, Supply Chain Management, 6 th Edition, Pearson Education (India).	
5.	Bowersox, 2018, Supply Chain Logistics Management, 4 th Edition, McGraw Hill.	
Recommended by Board of Studies	04.05.2023	
Approved by Academic Council	25 Aug 2023	

Course Code	FREIGHT TRANSPORT OPERATIONS MANAGEMENT	L	T	P	C
23MS3528		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Identify the integral role of freight in the broader context of supply chain management. 2. Gain insights into the regulatory framework of international and domestic freight operations. 3. Analyze the decision-making processes involved in the efficient movement of cargo. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Analyze the key challenges and trends in freight transportation and evaluate their impact on logistics operations. 2. Assess the safety, security, and environmental compliance requirements in the context of freight transport. 3. Evaluate costing and pricing models in the context of transportation planning and freight rate management. 4. Understand and describe green logistics practices in the context of sustainable freight transport. 5. Propose the integration of automation, robotics, blockchain, and artificial intelligence in warehousing and distribution processes for improved freight operations. 6. Examine the international and domestic regulations to be complied in freight operations. 					
Unit: 1	Overview of Freight Transport Management	4 Hours			
Overview of Freight Transport - Importance of Efficient Freight Operations - Role of Freight in Supply Chain Management - Key Challenges and Trends in Freight Transportation - Transportation Modes (Road, Rail, Air, and Sea) - Freight Consolidation and Deconsolidation - Hub-and-Spoke vs. Point-to-Point Logistics Models - Cross-Docking Operations - Last-Mile Delivery Challenges and Innovations					



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Unit: 2	Regulatory Compliance in Freight Operations	5 Hours
International and Domestic Regulations - Customs Clearance Procedures - Documentation Requirements – Understanding INCOTERMS - Safety and Security Compliance - Environmental Regulations in Freight Transport		
Unit: 3	Transportation Planning and Freight Rate Management	5 Hours
Route Planning and Optimization - Network Design Strategies - Geographic Information System (GIS) in Freight Planning - Pricing Strategies in Freight Transport (Road, Air, and Sea) - Rate Negotiation Techniques - Costing and Pricing Models		
Unit: 4	Sustainability in Freight Transport	5 Hours
Green Logistics Practices - Alternative Fuels and Electric Vehicles - Carbon Footprint Reduction Strategies		
Unit: 5	Current and Emerging Technology in Freight Management	5 Hours
Transportation Management Systems (TMS) - Internet of Things (IoT) in Freight Tracking - Big Data Analytics for Route Optimization - Automation and Robotics in Warehousing and Distribution - Blockchain in Freight Operations - Artificial Intelligence in Logistics - Drones and Autonomous Vehicles		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1	Capt. G. Ramesh Khare, 2019, Management & Operation of Container Terminals & Multi-Modal Transport Logistics, 1 st Edition, Sterling Book House.	
2	Michel Savy, June Burnham, 2013, Freight Transport and the Modern Economy, 1 st Edition, Routledge Chapman and Hall.	
3	Vasco Reis, Rosario Macario, 2019, Intermodal Freight Transportation, 1 st Edition, Elsevier Inc.	
4	Nagabhushana Rao S (2017), Transportation Management, New Delhi: Nidhi Book Centre.	
5	Tolga Bektas (2019), Freight Transport and Distribution: Concepts and Optimization Models, 1 st Edition, CRC Press.	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	SUPPLY CHAIN MANAGEMENT	L	T	P	C
23MS3529		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> Analyze and develop strategies to optimize supply chain processes for improved efficiency and competitiveness. Apply insights from data analytics to optimize decision-making in supply chain management. Examine the principles of sustainable and ethical supply chain management. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> Demonstrate a solid understanding of the fundamental concepts and principles of supply chain management. Optimize logistics and distribution networks, ensuring cost-effectiveness and efficiency. Propose forecasting methods to enhance Supply Chain planning. Equip with skills to utilize technologies, data analytics tools for supply chain planing, monitoring 					



and optimization.	
5. Identify, assess, and mitigate risks in supply chain processes, ensuring continuity and resilience.	
6. Promote sustainable, strategic, legal and ethical supply chain practices aligned with environmental and social responsibility.	
Unit: 1	Overview of Supply Chain Management 4 Hours
Definition and scope of supply chain management - Historical evolution and trends in supply chain practices - Importance of supply chain management in today's global economy – Cost components in SCM: Acquisition, Possession, Application, and Inspection	
Unit: 2	Supply Chain Strategy & Legal Aspects 5 Hours
Supply chain segmentation and alignment with business strategy - Demand forecasting techniques and demand management strategies - Supply chain network design and optimization –Role of contracts and agreements in SCM – Legal challenges, regulations, and compliance issues in SC operations – Insurance strategies to mitigate legal and financial risks.	
Unit: 3	Sourcing and Procurement 5 Hours
Supplier selection and evaluation - Strategic sourcing and supplier relationship management Supplier scorecards and performance measures - Cost-saving strategies in procurement - Collaborative Planning, Forecasting, and Replenishment (CPFR)	
Unit: 4	Inventory and Transportation 5 Hours
Inventory control models (EOQ, JIT, safety stock) - ABC analysis - Multi-echelon inventory optimization (MEIO) – Vendor Managed Inventory. Modes of transportation (land, sea, air) - Transportation management systems (TMS) - Last-mile delivery and logistics outsourcing	
Unit: 5	Supply Chain Technologies, Sustainability & Ethics 5 Hours
Role of technology in supply chain management - Warehouse management systems (WMS) - Blockchain, IoT, and data analytics in supply chain - Sustainable sourcing and green logistics - Ethical considerations in supply chain practices - Circular economy and responsible supply chain management	
Total Lectures 24 Hours	
Online Class: Video Lectures & Online discussion	
Medium of Instruction: English	
Reference Books	
1	Shah Janat, 2016, Supply Chain Management: Text and Cases, 2 nd Edition, Pearson Education
2	Vinod V Sopel, 2011, Supply Chain Management: Text and Cases, 1 st Edition, Pearson Education
3	Sunil Chopra, Peter Meindl, 2016, Supply Chain Management: Strategy, Planning, and Operation 6 th Edition, Pearson Education Limited
4	Edward A. Silver, David F. Pyke, and Douglas J. Thomas, 2016, Inventory and Production Management in Supply Chains, 4 th Edition, CRC Plus
5	Janat Shah, 2016, Supply Chain Management Text and Cases, 2 nd Edition, Pearson Education India.
Recommended by Board of Studies 04.05.2023	
Approved by Academic Council 25 Aug 2023	

Course Code	MATERIALS AND INVENTORY MANAGEMENT	L	T	P	C
23MS3530		4	0	0	4
Course Objectives:					
Enable the student to:					



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<ol style="list-style-type: none"> Understand inventory basics including types of inventory, reasons for holding inventory and the costs associated with inventory. Forecast demand accurately using various forecasting methods based on demand and inventory. Familiarize with various inventory models such as economic order quantity, Just in Time and ABC analysis. 		
Course Outcomes:		
The student will be able to:		
<ol style="list-style-type: none"> Analyse and optimize inventory levels based on demand patterns and cost considerations. Apply inventory models to determine order quantities, reorder points and safety stock levels. Evaluate supplier relationship and make informed decisions about supplier selection and performance improvement. Measure and monitor key performance indicators to assess inventory performance and make data driven decisions. Collaborate effectively within a supply chain concept to enhance overall efficiency and customer satisfaction. Justify the optimal processes to both satisfy customers and maximize company profits 		
Unit: 1	Basics of Materials Management	4 Hours
Introduction – Supply Chain metrics – Production Planning Systems: Manufacturing planning and control systems – Sales and Operations Planning – Manufacturing Resource Planning		
Unit: 2	Master Scheduling	5 Hours
Introduction – Relationship to Production Plan – Developing Master Production Schedule – Production Planning – Master Scheduling and Sales Planning.		
Unit: 3	Materials Requirements Planning (MRP)	5 Hours
Introduction – Bills of Materials – Materials Requirement Planning Process – Using MRP effectively.		
Unit: 4	Capacity Management	5 Hours
Introduction – Capacity Requirement Planning (CRP) – Capacity Available – Capacity Required – Scheduling Orders – Making the plan – Demand Forecasting.		
Unit: 5	Inventory Management Fundamentals	5 Hours
Introduction – Aggregate Inventory Management – Functions and objectives of Inventories – Order Quantities – Types of Inventories – Inventory Techniques – Inventory Control System.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1	Radoslaw Sliwka, 2019, Inventory Management Fundamentals: A handbook of inventory management techniques, 1 st edition, Smart Project Publisher.	
2	S.N. Chary, 2009, Production and Operations Management, 6 th edition, Tata McGraw-Hill Education.	
3	Richard J. Tersine, 1993, Principles of Inventory and Materials Management, 4 th Edition, Pearson Limited Edition	
4	Gopalakrishnan, 2009, Materials Management, 1 st Edition, PHI Learning Pvt Ltd.,	
5	A.K. Datta, (2009) Materials Management: Procedures, Text and cases, 2 nd Edition, PHI Learning Pvt Ltd.,	
Recommended by Board of Studies		04.05.2023



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Course Code	SEARCH ENGINE MARKETING	L	T	P	C
23MS3531		4	0	0	4

Course Objectives:

Enable the student to:

1. Implement search engine marketing strategies, including Google AdWords and pay-per-click, to optimize online advertising campaigns.
2. Strategize and manage PPC campaigns, utilizing actionable metrics for performance evaluation, and configure Google AdWords settings.
3. Develop effective bidding and budgeting plans, consider ad types, and utilize Google Analytics for data-driven campaign management.

Course Outcomes:

The student will be able to:

1. Execute search engine marketing campaigns proficiently, utilizing Google AdWords and pay-per-click strategies.
2. Formulate PPC campaigns, employing actionable metrics for performance assessment.
3. Configure Google AdWords account settings and apply various ad types for effective advertising.
4. Develop comprehensive bidding and budgeting management plans, considering impressions and bidding strategies.
5. Manage campaigns using Google Analytics for data-driven insights and optimization.
6. Create impactful advertising campaigns, showcasing mastery in search engine marketing techniques.

Unit: 1	Search Engine Marketing Overview.	4 Hours
Understanding Google search - Search engine advertising - Rule-based personalization of marketing at internet scale - Overview of Google AdWords, Microsoft AdCenter, and Yahoo Search Marketing		

Unit: 2	Pay Per Click Overview and Strategizing PPC Campaigns.	5 Hours
PPC definition and it's functioning - Important Terms – Quality Score, Conversion Rate, ROI, etc.- Quality Score Overview - Setting objectives, goals & expectations - Actionable metrics for performance measurements - Effective segmentation of keywords - Usage of multiple match types - Non-Overlapping Ad Groups		

Unit: 3	Setting up Google Ad words and Google AdWords Structure	5 Hours
Google AdWords account setting - Billing setting, preferences, bulk operations, etc. - Google Ad words account structure - Account, campaign, Ad group -Google Ad types- search ads, Display Ads, Video ads - Keywords and Matching type - Broad Match, phrase match, exact match, negative keywords.		

Unit: 4	Bidding and Budgeting Management Plan	5 Hours
Understanding how bidding works - clicks, conversion, Impressions - Understand Bidding strategy - Ad group bid, keyword bid, strategy - Manual vs Automated Bid Management - Different bid management features like CPA bidding, position preference, etc.		

Unit: 5	Campaign Management	5 Hours
Overview of campaign Management tools - Google Analytics, Hootsuite, Hubspot - Creating a Campaign and Campaign Types - Setting goals and objectives, Define Performance Metrics - Optimizing The Campaign - Campaign Tracking and A/B Testing. SEM Strategy and opportunities -Establish a Plan and highlighting goals - Analyzing efficiency of SEM strategy- visits, CTR, ROI, conversions - Re-marketing		



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Total Lectures	24 Hours
Reference Books	
1.	Anne F. Kennedy, 2014, Global Search Engine Marketing, Pearson Education;
2.	Puneet Singh Bhatia, 2019, Fundamentals of Digital Marketing, Wiley India Pvt. Ltd, New Delhi,
3.	Mike Moran, Bill Hunt, 2014, Search Engine Marketing, Inc.: Driving Search Traffic to Your Company's Website, 3 rd edition, IBM Press, Pearson Publications.
4.	Dave Evans and Jake Mckee, 2011, "Social Media Marketing - The Next Generation of Business Engagement", Wiley India Pvt. Ltd, New Delhi.
5.	Eric Enge, Stephan Spencer, Jessie Stricchiola, 2016, The Art of SEO: Mastering Search Engine Optimization, 3 rd edition, Shroff/O'Reilly.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	SALES AND CHANNEL MANAGEMENT	L	T	P	C
23MS3532		4	0	0	4

Course Objectives:

Enable the student to:

1. Apply effective sales management techniques, including selling, salesmanship, and customer-centric models, to drive revenue growth.
2. Strategize sales budgets, channel structures, and forecasting while considering international sales dynamics and logistics.
3. Manage sales forces adeptly, from recruitment and compensation to ethical and legal aspects, ensuring sales team excellence.

Course Outcomes:

The student will be able to:

1. Apply sales and salesmanship techniques to demonstrate proficiency in personal selling, fostering a customer-centric approach.
2. Evaluate the significance of personal selling in sales management, aligning strategies with customer-centric models.
3. Formulate sales budgets, channel structures, and conduct sales forecasting for effective sales management.
4. Apply a comprehensive supply chain management framework, optimize industrial channel strategies, and employ inventory management methods to enhance operational efficiency.
5. Develop industrial channel management strategies through channel planning, strategy development, and design.
6. Manage sales forces expertly, encompassing recruitment, selection, compensation, investment planning, and ethical and legal considerations in sales practices.

Unit: 1	Sales Management	4 Hours
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Introduction – Evolution of professional sales - Sales Management an overview - Selling and Salesmanship – Nature and importance of Personal Selling – Customer centric model - Formulating sales Strategies - Managing Sales Divisions - Distributive Network Relations. Leading, Motivating, and Controlling the Sales Force.

Unit: 2	Sales Budget and Channel Structures	5 Hours
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Sales forecasting – Sales Budget – Sales Quotas, Sales Territories, sales Control and Cost Analysis. International Sales Management Channel Dynamics - Introduction to Channel Structures –Design – Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships. Channel Management - Channel Conflicts and their Management.



Unit: 3	Logistics and Channel Management	5 Hours
Logistics and Channel Management - Physical supply and Physical Distribution - Designing the supply chain and distribution framework - Issues involved in developing Supply Chain Management Framework - Purchasing and integrated logistics interfaces - new opportunities in SCM outsourcing – Warehousing – Transportation – Inventory Management methods – JIT, MRP, EOQ, DSI – Order Processing – e-logistics in SCM.		
Unit: 4	Industrial Channel Management	5 Hours
Channel Strategies - Channel planning process - Managing Channel Conflicts and Power - Channel Strategy Development and Channel Design - Target Market and Member Selection Process - Motivating Channel Member - Marketing Mix in Marketing Channel Aspect - Evaluation of Channel Member Performance - Competitive share analysis, Alliance strategies – Partnership management strategies – multiple channel management- channel audits.		
Unit: 5	Sales force Management	5 Hours
Managing Sales force – Recruitment and Selection, Training and development - Compensation and Incentive plans – Direction and Suspension – Performance appraisal of Sales Personnel – Process alignment in buying and selling processes – Ethical and Legal aspects of selling - Emerging issues in sales strategies – Recent trends in selling.		
Total Lectures		24 Hours
Reference Books		
1.	Richard R. Still, Edward W. Cundiff, Norman A.P Govani, 2009, Sales Management: Decision, Strategies, and Cases, , 5 th edition, Pearson Education, New Delhi.	
2.	Rosann L. Spiro, William J. Stanton, Gregory A. Rich, 2002, 11 th edition, Management of a Sales Force, Tata McGraw Hill, New Delhi.	
3.	Kotler, P, 2017, Marketing Management, 17 th edition, Pearson Publications	
4.	Bovee & Thill, 2006, Advertising Excellence, McGraw Hill International, USA.	
5.	Sunil Chopra, Peter Meindl, D.V. Kalra, 2016, Supply Chain Management, Kindle Edition	
Recommended by Board of Studies		04.05.2023
Approved by Academic Council		25 Aug 2023

Course Code	PRODUCT AND BRAND STRATEGIES	L	T	P	C
23MS3533		4	0	0	4
Course Objectives:					
Enable the student to:					
<ol style="list-style-type: none"> 1. Analyze and classify product concepts, levels, and mix to formulate effective product strategies. 2. Evaluate the new product development process and implement strategies for successful product launches and diffusion of innovation. 3. Apply brand concepts, including brand platform, image, and positioning, to develop naming strategies, brand extensions to enhance brand loyalty and global branding. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Demonstrate mastery in product concepts, classification, and product mix to formulate comprehensive product strategies. 2. Analyze and create effective new product development processes and launch strategies. 					



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3. Evaluate brand concepts, including brand platform, image, and positioning, to develop robust brand strategies.	
4. Implement brand hierarchy techniques, execute brand extensions, and deploy global branding strategies.	
5. Apply strategies to elevate Brand Equity and Brand Resonance.	
6. Synthesize knowledge to craft successful Global branding strategies, ensuring market relevance and competitiveness.	
Unit: 1	Introduction to Product
Product concepts – Product classification – Product levels - Product mix - New product's success and failures - New product development process	
Unit: 2	New Product Strategies
Attribute listing, Focus group, Perceptual maps, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis - Test Marketing	
Unit: 3	Product Management
Product launch - Diffusion of innovation and adoption process - PMA for selected products in consumer goods and industrial goods categories	
Unit: 4	Brand Concepts
Meaning and types – Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value - Brand building – brand building for consumer durables, services, corporate	
Unit: 5	Branding
Brand knowledge - Brand naming strategies - Brand positioning, Brand repositioning – brand leveraging - Brand equity and measurement methods - Brand Extension – Cobranding – Global Branding - Brand Loyalty	
Total Lectures	
24 Hours	
Reference Books	
1.	Keller, K.L. 2012. Strategic Brand Management, 4th edition , Pearson Publications.
2.	Crawford and Benedetto ,2021,New Product Management, 12 th edition, Tata McGraw Hill, New Delhi.
3.	Kapferer, J.N., 2008, Strategic Brand Management, 5 th edition, Kogan Page, UK.
4.	Verma, H., 2012, Brand Management, 12 th edition, Pillappa.
5.	Anandan. C., 2008, Product Management, Vijay Nicole, Chennai.
6.	Ramesh Kumar, 2012, Brand Management Cases, Prentice Hall.
Recommended by Board of Studies	
04.05.2023	
Approved by Academic Council	
25 Aug 2023	

Course Code	CONSUMER BEHAVIOUR INSIGHTS	L	T	P	C
23MS3534		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Analyze the underlying principles and methods used in studying consumer behavior to inform consumer-driven market strategies.					
2. Evaluate the consumer decision process, including alternative evaluation and non-compensatory strategies, to develop effective marketing approaches.					



3. Examine influencing factors like opinion leadership, consumer personality, and motivation to understand consumer behavior, for comprehension and assessment		
Course Outcomes:		
The student will be able to:		
<ol style="list-style-type: none"> 1. Apply underlying principles to analyze consumer behavior, informing consumer-driven market strategies. 2. Develop market strategies rooted in consumer insights, utilizing decision-making processes, including alternative evaluation and non-compensatory strategies. 3. Evaluate the impact of influencing factors, including opinion leadership scale, consumer personality, and motivation, on consumer behavior. 4. Assess consumers' responsibilities in decision-making and ethical considerations in consumer choices. 5. Analyze the dynamics of status consumption, applying knowledge for strategic decision-making. 6. Synthesize consumer behavior insights, fostering a deeper understanding and effective application in marketing and business strategies. 		
Unit: 1	Consumer Behaviour	4 Hours
Importance – Evolution – Underlying Principles – Methods of studying Consumer Behaviour – Role of Consumer Behaviour in Marketing - Consumer driven Marketing Strategy.		
Unit: 2	Consumer Decision Process (CDP)	5 Hours
Model – Stages – Factors influencing CDP - Pre-purchase process – Need Recognition: Its importance – Factors Triggering need recognitions – Search: internal vs. external search – its importance – amount of search.		
Unit: 3	Determining Alternatives	5 Hours
Constructing the consideration set – Evaluation of Alternatives: Pre-existing Vs New Evaluator, Compensatory Vs. Non-compensatory Evaluation Strategies. Purchase Outcome -Fully planned, partially planned, unplanned purchases – Purchasing in the Retail Store – Need to shop – retail image – Determinants of consumer store choice – Determinants of in-store Consumer Behavior – Types of Impulse Purchasing - Post Consumption insights.		
Unit: 4	Influencing Factors	5 Hours
Opinion leadership scale – Types – Word of mouth Communication – Family – Family Life Cycle in Consumer Behavior – Couples' Sex Role orientation and its impact of family decisions – Diffusion of innovations. Personal Factors - Consumer Personality – Values and Life – stages – their Measurement – Consumer Motivation – Consumer Attitudes – Fischbein Multi-Attribute Attitude Model – Ideal Point – types of Needs – Impact of Culture and Subculture.		
Unit: 5	Responsibilities of consumers	5 Hours
Consumer decision making – various levels; Customer relationship management with perceptual interpretation; Message structure and presentation; Dynamics of Status Consumption; Nationality sub-cultures and religious sub-cultures; Types of reference groups and traditional family life cycle; Post-purchase process and customer satisfaction.		
Total Lectures		24 Hours
Reference Books		
1.	Loudon, David L. and Della Bitta, Albert J., 2002, Consumer Behaviour, 6 th edition, Tata McGraw Hill.	
2.	Leon G. Schiffman, Lesile Lazer Kanuk and S. Ramesh Kumar, Consumer Behaviour, 10 th edition, Pearson Education.	
3.	Solomon, Michel R, 2003, Consumer Behaviour, 3 rd edition, Prentice Hall International, USA.	



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4.	Blackwell, Roger D., Miniard, Paul W., and Engel, James F., 2001, 2 nd Edition, Consumer Behaviour, Thomson South – Western, Singapore.
5.	Kardes, Frasnk R., 2002, Consumer Behaviour and Managerial Decision Making, Prentice – Hall India Pvt. Ltd.: New Delhi.
Recommended by Board of Studies	
<i>04.05.2023</i>	
Approved by Academic Council	
25 Aug 2023	

Course Code	MARKETING COMMUNICATIONS MANAGEMENT	L	T	P	C
23MS3535		4	0	0	4

Course Objectives:

Enable the student to:

1. Develop and implement an integrated marketing communications plan for analysis and creation of consistent brand message.
2. Develop practical skills in crafting effective ad appeals and utilizing various promotional tools to engage target audiences.
3. Evaluate the effectiveness of advertising campaigns, copywriting techniques, and media planning strategies to optimize marketing communication efforts.

Course Outcomes:

The student will be able to:

1. Apply integrated marketing communication processes, corporate branding, and ad industry insights to develop effective marketing campaigns.
2. Create comprehensive integrated marketing communication plans, encompassing art direction, design layout, and production for synthesis.
3. Effectively use a variety of promotional tools to engage target audiences and drive successful marketing campaigns.
4. Manage public relations, word-of-mouth influence, and sponsorships strategies, ensuring brand visibility and engagement.
5. Employ monitoring and evaluation techniques, including media planning and digital advertising, to optimize marketing communications.
6. Synthesize knowledge to design, implement, and assess marketing communication strategies, enhancing brand awareness and market impact.

Unit: 1	Integrated Marketing Communications	4 Hours
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The basic concept - Process of Integrated Marketing Communications - Introduction to brand communication and value creation – Corporate Branding and Integration – DAGMAR approach- Budgeting for marketing communication – Social, Ethical and Legal issues in advertising – Ad industry and Campaign

Unit: 2	Integrated Marketing Communications Plan	5 Hours
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Message Strategy and Media Planning -IMC Plan – Creative Brief – Ad appeal – Copy writing: Print, Radio and TV – Art Direction: Design Layout and Production – Media terms – Planning Process – Media Efficiency Estimation – Indices – GRP Rating and Share

Unit: 3	Promotional Tools	5 Hours
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Consumer Sales Promotion- Trade Promotion – Direct Marketing – Outdoor Marketing and Signage – Event Sponsorship – Online and Mobile Advertising-Social Media for Advertising and Promotion-Direct Marketing and Other Media – Mobile Engagement and CRM

Unit: 4	Public relations and Word-of-Mouth Influence and Sponsorships	5 Hours
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Packaging, Point of Purchase Communications and Signage - Proactive and reactive PR – Opinion leaders in WOM dissemination – Perspectives on Buzz Creation	
Unit: 5	Monitoring, Evaluation and Control
Media Planning and Scheduling of various forms of media and its management, Evaluation of Advertising, copy writing, Evaluation of Sales Promotion effectiveness, Strategies, Digital Advertising - Digital Ad strategy – types and Design – Digital Ad Landing pages - Ad targeting - Ad pricing – Ad technologies – testing and optimization.	
Total Lectures	24 Hours
Reference Books	
1.	Philip J. Kitchen , Marwa E. Tourky, 2022, Integrated Marketing Communications: A Global Brand-Driven Approach, 2 nd edition, Springer Nature.
2.	Terence A Shimp, J Craig Andrews, 2019, Advertising Promotions and other aspects of Integrated Marketing Communications, 9 th edition, Cengage Publication
3.	George Belch and Michael Belch, Keyoor Purani, 2021, Advertising and Promotion: An Integrated Marketing Communication Perspective, 12 th edition Tata McGraw Hill.
4.	Chris Allen, Richard Semenik K, Thomas O’Guinn, 2018, Advertising and Integrated Brand Promotion, 8 th edition, South-Western College Publishing.
5.	Kirti Dutta, 2016, Integrated Marketing Communications, 1 st edition, Oxford University Press.
Recommended by Board of Studies	04.05.2023
Approved by Academic Council	25 Aug 2023

Course Code	STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY	L	T	P	C
24MS3506		4	0	0	4
Course Objectives:					
Enable the students to: <ol style="list-style-type: none"> Equip students with skills and systematic approach for success in IT strategic management and governance Develop capabilities in aligning IT goals and focus on portfolio optimization managing risks Analyze key business goals to develop IT strategies leveraging technology for competitive advantage. 					
Course Outcomes:					
The student will be able to: <ol style="list-style-type: none"> Detail out the role of Information Technology and its significance in the business context Evaluate different frameworks and apply for planning process Develop capabilities to formulate IT strategies supporting IT goals. Analyze key risks in a situation and prepare mitigation plans with benefits Implement and execute continuity planning for business Recommend IT innovation & competitive strategy for a company 					
Unit: 1	Introduction to IT Strategy and Management	4 Hours			
Role of IT in modern organizations - IT as a strategic enabler - The strategic alignment of IT with business goals - IT Governance and Frameworks - IT governance principles - Frameworks (e.g. ITIL, CMMI etc) - IT risk management					
Unit: 2	IT Strategy Development	4 Hours			



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Strategic Planning for IT - Strategic planning process - SWOT analysis for IT - IT vision and mission statements. Business-IT Alignment and Strategy - Models for business-IT alignment - Strategies for alignment - Formulating IT strategies

Unit: 3	Managing IT Projects and Portfolios	5 Hours
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IT Project Management - Project methodologies (Agile, Waterfall) - Project planning and execution - Risk management in IT projects. IT Portfolio Management - Prioritizing IT projects - Portfolio optimization - Project evaluation and selection

Unit: 4	IT Security and Risk Management	5 Hours
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Information Security and Compliance - Information security principles - Data privacy and compliance. IT Risk Assessment and Mitigation - Identifying and assessing IT risks - Risk mitigation strategies - Business continuity planning

Unit: 5	Emerging Technologies and IT Innovation	6 Hours
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Technology Trends and Innovations in Transformation - Current technology trends - Digital transformation - Emerging technologies (e.g., cloud, IoT, AI). IT Innovation and Competitive Advantage - Fostering innovation in IT - Leveraging technology for competitive advantage - Case studies on IT innovation

Total Lectures	24 Hours
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Online Class: Video Lectures & Online discussion

Medium of Instruction: English

Reference Books

- | | |
|----|--|
| 1) | Robert D. Austin, 2002, "Strategic Planning for Information Systems", 3 rd Edition, Wiley |
| 2) | Michael E. Whitman and Herbert J. Mattord, 2012, "Measuring and Managing Performance in Organizations", 1 st Edition, Dorset House Publishing |
| 3) | Gregory B. Newby and Hsinchun Chen, 2017, "Machine, Platform, Crowd: Harnessing Our Digital Future", W. W. Norton & Company |
| 4) | Jitendra Maan and Harkinder Singh Sandhu 2007, "IT Risk: Turning Business Threats into Competitive Advantage", Harvard Business Review Press |
| 5) | Donald A. Marchand, William J. Kettinger, and John D. Rollins, 2015, "Strategic Management of Information and Communication Technology: The United States Air Force Experience with Y2K", Springer |

Recommended by Board of Studies	08.02.2024
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Approved by Academic Council	08.02.2024
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Course Code	MANAGING DIGITAL TRANSFORMATION	L	T	P	C
24MS3507		4	0	0	4

Course Objectives:

Enable the students to:

1. Provide students with the fundamental skills including the journey & working model of digital transformation.
2. Develop capabilities to draft Transformation process bridging the gaps and maintaining business



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value for competitive advantage

- Execute the digital transformation leveraging teams, innovation & technology

Course Outcomes:

The student will be able to:

- Detail out the digital transformation scenario in the globalized world
- Recognize the model of transformation in the business world.
- Develop digital capabilities in the transformation Scenario.
- Analyze key issues in a digital transformation situation, identify strategic and disruptive benefits
- Explain and manage the challenges on using digital platform for business
- Craft digital transformation strategy for a company, in the context of a dynamic, global business and technology environment

Unit: 1	Introduction to Digital Transformations	5 Hours
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The Fundamental Elements of Digital Transformations - 5 Phases of the Transformation Journey. Types of digital transformations: strategic transformation, cloud first transformation, digital enterprise natives. Digitization and essential elements. Important causes of digital disruption and transformation. Digital Capabilities and Challenges going to digital transformation,

Unit: 2	Digital Transformation: Planning	5 Hours
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Identifying Gaps: External and Internal Factors - Addressing the Gaps and Understanding the Formation of External Gaps - Involving Customers in the Digital Transformation Process - Identifying Internal Gaps and Establishing a Shared Vision for Transformation

Unit: 3	Pre-Transformation	5 Hours
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Identifying Internal barriers - Leveraging Assets and Resources for Transformation - Pathways to Transformation - Developing Strategic Plans for Digital Transformation in Organizations - Transformation Business Models and Customer Relationships - Illustrative Case Studies

Unit: 4	Transformation	4 Hours
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Digital Transformation Frameworks - Challenges in Transformation - Iterative Approaches to Implementation - Phases of Evaluation - Common Mistakes in the Iteration Process - Managing Iterative Projects and Nurturing Company Culture

Unit: 5	Managing Transformation	5 Hours
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Utilizing Design Thinking for Transformation - Leveraging Internal and External Factors for Transformation - Communicating and Spreading Transformation Efforts - Scaling for Innovation. Case Studies

Total Lectures	24 Hours
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Online Class: Video Lectures & Online discussion

Medium of Instruction: English

Reference Books

- | | |
|----|--|
| 1. | Herbert, Lindsay, 2017, "Digital Transformation: Build your organization's Future for the Innovation Age", 1st Edition, Bloomsbury Publication |
| 2. | Thomas M. Siebel, 2019, "Digital Transformation: Survive and Thrive in an Era of Mass Extinction", 1st Edition, Rosetta Books |
| 3. | Sunil Gupta, 2019, "Driving Digital Strategy: A Guide to Reimagining Your Business", 1 st |



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	Edition, Gildan Media
3.	Rogers, David, 2016, “The Digital Transformation Playbook – Rethink your Business for the Digital Age”, 1st Edition, Columbia Business School Publishing
4.	Westerman. G, Bonnet.D, McAfee.A, 2014, “Leading Digital: Turning Technology into Business Transformation”, 1st Edition, Harvard Business Review Press
5	Srinivasan. J, and Suresh. J, 2014, “Cloud Computing: A Practical Approach for learning and implementation”, 1st Edition, Pearson Publication
Recommended by Board of Studies	
	08.02.2024
Approved by Academic Council	
	08.02.2024

Course Code	ARTIFICIAL INTELLIGENCE FOR BUSINESS	L	T	P	C
24MS3508		4	0	0	4
Course Objectives:					
Enable the students to:					
<ol style="list-style-type: none"> 1. Identify the role of Artificial Intelligence technologies, such as machine learning, natural language processing, and robotics in the business environment. 2. Investigate the usage of different machine learning algorithms for extracting insights from business functional areas. 3. Familiarize and develop skills in the technical capabilities of AI to solve business problems. 					
Course Outcomes:					
The student will be able to:					
<ol style="list-style-type: none"> 1. Evaluate different AI techniques and their capabilities supporting business environment. 2. Implement AI concepts and processing techniques. 3. Develop effective strategies for application of machine learning, natural language processing, and robotics. 4. Apply statistical models, regression analysis, and time series analysis using AI. 5. Analyze business areas and recommend usage of AI in different functions. 6. Employ AI and machine learning algorithms to optimize business functions. 					
Unit: 1	An Introduction to Artificial Intelligence	4 Hours			
Introduction to artificial intelligence – Search and Planning – Problem spaces and search – Knowledge and rationality- Heuristic search strategies - Search and optimization (gradient descent) – Adversarial search – Planning and scheduling – Knowledge Representation and Reasoning.					
Unit: 2	Machine Learning in Business	6 Hours			
Supervised Learning methods- Predictive Analytics- Classification Problems- Forecasting – Unsupervised Methods – Dimensionality reduction- K-means Clustering - Data Reduction Techniques – Factor Analysis – Semi-supervised methods – Deep learning – Choosing among machine learning techniques.					
Unit: 3	Natural Language Processing in Business	5 Hours			
Introduction to natural language understanding – Application of deep learning to NLP – Natural Language Interaction – Speech recognition – Hidden Markov Models – Speech synthesis.					



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Unit: 4	Robotics in Business	4 Hours
Introduction to robotics – Sensing – Manipulation- Human-robot interaction –Mobile Robots – Learning and robotics: Reinforcement learning – Cognitive Collaboration		
Unit: 5	Applications of AI in Business	5 Hours
Applications of AI in various industries: retail –E-Commerce – financial services, - insurance – entertainment, etc –Applications of AI in different functions: Human Resources – Sales – Operations – Marketing – Supply Chain – Future of AI.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Mariya Yao, Adelyn Zhou, Marlene Jia, 2017, “Applied Artificial Intelligence: A Handbook For Business Leaders”, 1 st Edition, Springer	
2.	Steven Finlay, 2017, “Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies”, 3rd Edition, Wiley	
3.	Stuart J. Russell and Peter Norvig, 2016, “Artificial Intelligence A Modern Approach”, 3rd Edition, Pearson Publishing.	
4.	Rajendra Akerkar, 2019, “Artificial Intelligence for Business”, 1st Edition, Springer International Publishing.	
5.	John Paul Mueller and Luca Massaron, 2018, “Artificial Intelligence for Dummies”, 2 nd Edition, Wiley	
Recommended by Board of Studies		08.02.2024
Approved by Academic Council		08.02.2024

Course Code	ENTERPRISE RESOURCE PLANNING	L	T	P	C
24MS3509		4	0	0	4
Course Objectives:					
Enable the students to: <ul style="list-style-type: none"> 1. Explain the theoretical aspects of Enterprise Resource Planning 2. To describe and relate the practical implication on ERP Suite implementation 3. Manage the ERP implementation and enhance to support business needs inline with trends in the market 					
Course Outcomes:					
The student will be able to: <ul style="list-style-type: none"> 1. Detail out the need for and importance of ERP and management of ERP in business context. 2. Prepare and describe the role of functional modules and its benefits associated with Enterprise Resource Planning. 3. Formulate the plan and execute the implementation of ERP solutions 4. Measure the effectiveness of ERP in an organization post ERP implementation 5. Articulate post implementational impact and maintenance of ERP 6. Identify the trends on ERP 					



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Unit: 1	INTRODUCTION	4 Hours
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - warehouse management.		
Unit: 2	ERP SOLUTIONS AND FUNCTIONAL MODULES	5 Hours
Overview of ERP software solutions, BPR, Project management, Functional modules-Organizational data, master data and document flow		
Unit: 3	ERP IMPLEMENTATION	6 Hours
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Framework- Training – Data Migration. People Organization in implementation. Consultants, Vendors and Employees		
Unit: 4	POST IMPLEMENTATION	4 Hours
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.		
Unit: 5	EMERGING TRENDS ON ERP	5 Hours
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing and Augmented reality.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Alexis Leon, 2008, "ERP demystified", 2 nd Edition Tata McGraw-Hill	
2.	Simha R. Magal, Jeffrey Word, 2012, "Integrated Business processes with ERP systems", 1 st Edition, John Wiley & Sons	
3.	Jagan Nathan Vaman, 2008, "ERP in Practice", 1 st Edition, Tata McGraw-Hill	
4.	Alexis Leon, 2008, "Enterprise Resource Planning", second edition, Tata McGraw-Hill.	
5.	Vinod Kumar Grag and N.K. Venkitakrishnan, 2006, "ERP- Concepts and Practice", 5 th Edition, Prentice Hall of India	
Recommended by Board of Studies		08.02.2024
Approved by Academic Council		08.02.2024

Course Code	PROJECT & TECHNOLOGY MANAGEMENT	L	T	P	C
24MS3510		4	0	0	4
Course Objectives:					
Enable the students to:					
<ol style="list-style-type: none"> 1. Prepare a project plan with resources needed, timelines and budget. 2. Manage the project cost and risk elements to accomplish goals 3. Evaluate and implement necessary technology elements for innovation and leadership 					
Course Outcomes:					



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The student will be able to:

1. Describe a project life cycle, and skillfully map each stage in the cycle
2. Identify the resources needed for each stage, including involved stakeholders, tools and supplementary materials
3. Analyze the time needed to successfully complete a project, considering factors such as task dependencies and task lengths
4. Identify the project costs by considering factors such as estimated cost, variances & profits covering customer requirements and internal/external goals
5. Impact of technology for competition, managing research and development
6. Analyze and manage the adoption and implementation of new technologies

Unit: 1	Project Management Fundamentals	4 Hours
Definition and Goal of Project Management - Project Lifecycles - Project Selection Methods and Portfolio Process - Project Formulation - Roles, Responsibilities, and Selection of Project Managers & Teams		
Unit: 2	Planning and Budgeting	5 Hours
The Planning Process and Work Breakdown Structure - Budgeting Methods and Cost Estimating - Budget Uncertainty and Risk Management		
Unit: 3	Scheduling, Resource Allocation, and Control	6 Hours
PERT & CPM Networks - Crashing and Resource Allocation - Project Uncertainty and Risk Management - Gantt Charts and Critical Chain Method - Project Control and Completion		
Unit: 4	Technology in Projects	4 Hours
Introduction to technology management: Concept and meaning of technology, Impact of technology on society and business, Forms of technology. Linkage between technology, development and competition, managing research and development (R&D), Managing Intellectual Property.		
Unit: 5	Technology Management	5 Hours
Technology Assessment: Technology Choice, Technological Leadership and Followership, Technology Acquisition. Technology strategy: concept, types, key principles, framework for formulating technology strategy, Technology forecasting: techniques and application. Project management in the implementation of new technologies.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1.	Schilling 2006, "Strategic Management of Technological Innovation", 2nd edition, McGraw-Hill	
2.	V K Narayanan 2002, "Managing Technology and Innovation for Competitive Advantage", 1 st Edition, Pearson Education Asia.	
3.	Erik W. Larson and Clifford F. Gray, 2010, "Project Management: The Managerial Process", 8 th Edition, McGraw-Hill	
4.	Stanley E. Portny, 2010, "Project Management for Dummies", 6 th Edition, John Wiley	



5.	Robert K. Wysocki, 2014, "Effective Project Management: Traditional, Agile, Extreme", 7th Edition, John Wiley & Sons, Inc.
Recommended by Board of Studies	08.02.2024
Approved by Academic Council	08.02.2024

Course Code	MACHINE LEARNING	L	T	P	C
24MS3501		4	0	0	4
Course Objectives:					
Equip the students to:					
<ol style="list-style-type: none"> 1. Get an overall idea on machine learning 2. Build models using Machine Learning 3. Perform machine learning based projects 					
Course Outcomes:					
At the end of this course the students will be able to:					
<ol style="list-style-type: none"> 1. Have hands-on practice on machine learning concepts for implementation purposes. 2. Effectively understand the different machine learning models for projects 3. Master the important algorithms for machine learning usage. 4. Perform analysis post application of algorithms as per the case. 5. Discuss the strategies to plan and implement the ML algorithms 6. Importance of evaluating the performance of Machine Learning models. 					
Unit: 1	Foundations for Machine Learning	4 Hours			
Introduction to Machine Learning-Understanding the basic principles of Supervised Learning, Unsupervised Learning, and Reinforcement Learning. Machine Learning Techniques Overview-Validation Techniques					
Unit: 2	Clustering	5 Hours			
Distance Measures-Clustering Methods-Constructing. A Hierarchical Cluster-Measures of Quality of Clustering-K Nearest Neighbour. Grouping data points into clusters based on their similarities and usage models.					
Unit: 3	Algorithms	5 Hours			
Introduction to Linear Regression-Logistic Regression-Cart -Naïve Bayes-Random Forests algorithms. Key implementation strategies and limitations. Strategy for implementation.					
Unit: 4	Support Vector Machines	6 Hours			
Linear Learning Machines and Kernel Space-SVM For Classification Problems-SVM For Regression Problems. Key implementation strategies and limitations. Strategy for implementation.					
Unit: 5	Sentiment Analysis	4 Hours			
Importing Data-Training and Testing -Choosing Model -Validating Model. Key implementation strategies and limitations. Strategy for implementation.					
Total Lectures					24 Hours



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Online Class: Video Lectures & Online discussion

Medium of Instruction: English

Reference Books

1	“Machine Learning for Absolute Beginners: A Plain English Introduction (Second Edition)” by Oliver Theobald
2	“Machine Learning for Dummies” by John Paul Mueller and Luca Massaron, 2 nd Edition, Wiley.
3	“Fundamentals of Machine Learning for Predictive Data Analytics: Algorithms, Worked Examples, and Case Studies” by John D. Kelleher, Brian Mac Namee, and Aoife D'Arcy
4	“The Hundred Page Machine Learning Book”, Andriy Burkov, 2019, themlbook.
5	Python Machine Learning: Machine Learning and Deep Learning with Python, scikit-learn, and Tensor Flow 2, 3rd Edition Kindle Edition
Recommended by Board of Studies	
08.02.2024	
Approved by Academic Council	
08.02.2024	

Course Code	BUSINESS INTELLIGENCE	L	T	P	C
24MS3502		4	0	0	4

Course Objectives:

Equip the students to:

1. Understand the business intelligence methods that support the decision process in business operations.
2. Analyze the data to improve business performance.
3. Understand business intelligence at analytical level.

Course Outcomes:

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

1. Explain the fundamental concepts of Business Intelligence Architectures.
2. Understand business intelligence tools.
3. Identify the different scenarios of strategy and business analytics.
4. Understand the Extraction, Transformation, and Loading (ETL) Concepts.
5. Identify the different types of Data Mining tools.
6. Explain the Architecture in a Data Warehouse.

Unit: 1 INTRODUCTION **4 Hours**

Business Intelligence: Definition and Concept – Process Flow of Business Intelligence – Data, Information and Knowledge – Business Intelligence and Related Technologies Such as Data Warehousing and Data Mining – Business Intelligence Capabilities

Unit: 2 BUSINESS INTELLIGENCE & ANALYTICS STRATEGY **5 Hours**

Business Intelligence Architectures: The major components – Cycle of Business Intelligence Analysis. Business Analytics Vs. Business Intelligence – Business Intelligence & Analytics Strategy – Business Analytics (BA) Model – Business Analytics at the strategic level – Four Scenarios.

Unit: 3 DATA WAREHOUSING **5 Hours**

Business Intelligence or Analytics at Data Warehouse Level – Descriptive Analytics: Data Warehouse – Extract, Transform and Load (ETL) processes – The types of data warehouse – Architecture and Processes in a Data Warehouse.



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Unit: 4	DATA MINING	5 Hours
Business Intelligence or Analytics – Analyst’s Role in Business Analytics Model – Statistics Vs. Data Mining – Data Mining Tasks (Descriptive, Predictive) – Data Mining Techniques & Tools. Development of Business Intelligence System: Phases – Business Intelligence Tools – Business Intelligence Applications		
Unit: 5	IMPLEMENTING BUSINESS INTELLIGENCE	5 Hours
Development of Business Intelligence System: Phases – Business Intelligence Tools – Business Intelligence Applications. Implementing Business Intelligence: Introduction, Business Intelligence Platform, Platform Capability Matrix, BI Products and Vendors.		
Total Lectures		24 Hours
Online Class: Video Lectures & Online discussion		
Medium of Instruction: English		
Reference Books		
1	Rajiv Sabherwal, Irma Becerra-Fernandez, Business Intelligence: Practices, Technologies, and Management, John Wiley & Sons, 2011	
2	Gert H.N. Laursen, Jesper Thorlund, Business Analytics for Managers: Taking Business Intelligence beyond reporting, Wiley and SAS Business Series, 2010.	
3	Ramesh Sharda, DursunDelen, Efraim Turban, Business Intelligence and Analytics – Systems for Decision Support, Pearson, 10th Edition, 2014.	
4	Larissa T.Moss and Shaku Atre, Business Intelligence Roadmap – The Complete Project Lifecycle for Decision-Support Applications, Pearson, 2003.	
5	Swain Scheps, Business Intelligence for dummies, For Dummies, First edition, 2011.	
Recommended by Board of Studies		08.02.2024
Approved by Academic Council		08.02.2024

Course Code	PREDICTIVE ANALYTICS	L	T	P	C
24MS3503		4	0	0	4
Course Objectives:					
Enable the students to: <ul style="list-style-type: none"> 1. Understand the basic of model building 2. Apply and infer train and test models 3. Predict future based on the past data 					
Course Outcomes:					
At the end of this course the students will be able to: <ul style="list-style-type: none"> 1. Remember & derive insights and apply for future 2. Understand useful information from the data 3. Validate the model built. 4. Evaluate & learn strategies in data wrangling and feature engineering to improve predictive models. 5. Evaluate a variety of predictive model. 6. Analyse gain extensive additional experience working on complex modelling problems using 					



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statistical software.	
Unit: 1	INTRODUCTION TO PREDICTIVE ANALYTICS 4 Hours
What is Predictive Analytics? Parametric vs Non-parametric models-Challenges in using predictive analytics- Train and Test Model Building- Model Validation-Types, Supervised, Unsupervised, Reinforcement- Examples, Advantages, Disadvantages.	
Unit: 2	SETTING UP THE PROBLEM 6 Hours
Predictive analytics Processing steps: CRISP -DM Business understanding-The three-legged stool-Defining data for predictive modelling- Defining measures of success for predictive models-Success criteria for classification-Success criteria for estimation-Doing predictive modelling out of order-Building model first.	
Unit: 3	STOCHASTIC GRADIENT DESCENT 4 Hours
Overview of Regression and Classification models-Classification models: Metrics of performance of classification models. Stochastic Gradient Descent-Batch Gradient Descent-Stochastic Gradient Descent-Mini-Batch Gradient Descent-SGD Algorithm.	
Unit: 4	ARTIFICIAL NEURAL NETWORKS 5 Hours
Neural Networks-Building blocks: The Neuron-Neural network training-The flexibility of neural networks-Neural network settings-Neural network pruning-Interpreting neural networks-Neural network decision boundaries-other practical considerations for neural networks.	
Unit: 5	DECISION TREES & APPLICATIONS 5 Hours
The Decision tree landscape-Building decision trees-Decision tree splitting Metrics-Decision tree Knobs and options- Misclassification costs-other practical considerations for Decision trees. Factors that can affect model performance. Case study: Grant application models. High-dimensional data (re-visited). Case study: Concrete Mixture Strength models.	
Total Lectures 24 Hours	
Online Class: Video Lectures & Online discussion	
Medium of Instruction: English	
Reference Books	
1	Max Kuhn and Kjell Johnson, Applied Predictive Modeling, Springer (2013). (Available online)
2	Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning: With Applications in R, Springer (2013). http://www-bcf.usc.edu/~gareth/
3	Alan J. Izenman, Modern Multivariate Statistical Techniques: Regression, Classification, and Manifold Learning, Springer (2008).
4	Trevor Hastie, Robert Tibshirani, and Jerome Friedman, The Elements of Statistical Learning: Data Mining, Inference, and Prediction, Second Edition, Springer (2009) (The book is free online).
5	Ian Witten, Eibe Frank, and Mark Hall, Data Mining: Practical Machine Learning Tools and Techniques, Third Edition, (2011).
Recommended by Board of Studies 08.02.2024	
Approved by Academic Council 08.02.2024	



Course Code	DESCRIPTIVE ANALYTICS	L	T	P	C
24MS3504		4	0	0	4
Course Objectives:					
Enable the students to: <ol style="list-style-type: none"> 1. Collect and compile data, information and presentation of data 2. Gain “Analytical Thinking” 3. Improve knowledge in Business applications using Descriptive Analytics. 					
Course Outcomes:					
The student will be able to: <ol style="list-style-type: none"> 1. Understand and demonstrate an ability to apply statistical tools. 2. Enable and apply Statistical techniques and associate with real situations. 3. Evaluate the statistical concepts using R-studio or Python 4. Apply mathematics to technical problems in business management. 5. Apply measures of location and measures of dispersion -- grouped and ungrouped data cases. 6. Create the best possible solution to a problem using statistical techniques. 					
Unit: 1	Introduction	4 Hours			
Descriptive Analytics-Definition, Descriptive Data collection - survey overview, Net promoter score and self-reports, survey design, Passive data collection, causal data collection and summary.					
Unit: 2	Data Preparation	6 Hours			
Variable cleaning-Incorrect values-consistency in Data formats-outliers- Simple variable transformations - Fixing Skew- Numeric variable scaling-Nominal variable transformation-Ordinal variable transformation-Date and time variable features-Zip code features.					
Unit: 3	Principal Component analysis	5 Hours			
Data Preparation issues with Descriptive Modelling-Principal component analysis-The PCA algorithm-Applying PCA -PCA for Data Interpretation-The effect of variable Magnitude on PCA models.					
Unit: 4	Clustering Algorithms	4 Hours			
Clustering Algorithms-The K-Means Algorithm-Data Preparation for K-Means-Selecting the number of Clusters- Visualizing Kohonen Maps- Standard cluster model Interpretation-Problems with Interpretation Methods-Identifying key variables in forming cluster models- cluster outliers.					
Unit: 5	Graphical Description of the data & Probability	5 Hours			
Descriptive graphs, Plots in R, Histogram, Bar Plot, Boxplots, Scatterplots, Probability of mutually exclusive events, Probability of mutually independent events, Descriptive Algorithms in industrial usage – Discussions and case study analysis.					
Total Lectures					24 Hours
Online Class: Video Lectures & Online discussion					
Medium of Instruction: English					
Reference Books					
1	Hastie, Trevor, et al. The elements of statistical learning. Vol. 2. No. 1. New York: springer, 2009.				



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2	Montgomery, Douglas C., and George C. Runger, Applied statistics and probability for engineers. John Wiley & Sons, 2010
3	Newbold, Carlson, Thorne-Statistics for Business and Economics,6 th ed., Pearson
4	Lind, Marchal, Wathen-Statistical techniques in business and economics, 13th ed, McGraw-Hill.
5	Hair, J. F. Jr., Anderson, R.E., Totham, R.L. and Black W.C., "Multivariate Data Analysis", Prentice-Hall International Ltd., London, sixth edition, 2007.
Recommended by Board of Studies 08.02.2024	
Approved by Academic Council 08.02.2024	

Course Code	TEXT MINING AND ANALYTICS	L	T	P	C
24MS3505		4	0	0	4
Course Objectives:					
Enable the students to: <ol style="list-style-type: none"> 1. Text analytics concepts and applications 2. Understand fundamentals of Information retrieval and natural language processing 3. Text analytics framework 					
Course Outcomes:					
The student will be able to: <ol style="list-style-type: none"> 1. Explain the text analytics framework and its application in industry 2. Analyze various sources of text data for analytics 3. Understand and Measure machine learning model performance with appropriate metrics. 4. Interpret the results, gain insights, and recommend possible actions from analytics performed on text data. 5. Apply Python packages and commands to perform text analytics 6. Implement Theoretical techniques and applications in text analytics 					
Unit: 1	Foundations for Text Mining and Analytics	4 Hours			
Introduction to Text Mining-Text Mining Techniques Overview-Text Mining Analytics Overview. Understanding the basic principles of text mining and implementation strategy.					
Unit: 2	Retrieval	5 Hours			
Cleaning Data Sets-Data Formats-Information Retrieval -Methods of Retrieval. Data formatting rules. Understanding the techniques and principles of cleaning datasets.					
Unit: 3	NLP	6 Hours			
Natural Language Processing-Methods-Customer Support Bot Using NLP. Understanding the techniques and principles of NLP Methods. Implementation strategy and limitations.					
Unit: 4	Text Analysis	4 Hours			
Text Classification-Text Clustering-Document Representation-Document Summarization. Understanding the techniques and principles of Text Classification Methods. Implementation strategy and limitations.					
Unit: 5		5 Hours			



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Duplicate Detection-Tagging Text-Indexing and Searching-Evaluating Algorithms. Text Mining – Case Study discussions and analysis of Employee Reviews From Sites Like Glassdoor.	
Total Lectures	24 Hours
Online Class: Video Lectures & Online discussion	
Medium of Instruction: English	
Reference Books	
1	Charu C. Aggarwal and Cheng Xiang Zhai, 2012, Mining Text Data. Springer
2	Dan Jurafsky and James H Martin, 2000, Speech & Language Processing. Pearson Education India.
3	Christopher D. Manning, Prabhakar Raghavan, and Hinrich Schuetze, 2007, Introduction to Information Retrieval. Cambridge University Press
4	Manning, C. D., Raghavan, P., and Schutze, H. 2008. Introduction to Information Retrieval. Cambridge University Press, 2008. Retrieved from: http://www-nlp.stanford.edu/IRbook/ .
5	Miner, G., Delen, D., Elder, J., Fast, A., Hill, T., and Nisbet, A. R. (2012). Practical Text Mining and Statistical Analysis for Non-structured Text Data Applications. Elsevier Inc. Available online http://www.gbv.de/dms/ilmenau/toc/668584769.PDF .
Recommended by Board of Studies	08.02.2024
Approved by Academic Council	08.02.2024

Course Code	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
24MS3511		4	0	0	4
Course Objectives:					
Enable the student to: <ol style="list-style-type: none"> 1. Apply the concepts and principles governing Innovation and Entrepreneurial Development 2. Analyzing the strategies of New Venture and Business Plan. 3. Venture into Start-up Companies. 					
Course Outcomes:					
The student will be able to: <ol style="list-style-type: none"> 1. Apply Concepts and Principles governing Entrepreneurship in business arena. 2. Enumerate the Theories of Entrepreneurial Motivation. 3. Demonstrate the process of developing new Products and Services. 4. Examine the development of New Venture and its Challenges. 5. Implement the Business Plan for a Start-up Company. 6. Appraise and avail support rendered by the Government and other Appropriate Agencies. 					
Unit: 1	Entrepreneurship Concepts	5 Hours			
Introduction - Evolution of Entrepreneurship – Concept of Entrepreneurs - Entrepreneurship and Enterprise – Growth of Entrepreneurship – Characteristics and Classification of Entrepreneurs – Intrapreneurs; Entrepreneurial Culture; Entrepreneurial Society.					
Unit: 2	Entrepreneurial Motivation and Creativity	5 Hours			
Motivation – Maslow’s Theory – Herzberg's Theory – McGregor’s Theory - McClelland’s Need-Achievement Theory; Culture and Society; Values and Ethics; Risk Taking Behavior; Creativity – Steps – Innovation – Inventions – Skills of an Entrepreneur – Decision Making and Problem Solving.					



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Unit: 3	New Venture Development	5 Hours
Identifying Opportunities- Environment Scanning – Generation of New Ideas for Products and Services; Feasibility Analysis - Technical Feasibility of Products and Services - Marketing Feasibility – Marketing Methods – Pricing Policy and Distribution Channels.		
Unit: 4	Business Plan Preparation	4 Hours
Business Plan – Business Opportunity Identification – Preparing a Business Plan – Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.		
Unit: 5	Organization Assistance and Government Support for Entrepreneurship	5 Hours
Organization Assistance – Assistance to an Entrepreneur – Industrial Park – Special Economic Zone – Project Assistance by different Agencies; Government Support - Start-up India – Make in India – Atal Innovation Mission (AIM) – Support to Training and Employment Programmed (STEP) – Jan Dhan – Aadhaar – Mobile (JAM).		
Reference Books		
1.	Prasana Chandra, 2019, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9 th Edition, McGraw-Hill Publishing Company.	
2.	Steve Mariotti and Caroline Glackin, 2018, "Entrepreneurship and Small Business Management", 3rd Edition, Pearson.	
3.	Donald F. Kuratko, Richard M. Hodgetts, and Jeffrey G. Covin 2017, "Entrepreneurship: Theory, Process, and Practice" 10th Edition Cengage Learning.	
4.	Bruce R. Barringer and R. Duane Ireland, 2017, "Entrepreneurship: Successfully Launching New Ventures", 5th Edition, Pearson.	
5.	Jeffrey A. Timmons, Stephen Spinelli, and Rob Adams, 2017, "New Venture Creation: Entrepreneurship for the 21st Century", 10th Edition, McGraw-Hill Education.	
Recommended by Board of Studies		08.02.2024
Approved by Academic Council		08.02.2024

Course Code	BUSINESS VENTURE ANALYTICS	L	T	P	C
24MS3512		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Apply business metrics and strategic consulting to assess and optimize decision-making processes.					
2. Analyze the role of big data analytics in industry classification and employ classification algorithms for enhanced industry analytics.					
3. Evaluate financial aspects, including startup financing options and legal considerations, to determine feasibility and provide top-N investment recommendations.					
Course Outcomes:					
The student will be able to:					
1. Apply business metrics to assess performance and make data-driven decisions.					
2. Provide strategic business consulting services to optimize organizational strategies.					



	<ol style="list-style-type: none"> 3. Employ industry classification techniques and classification algorithms for effective industry analytics. 4. Utilize big data analytics to inform decision-making processes and enhance data-related insights. 5. Evaluate financial aspects for startups, including debt financing, bootstrapping, and capital requirements, within the legal framework. 6. Determine feasibility and offer top-N investment recommendations for startup ventures, integrating analytical insights. 	
Unit: 1	Introducing Business Metrics	5 Hours
<p>Business metrics – Distinguishing Revenue, Profitability, and Risk Metrics – Distinguishing Traditional and Dynamic Metrics - Egger’s Roast Coffee Case Study Part 1 - How a Profitable, Growing Company can go Bankrupt – Traditional Enterprise Sales Funnel – Revenue Metrics - Amazon.com as a Leading Example of Use of Dynamic Metrics.</p>		
Unit: 2	Role of Big Data Analytics in Decision Making	5 Hours
<p>The Business Analyst - collecting opinion from renowned Business Analysts – Distinguishing the Business Data Analyst and Business Analyst Roles - An Interview with Business Data Analyst Tiffany Yu-Overview of five Types of Companies as They Relate to Big Data.</p>		
Unit: 3	Industry Analytics	5 Hours
<p>Private company classification - Industry Classification - Existing classification schemes - Supervised learning using existing classification schemes - Data Sets - Textual pre-processing - Dimensionality Reduction – Supervised Learning – Classification algorithms – Multi label Classification - Experiments</p>		
Unit: 4	Financial Issues for Start Ups	4 Hours
<p>Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding - strategic alliances.</p>		
Unit: 5	Startup Capital Requirements and Legal Environment	5 Hours
<p>Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment - Approval for New Ventures Taxes or duties payable for new ventures.</p>		
Reference Books		
1.	Tanushri Banerjee; Arindam Banerjee, 2023, Business Analytics: Text and Cases 1 st edition, SAGE Publications.	
2.	U. Dinesh Kumar, 2022, Business Analytics: The Science of Data-Driven Decision Making, 3 rd edition, Pearson Education.	
3.	Foster Provost; Tom Fawcett, 2019, Data Science for Business: What You Need to Know to Get Started, 3 rd edition, MIT Press.	
4.	Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur’s Road Map, 2e, Routledge, 2017	
5.	Alexander Osterwalder and Yves Pigneur, 2010, "Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers" 5 th edition, John Wiley & Sons.	
Recommended by Board of Studies		08.02.2024



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Course Code	PRODUCT DEVELOPMENT AND ENTREPRENEURSHIP	L	T	P	C
24MS3513		4	0	0	4

Course Objectives:

Enable the student to:

1. Utilize customer need models and product design principles to formulate innovative product plans that address market demands.
2. Develop products that efficiently fulfill customer needs using function analysis and product design techniques.
3. Evaluate project management strategies and resource mobilization options, considering financial institution schemes, for effective venture development.

Course Outcomes:

The student will be able to:

1. Apply customer-centric product planning and design principles, incorporating customer need models and product aesthetics.
2. Utilize function analysis to configure and design products for optimal functionality and employ effective project management techniques.
3. Mobilize resources and assess feasibility, accessing financial schemes to support entrepreneurial ventures.
4. Develop comprehensive functional plans, including marketing strategies and research, to launch successful new ventures.
5. Engage with entrepreneurship development agencies, such as District Industries Centers and Small Industries Service Institutes, for guidance and support.
6. Synthesize knowledge to drive entrepreneurial success for strategic analysis and implementation.

Unit: 1	Product Planning and Customer Need	5 Hours
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Identifying Opportunities, Evaluate and Prioritize, Allocate resources and scheduling tools. Identifying customer need: Types of customer needs, Customer need models. Gathering Customer needs: Need Gathering Methods, Conducting Interviews: Like Dislike Method, Articulated - Use Method, Product feel and Industrial Design.

Unit: 2	Product Configuration and Design for Function	5 Hours
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Design for function techniques, Function analysis, and function family tree. Design Evaluation: Design for manufacturing methodology, Design for assembly methodology, Additional Assembly evaluation methods. Product evaluation: Product design for disassembly, Evaluation of Product for disassembly aspects in products, Design for Product maintenance. Product specifications.

Unit: 3	Project Management and Resource Mobilization	4 Hours
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Technical, Financial, Marketing, Personnel and Management Feasibility- Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs- Venture Capital Funding – raising funds (including Angel investor).

Unit: 4	Functional Plans	5 Hours
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Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan: form of ownership, designing organization structure, job



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design, manpower planning; Financial plan: cash budget, working capital, Performa income statement, Performa cash flow, Performa balance sheet, break even analysis.

Unit: 5 **Role of Agencies in the Entrepreneurship Development** **5 Hours**

District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

Reference Books

1. C. Merle Crawford and C. Anthony Di Benedetto, 2017, "New Products Management", 11th edition, McGraw-Hill Education.
2. Donald F Kuratko, Jeffrey S. Hornsby, 2017, "New Venture Management: The Entrepreneur's Road Map, 2nd edition, Routledge.
3. Hodgetts, and Jeffrey G. Covin, 2016 "Entrepreneurship: Theory, Process, and Practice", 10th edition, Cengage Learning.
4. Karl T. Ulrich and Steven D. Eppinger, 2011, "Product Design and Development" 5th edition, McGraw-Hill Education
5. Robert G. Cooper, 2011, "Winning at New Products: Accelerating the Process from Idea to Launch" 4th edition, Basic Books.

Recommended by Board of Studies *08.02.2024*

Approved by Academic Council *08.02.2024*

Course Code	TRANSLATING BUSINESS MODEL INTO	L	T	P	C
24MS3514	STARTUP	4	0	0	4

Course Objectives:

Enable the student to:

1. Evaluate the significance of business models in startups and differentiate between various types of business models.
2. Apply ideation techniques and identify market opportunities for innovative startup concepts.
3. Create comprehensive business plans, strategies, and operational efficiencies to guide successful startup execution and growth.

Course Outcomes:

The student will be able to:

1. Assess the significance of business models in the startup ecosystem and differentiate between various types.
2. Utilize ideation techniques to create innovative startup ideas and identify market opportunities.
3. Develop comprehensive business plans and strategic roadmaps for startups' successful launch and growth.
4. Execute startup operations efficiently, ensuring operational excellence and resource utilization.
5. Devise and execute marketing strategies, employing various customer acquisition channels to attract and retain customers.
6. Design scaling strategies and long-term growth plans, fostering innovation and sustainability in the startup journey.

Unit: 1 **Understanding Business Models** **5 Hours**



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Introduction to Business Models: Explore the concept and significance of business models in the startup ecosystem. Types of Business Models: Analyze various business model archetypes and their applications. Components of a Business Model: Identify and dissect the key elements that constitute a successful business model.	
Unit: 2	Ideation and Opportunity Assessment 5 Hours
Ideation Techniques: Generate innovative startup ideas by employing ideation methodologies. Identifying Market Opportunities: Learn how to recognize market gaps and opportunities for your startup. Market Research and Validation: Conduct market research and validate your startup ideas through customer feedback and data analysis.	
Unit: 3	Business Planning and Strategy 4 Hours
Business Planning Essentials: Develop a comprehensive business plan outlining your startup's vision, mission, and objectives. Strategy Development for Startups: Create a strategic roadmap for your startup's growth and sustainability.	
Unit: 4	Startup Execution and Operations 5 Hours
Launching a Startup: Implement startup operations efficiently, considering resource allocation and management. Operational Efficiency: Develop processes and systems for efficient startup operations. Minimum Viable Product (MVP) Development.	
Unit: 5	Marketing and Customer Acquisition 5 Hours
Startup Marketing Strategies: Formulate marketing strategies to reach your target audience and create brand awareness. Customer Acquisition Channels: Explore various customer acquisition channels and tactics. Marketing Campaigns and Customer Retention.	
Reference Books	
1.	Steve Mariotti and Caroline Glackin, 2018, Entrepreneurship and Small Business Management, 3rd Edition, Pearson.
2.	Bruce R. Barringer and R. Duane Ireland, 2017, Entrepreneurship: Successfully Launching New Ventures, 5th Edition, Pearson.
3.	Donald F Kuratko, Jeffrey S. Hornsby, 2017, New Venture Management: The Entrepreneur's Road Map, 2edition, Routledge.
4.	Robin Wiman, 2015, Small Business: The Quick Startup Guide: Starting a Business (How to Step-By-Step Create Your Small Business on a Shoestring Budget) 1 st Kindle Edition.
5.	Alexander Osterwalder and Yves Pigneur, 2010, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers 5 th edition, John Wiley & Sons.
Recommended by Board of Studies <i>08.02.2024</i>	
Approved by Academic Council <i>08.02.2024</i>	

Course Code	SOCIAL ENTREPRENEURSHIP	L	T	P	C
24MS3515		4	0	0	4
Course Objectives:					
Enable the student to:					
1. Apply strategies for assessing and appraising the social and environmental outcomes achieved					



<p>by a social enterprise.</p> <ol style="list-style-type: none"> Understand the global context of social entrepreneurship and learn from international case studies. Implement sustainable practices within the social enterprise's operations and supply chain. 		
Course Outcomes:		
<p>The student will be able to:</p> <ol style="list-style-type: none"> Conducts needs assessments and identify opportunities for innovative solutions to address social and environmental problems. Apply strategies for scaling a social enterprise's impact while maintaining mission integrity. Make ethical and responsible decisions in the face of complex social and environmental challenges. Cultivate leadership skills and build effective, mission-driven teams within a social enterprise. Apply marketing and branding strategies tailored to social enterprises to effectively communicate their mission and impact. Identify and pursue diverse funding sources for social enterprises, including grants, impact investing, donations, and earned income streams. 		
Unit: 1	Introduction to Social Entrepreneurship	5 Hours
<p>Understanding Social Entrepreneurship: Definitions, concepts, and historical context. Significance of Social Entrepreneurship: Addressing societal challenges through innovative ventures. Key Principles: Exploring the guiding principles and values of social entrepreneurship.</p>		
Unit: 2	Identifying Social Issues and Market Opportunities	4 Hours
<p>Identifying Social Challenges: Analyzing pressing societal problems and unmet needs. Market-Based Solutions: Leveraging market-driven approaches to create social impact. Opportunity Recognition: Identifying opportunities for social innovation and entrepreneurship.</p>		
Unit: 3	Social Enterprise Models and Legal Structures	5 Hours
<p>Social Enterprise Models: Exploring different organizational models, including nonprofits, hybrids, and for-profits. Legal and Regulatory Considerations: Understanding legal structures and compliance requirements. Governance and Leadership: Developing effective governance structures and leadership models.</p>		
Unit: 4	Business Planning and Strategy for Social Enterprises	5 Hours
<p>Mission and Vision Development: Defining the social mission and long-term vision of a social enterprise. Social Business Planning: Creating comprehensive business plans tailored for social impact. Marketing and Outreach Strategies: Developing marketing plans to reach target beneficiaries and stakeholders. Financial Projections and Budgeting.</p>		
Unit: 5	Social Innovation and Impact Measurement	5 Hours
<p>Social Innovation Strategies: Approaches for fostering innovation in the social sector. Impact Assessment: Tools and methodologies for measuring and evaluating social impact. Scaling for Greater Impact: Strategies to expand the reach and influence of social ventures. Ethical Considerations: Addressing ethical challenges and dilemmas in social entrepreneurship.</p>		



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Reference Books	
1.	Stephanie E. Raible, 2022, "Social Entrepreneurship: A Practice-Based Approach to Social Innovation", 3 rd Edition, SAGE Publications.
2.	Thomas S. Lyons, 2022, "Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever-Changing World", 3 rd Edition, Routledge.
3.	Arthur C. Brooks, 2022, "Social Entrepreneurship: A Modern Approach to Social Value Creation", 3 rd Edition, Pearson Education.
4.	Teresa Chahine, 2021, "Introduction to Social Entrepreneurship", 4 th Edition, SAGE Publications.
5.	Constant D. Beugré, 2021, "Social Entrepreneurship: Managing the Creation of Social Value" 3 rd Edition, Routledge.
Recommended by Board of Studies	08.02.2024
Approved by Academic Council	08.02.2024