

ORGANISATIONAL BEHAVIOUR			
Course Code	3MIM101	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	3: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	42: 0: 0: 48	SEE Marks	50
Credits	3	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course objectives: At the end of the course, the student will be able to: 1: Explain the fundamental concepts, evolution, and emerging trends in Organisational Behaviour within workplace contexts. 2: Analyze individual behaviour, including personality, values, perception, attitudes, emotions, stress, and motivation in organisations. 3: Evaluate group dynamics, team effectiveness, communication, and employee engagement in organisational settings. 4: Apply leadership theories, power dynamics, conflict management, and negotiation techniques within organisational contexts. 5: Examine organisational culture, organisational change, ethical issues, and sustainable organisational practices.			
Module-1			
Module-1: Introduction to Organisational Behaviour: Organisational Behaviour – Meaning, Nature and Importance; Evolution of OB; Organisational Effectiveness; Organisational Learning; Organisational Behaviour in a Global Context. Emerging Trends in OB – Remote Work, Gig Economy, Cross-Cultural Management, Workplace Ethics, and Ethical Decision-Making.			
			Number of Hours: 7
Module-2			
Module-2: Individual Behaviour: MARS Model of Individual Behaviour; Types of Individual Behaviour, Personality: MBTI, Big Five Traits; Values, types of Values, Attitudes, Components of Attitude, Types of Attitude; Perception and Perceptual Process, Perceptual errors; Emotional Intelligence, Circumplex Model of Emotions; Work-related Stress and Stress Management.			
			Number of Hours: 9
Module-3			
Module-3: Motivation, Employee Engagement, and Job Satisfaction: Motivation – Meaning and Importance; Theories of Motivation – Maslow, Herzberg, McClelland, and Four Drive Theory; Employee Engagement – Meaning, Importance, and Models of Employee Engagement (Kahn’s Model, and Gallup Q12 Model) and Job Satisfaction – Meaning, Determinants, and Theories of Job Satisfaction - Job Characteristics Model, and Equity Theory.			
			Number of Hours: 9
Module-4			
Module-4: Group Behaviour, Teams, and Leadership (9 Hours) Groups – Meaning, Types, and Group Dynamics; Stages of Group Development; Team Effectiveness; Reasons for Team Failure. Leadership – Meaning and Leadership Theories: Trait Theory, Behavioural Theory, Contingency Approaches to Leadership- Fiedler’s Theory, and Hersey–Blanchard Theory, Transformational Leadership, and Emotional Intelligence in Leadership.			
			Number of Hours: 9
Module-5			
Module-5: Power, Conflict, Organisational Culture, and Change (8 Hours) Power and Politics – Sources of Power and Organisational Politics. Conflict and Negotiation – Types of Conflict, Conflict Process, Conflict Management Strategies. Organisational Culture – Meaning, Types, Elements, and Levels of Culture. Organisational Change – Meaning, Resistance to Change, Lewin’s			

Change Management Model, and Approaches to Change including Action Research, Appreciative Inquiry, Large Group Interventions, and Parallel Learning Structures.

Number of Hours: 8

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. Management – Stephen P. Robbins & Mary Coulter, Latest Edition, Pearson
2. Organizational Behavior – Stephen P. Robbins & Timothy Judge, Latest Edition, Pearson
3. Organizational Behavior – Steven L. McShane & Mary Ann Von Glinow, McGraw-Hill
4. Organizational Behaviour – Fred Luthans, McGraw-Hill
5. Fast Tracking to Managerial & CEO Roles – Ajit Singhvi & Sapta Sheel

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

- In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

MANAGERIAL ECONOMICS			
Course Code	3MIM102	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0 : 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives: 1. To impart conceptual and practical knowhow pertaining to solving industrial problems from an economic perspective. 2. To enable deeper understanding of demand, cost, production, profit and investment theories as a basis to foster innovation. 3. To appraise the working of the economy from macroeconomic aspect.			
Module-1 10 Hours			
Introduction to Managerial Economics & Demand Analysis Managerial Economics – Meaning, Nature, Scope & Significance; industrial economics: role of economics in industrial enterprises Theory of Demand – Demand Determinants; Demand patterns in industrial products; Law of Demand & Exceptions; Elasticity of Demand – An overview of the meaning, types and relevance of Price, Income & Cross elasticities (Theory Only); Demand Forecasting – Relevance & Methods; (Theory Only); Supply – Meaning & Determinants; Law of Supply.			
Module-2 14 Hours			
Production, Cost & Profit Analysis Theory of Production – Law of Variable Proportions; Law of Returns to Scale; Isoquants; Economies & Diseconomies of Scale –Forms; Economies of Scope. Theory of Costs – Types of costs for decision making; Short run cost output relations; Long run costs – features; Envelope curve & U-shaped curves. Theory of Profits – Accounting vs. Economic profit; Profit Control; Breakeven Analysis – Meaning, Assumptions & managerial applications; numerical problems in BEA.			
Module-3 12 Hours			
Market Structures Perfect Competition – Meaning, Features, Price output determination; Monopoly – Features, Sources, Short run & Long run pricing under monopoly; Price Discrimination – Meaning, Forms, Types (Degrees) & Relevance; Monopolistic Competition – Meaning, Features, Short run & Long run pricing; Product Differentiation; Oligopoly – Meaning, Features, Kinked demand curve concept; Cartels – an overview; industrial pricing decisions.			
Module-4 10 Hours			

Macro-Economic Concepts

Macroeconomics – An introduction; Indian Economy – Salient Features; SWOT analysis, Three Sectors & Recent changes; sustainable industrial development: an overview

Business Cycles – Meaning, Features, Phases & Indicators; GDP – Meaning & Components; National Income – Concepts, Methods to Compute National Income, Difficulties in Measurement of National Income; Inflation – Meaning, Causes & Types; Concept of Consumers' Price Index.

Module-5**10 Hours****Economic Policies & Globalization**

Industrial Policy – Need, New Industrial Policy 1991 – aims & components; Monetary Policy – Meaning, objectives, instruments (credit control tools); Fiscal Policy – Meaning, objectives & instruments; Fiscal Deficit – Causes & Remedies;

Globalization – Meaning, Pros & Cons; Impact/Effects on various sectors; WTO – Role, Functions & Impact of WTO on Indian Economy.

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):**Text books:**

1. Managerial economics: Geetika, Ghosh, P., & Roy Chowdhury, P. (2021). *Managerial economics* (3rd ed.). McGraw Hill Education.
2. Mote, V. L., Paul, S., & Gupta, G. S. (2017). *Managerial economics: Concepts and cases*. Tata McGraw Hill.
3. Mishra, S. K., & Puri, V. K. (2023). *Indian economy* (43rd ed.). Himalaya Publishing House.

Reference books / Manuals:

1. Baye, M. R., & Prince, J. T. (2022). *Managerial economics and business strategy* (10th ed.). McGraw Hill.
2. Samuelson, W. F., & Marks, S. G. (2021). *Managerial economics* (9th ed.). Wiley.
3. Datt, R., & Sundharam, K. P. M. (2022). *Indian economy* (76th ed.). S. Chand Publishing.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

FINANCIAL ACCOUNTING FOR INDUSTRIES

Course Code	3MBA103	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0 : 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3

Course Objectives

At the end of the course, the student will be able to:

- Demonstrate basic accounting knowledge for preparation towards books of accounts in real time.
- Appreciate the accounting system & financial statement preparation as per the applicable entity.
- Deduce the application of accounting books in terms of financial statement analysis of an enterprise.
- Understand the fundamentals of accounting and appreciate recent trends in accounting.
- Analyze the utility of the costing models with marginal costing in managerial decision making.

Module-1

Module 1:

Introduction to Accounting: Meaning and objectives, Need and Types of Accounting, Single Entry System, Double Entry System. Concepts and Conventions of Accounting. Users of Accounting information, Basics of Generally Accepted accounting Principles(GAAP), Indian Accounting Standards, IFRS, (Theory only)

Number of Hours: 7

Module-2

Module 2:

Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, subsidiary books including cash book with two and three column cash books only. (Theory and Problems).

Number of Hours: 13

Module-3

Module 3:

Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. (Theory and Problems).

Number of Hours: 13

Module-4

Module 4:

Accounting for Decision Making: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Marginal Costing: Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Limiting Factor (Theory & Problems)

Number of Hours: 16

Module-5

Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Environmental Accounting, Sustainability Reporting, Cloud-based Accounting, Block chain, AI in Accounting, Big Data in Accounting (Theory only). Artificial Intelligence in finance, Benefits of AI in finance, ML in finance, Application of AI in financial services, Future AI in financial services. FinTech, advantages, Traditional banking & finance Vs. digital banking and FinTech, Data analysis - Big Data introduction, application in finance, Cybersecurity in finance

Number of Hours: 7

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):**Text books:**

1. Financial Accounting: A Managerial Perspective – Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting for Management – Maheswari S. N, Maheswari Sharad K., 2/e, Vikas Publishing.
3. Accounting for Management-Text & Cases – S.K. Bhattacharya & John Dearden, 3/e, Vikas Publishing.
4. Computerized Accounting – Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1/e, 2018.
5. Financial Accounting – Jain S. P and Narang K L, Kalyani Publishers.
6. Cost Accounting: Jawaharlal & Seema Srivastava, 6th Edition, TMH
7. Accounting for Managers – Pralhad Rathod, HH Ramesha, Praveenkumar & RG Saha, 1/e, Himalaya Publishing House, 2023.

Reference books / Manuals:

1. Financial Accounting- P. C. Tulsian –Pearson Education India, 1/e, 2002
2. Introduction to Financial Statement Analysis - Ashish K Bhattacharya, Elsevier India.
3. Financial Accounting for Management - An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
4. Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7 & 10 Marks and question number **eight** is compulsory.

Employability skills for managers			
Course Code	3MIM104	Scheme	2026
Type of Course	AEC	Semester	1
Teaching Hours/Week (L:T:P)	1:0: 2	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	14:0:0 :24:0	SEE Marks	50
Credits	2	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	2
Course outcome (Course Skill Set)			
At the end of the course, the student will be able to: • Communicate effectively in oral and written forms in business and workplace situations. • Prepare professional career documents including resume, cover letter, LinkedIn profile, and email communication. • Perform effectively in interviews, group discussions, presentations, and recruitment processes. • Apply teamwork, leadership, workplace etiquette, and professional behaviour in organisational settings. • Demonstrate employability readiness through digital skills, career planning, confidence, and professional conduct.			
Module-1			
Self-Management and Personal Effectiveness (6 Hours) Meaning of employability skills, Self-awareness - Understanding self, personality and attitude, Self-confidence and self-motivation, Self-management - Personal SWOT analysis, Positive attitude and workplace behaviour, Growth mindset - Goal setting and career aspiration planning, Personal development - Time management and Personal development, personal discipline			
Module-2			
Communication Skills for Employability (6 Hours) Communication process and barriers, Verbal and non-verbal communication, listening skills, Workplace conversations, Business speaking and confidence building, Professional email writing, Telephone and virtual meeting etiquette, Cross-cultural communication basics. Leadership basics for young managers, Workplace discipline - Emotional intelligence, Conflict			
Module-3			
Career Readiness and Job Search Skills (6 Hours) Job readiness - Career planning and employability mapping, Resume writing- Resume preparation. Cover letter writing, Career Planning - Job search strategy, understanding job descriptions, Employment search skills - Professional networking, LinkedIn and digital identity, Building personal brand. Professional behaviour - Workplace etiquette, corporate grooming and executive presence, Team effectiveness - Teamwork and collaboration,			
Module-4			
Interview, Group Discussion and Presentation Skills (6 Hours) Interview readiness - Group discussion process and evaluation, GD strategies and participation techniques, Presentation skill - Interview preparation, HR interview and behavioural interview questions, Self-introduction and elevator pitch, Public speaking - Business presentation design, Presentation delivery, Workplace confidence - Handling questions professionally			

Module-5

Digital Employability and Career Development (6 Hours)

Digital Employability, AI Literacy and Career Development (8 Hours)

Digital workplace and digital literacy for managers: productivity and collaboration tools for workplace use; ICT readiness using spreadsheets, presentation software, cloud-based collaboration platforms, and virtual communication tools; AI literacy for managers—introduction to Artificial Intelligence and Generative AI, business applications of AI, awareness of AI productivity tools, fundamentals of prompt writing, AI-assisted business communication and career development; ethical and responsible use of AI, including academic integrity, data privacy, bias, and misinformation; online professional communication and digital etiquette; continuous learning, digital upskilling, career progression planning, and future skills for managers in the AI-enabled workplace.

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. National Skill Development Corporation – Employability Skills Student Handbook
2. Verma, Shalini. Employability Skills. New Delhi: Pearson Education India, latest edition.
3. Rao, M. S. Soft Skills – Enhancing Employability: Connecting Campus with Corporate. New Delhi: I.K. International Publishing House Pvt. Ltd., 2013.
4. Bovée, Courtland L., and John V. Thill. Business Communication Today. Noida: Pearson Education, latest edition.
5. Ramesh, Gopalaswamy, and Mahadevan Ramesh. The ACE of Soft Skills: Attitude, Communication and Etiquette for Success. New Delhi: Pearson Education India, 2010.

Reference books / Manuals:

1. Raman, Meenakshi, and Sharma, Sangeeta. Technical Communication: Principles and Practice. New Delhi: Oxford University Press.
2. Krishna Mohan, and Meera Banerji. Developing Communication Skills. New Delhi: Macmillan Publishers India Ltd
3. Patterson, Kerry, Grenny, Joseph, McMillan, Ron, and Switzler, Al. Crucial Conversations: Tools for Talking When Stakes Are High. New York: McGraw-Hill Education.

Web links and Video Lectures (e-Resources):

- a) https://onlinecourses.nptel.ac.in/noc21_hs57/preview?utm_source=chatgpt.com
(Developing Soft Skills and Personality)
- b) https://onlinecourses.nptel.ac.in/noc21_hs57/preview?utm_source=chatgpt.com
(Enhancing Soft Skills and Personality)
- c) https://onlinecourses.swayam2.ac.in/imb25_mg100/preview?utm_source=chatgpt.com
(Soft Skills (IIT Roorkee))
- d) https://onlinecourses.swayam2.ac.in/imb25_mg100/preview?utm_source=chatgpt.com

(Indian Institute of Management Bangalore (SWAYAM))

Teaching-Learning Process (Innovative Delivery Methods):

The following are sample strategies that educators may adopt to enhance the effectiveness of the teaching-learning process and facilitate the achievement of course outcomes.

1. Mock Interviews and Assessment Centre Exercises.
2. Business Role Plays and Simulation Games.
3. Case-Based Learning and Reflection Journals.
4. Industry Expert Sessions and Alumni Mentoring.
5. MOOCs (SWAYAM/NPTEL) and AI-Assisted Learning Activities

Assessment Structure:

The assessment in each course is divided equally between Continuous Internal Evaluation (CIE) and the Semester End Examination (SEE), with each carrying 50% weightage.

- To qualify and become eligible to appear for SEE, in the **CIE**, a student must score at least **40% of 50 marks**, i.e., **20 marks**.
- To pass the **SEE**, a student must score at least **35% of 50 marks**, i.e., **18 marks**.
- Notwithstanding the above, a student is considered to have **passed the course**, provided the combined total of **CIE and SEE** is at least **40 out of 100 marks**.

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of two Internal Assessment Tests(IA) shall be conducted, carrying a total of 25 marks. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

It is recommended to include a maximum of two learning activities as part of the CCA to foster the holistic development of students. These activities shall be:

Sl. No.	Name of the Learning activity	Maximum Marks
1.	Mock Interviews and Assessment Centre Exercises.	5
2.	Business Role Plays and Simulation Games.	5

Rubrics for Learning Activity (Based on the nature of learning activity, design the rubrics for					
	Superior	Good	Fair	Needs Improvement	Unacceptable
Performance Indicator- 1 (CO/PO Mapping)					
Performance Indicator-2 (CO/PO Mapping)					
...					
Performance Indicator-n (CO/PO Mapping)					
Suggested Learning Activities may include (but are not limited to): - Course Project - Case Study Presentation - Programming Assignment - Tool/Software Exploration - Literature Review - Open Book Test (preferably at RBL4 and RBL5 levels) - GATE-based Aptitude Test - Assignment (at RBL3, RBL4, or RBL5 levels)					
Suggested Innovative Delivery Methods may include (but are not limited to): - Flipped Classroom - Problem-Based Learning (PBL) - Case-Based Teaching - Simulation and Virtual Labs - Partial Delivery of course by Industry expert/ industrial visits - ICT-Enabled Teaching - Role Play					

INDUSTRIAL LAWS			
Course Code	3MIM105	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0 : 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives: 1. To provide understanding of the legal framework governing industrial and business organizations. 2. To familiarize students with labour legislation, employee welfare laws, and industrial relations regulations. 3. To develop competency in interpreting legal provisions affecting industrial operations and management decisions. 4. To understand statutory compliance requirements in industrial establishments.			
Module-1 10 Hours			
Foundations of Industrial Laws Industrial jurisprudence, evolution of labour legislation, constitutional provisions relating to labour, principles of industrial law, legal environment of business, industrial relations framework, labour administration in India, role of judiciary in industrial disputes, labour policy, international labour standards, role of International Labour Organization.			
Module-2 14 Hours			
Employment and Wage Laws Contract of employment, appointment and service conditions, wages and remuneration, minimum wages, Indian acts and legislations pertaining to: payment of wages, bonus, gratuity, equal remuneration, employment contracts, working hours, overtime provisions, leave regulations, standing orders, disciplinary procedures, employee rights and obligations.			
Module-3 12 Hours			
Industrial Relations and Dispute Laws Trade unions: an overview; collective bargaining: process, types and relevance; industrial disputes: concept and industrial disputes act; strikes and lockouts, layoff, retrenchment, closure, grievance handling, conciliation, arbitration, adjudication, labour courts, industrial tribunals, unfair labour practices, dispute settlement mechanisms, code on industrial relations.			
Module-4 10 Hours			

Social Security and Welfare Laws

Acts and Provisions pertaining to Employees' provident fund, employees' state insurance, maternity benefits, workman's compensation act. Concepts of social security code, occupational safety, health and working conditions, factory welfare measures, canteen, creche, working conditions, welfare officers, labour welfare funds, workplace health and safety regulations.

Module-5**10 Hours****Emerging Industrial Legal Issues**

Contract labour, gig workers, platform workers, labour codes in India, occupational health standards, environmental compliance, industrial safety legislation, corporate liability, workplace harassment, ethical compliance, sustainability regulations, digital workplace laws, future of industrial legislation.

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):**Text books:**

1. Malik, P. L. (2021). *Industrial and labour laws* (18th ed.). Eastern Book Company.
2. Srivastava, S. C. (2020). *Industrial law* (7th ed.). Vikas Publishing.
3. Singh, B. D. (2018). *Labour laws for managers* (2nd ed.). Excel Books.

Reference books / Manuals:

1. Kapoor, N. D. (2020). *Mercantile and industrial laws* (30th ed.). Sultan Chand & Sons.
2. Mishra, S. N. (2019). *Industrial jurisprudence and labour laws* (28th ed.). Central Law Publications.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA. In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20 marks** with **3 sub-questions**.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

INTRODUCTION TO INDUSTRIAL SYSTEMS			
Course Code	3MIM106	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0 : 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives: By the end of this course, students should be able to: 1. Understand the structure, design, and functioning of industrial systems in manufacturing and service organizations. 2. Analyze production systems, process integration, and operational linkages within industrial enterprises. 3. Apply industrial engineering and systems concepts to improve efficiency, productivity, and quality. 4. Evaluate contemporary industrial practices including automation, lean systems, and digital transformation.			
Module-1 10 Hours			
Fundamentals of Industrial Systems: Concept, scope and evolution of industrial systems, systems approach to industrial organizations, industrial systems as socio-technical systems, components and subsystems of industrial systems, industrial organization structure, types of production systems, manufacturing and service systems, industrial competitiveness, industrial environment, role of industrial systems in economic development.			
Module-2 14 Hours			
Production and Facility Systems: Product design and process selection, process planning, routing, facility location decisions, plant layout planning, material handling systems, capacity planning, production scheduling, workflow analysis, line balancing, bottleneck management, process optimization, productivity improvement in industrial operations.			
Module-3 12 Hours			
Quality, Reliability & Maintenance Systems: Quality systems, quality standards, statistical process control, total quality management, Six Sigma concepts, reliability analysis, maintainability, preventive maintenance, predictive maintenance, total productive maintenance, industrial safety systems, maintenance performance measurement, continuous improvement systems.			
Module-4 10 Hours			

Resource & Supply Systems:

Materials management, inventory systems, procurement management, warehouse systems, logistics management, supply chain systems, vendor management, enterprise resource planning, resource planning, industrial sustainability, resource optimization, integrated industrial support systems.

Module-5**10 Hours****Contemporary Industrial Systems:**

Lean manufacturing, agile systems, Industry 4.0, smart manufacturing, industrial automation, robotics, internet of things in industrial applications, artificial intelligence in operations, digital twins, green manufacturing, sustainable industrial ecosystems, future trends in industrial systems.

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):**Text books:**

1. Panneerselvam, R. (2012). *Production and operations management* (3rd ed.). PHI Learning.
2. Stevenson, W. J. (2021). *Operations management* (14th ed.). McGraw Hill.
3. Chary, S. N. (2019). *Operations management* (6th ed.). McGraw Hill Education.

Reference books / Manuals:

1. Khanna, O. P. (2017). *Industrial management* (17th ed.). Dhanpat Rai Publications.
2. Heizer, J., Render, B., & Munson, C. (2020). *Operations management* (13th ed.). Pearson.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20 marks** with **3 sub-questions**.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

APPLICATION OF BUSINESS TOOLS - I			
Course Code	3MIM107	Scheme	2026
Type of Course	SEC	Semester	I
Teaching Hours/Week (L:T:P)	0: 0 : 2	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	30: 0 : 0 :30	SEE Marks	-
Credits	-	Total Marks	50
Examination type (Non credit course)	Practical	Exam Hours	
Course outcome (Course Skill Set) At the end of the course, the student will be able to: 1. Understand the basics of computer and techniques of creating a power point presentation. 2. Understand the importance and application of MS Word for various academic and professional purposes. 3. Apply MS excel techniques for various academic and professional purposes. 4. Represent data using spreadsheet, graphs and charts. 5. Analyse data by applying various excel functions.			
Module-1			
Module 1: Introduction to Computers and MS Office Introduction to computers, role of computers, software and application, internet and its uses. Creating effective presentations using MS Power point - Opening, viewing, creating, and printing slides, applying auto layouts, adding custom animation, Using slide transitions, Graphically representing data: Charts & Graphs, Creating Professional Slide for Presentation.			
Number of Hours: 6			
Module-2			
Module 2: M S Word Creating, editing, saving and printing text documents, Font and paragraph formatting, Simple character formatting, inserting tables, smart art, page breaks, using lists and styles, working with images, Using Spelling and Grammar check, understanding document properties, Inserting citation and bibliography			
Number	of	Hours:	6
Module-3			
Module 3: M S Excel Spreadsheet basics, Creating, editing, saving and printing spreadsheets, working with functions (sum, average, max, min, count, if) & formulas, arithmetic operators, common file extensions, page layout features, cell referencing.			
Number of Hours: 6			
Module-4			
Module 4: Data representation and visualization using excel- Modifying worksheets with color & auto-formats, formatting worksheets, graphically representing data: Charts & Graphs, speeding data entry: Using Data Forms			
Number of Hours: 6			
Module-5			
Module 5: Analyzing the Data – Data Menu, Subtotal, Sorting & Filtering Data, use of data analysis tools available on excel, Securing & Protecting spreadsheets. V – Lookup, H – Lookup and Pivot tables.			
Number of Hours: 6			

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):**Text books:**

1. Computer Applications in Management, Niranjan Shrivastava, Dreamtech Press, 2012
2. Computer Applications in Business, Sudalaimuthu S. S. Anthony Raj, HPH, 2/e 2012.

Reference books / Manuals:

1. Computer fundamentals – Introduction to computers, Faithe Wempen, John Wiley and Sons Inc. 2015. Computer and Financial Accounting with Tally 9.0 Course Kit, Vikas Gupta
2. Dreamtech Press, 2012.

Web links and Video Lectures (e-Resources):

1. Introduction to computers and office productivity software - <https://www.coursera.org/learn/introduction-to-computers-and-office-productivity-software>
2. Excel skills for business specialization – <https://www.coursera.org/specializations/excel>

Teaching-Learning Process (Innovative Delivery Methods):

1. Experiential Learning : Role plays, simulations, and mock sessions (meetings, press conferences, negotiations) . Real-life scenario-based exercises to bridge theory and practice
2. Peer Learning and Collaborative Learning: Group-based tasks and peer evaluations . Students learn by observing and critiquing each other's communication styles .Encourages teamwork and interpersonal skills

Assessment**Structure:**

The assessment in each course is Continuous Internal Evaluation (CIE) :To qualify and become eligible to appear for CIE, a student must score at least **50% of 50 marks, i.e., 25 marks.**

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks] A minimum of **two Internal Lab Assessment Tests(IA)** shall be conducted, carrying a total of **25 marks**. In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**. It is recommended to include **a maximum of two learning activities** as part of the CCA to foster the **holistic development of students**. These activities shall be:

Sl. No.	Name of the Learning activity	Maximum Marks
1	Lab Report/Lab Record assessed after every module- i.e 2 Continuous Evaluations of 10 marks each averaged to 10 marks	10
2	Viva/Presentation- execution of excel functions	15

II SEMESTER

CAPITAL BUDGETING			
Course Code	3MIM201	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0 : 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course outcome (Course Skill Set) At the end of the course, the student will be able to: • To explain time value concept and apply the same in evaluation of capital budgeting techniques. • Develop learners' ability to comprehend capital rationing and evaluation of risks in capital evaluation • Equip students with the ability to analyse advanced topics and contemporary application of capital budgeting techniques.			
Module-1			
Module 1: Nature, meaning and significance of long-term investment decisions, Capital budgeting process: identification, screening, evaluation, selection, implementation, review, Types of capital investment decisions: independent, mutually exclusive, contingent projects. Time value of money – Simple interest & Compound interest; Future value of Single cash flow & Annuity; Present value of single cash flow; Annuity & Perpetuity. (Problems on PV, FV, Annuity), Estimation of relevant cash flows: incremental principle, tax and depreciation effects			
			Number of Hours: 10
Module-2			
Module 2: Payback period and time-adjusted (discounted) payback period, Accounting Rate of Return (ARR) — concept, computation, merits and limitations, Net Present Value (NPV) — concept, computation, decision rule, Internal Rate of Return (IRR) and Modified IRR (MIRR), Profitability Index (PI) and its application in ranking (Problems)			
			Number of Hours: 14
Module-3			
Module 3: Capital rationing: meaning, types — hard and soft rationing, Single-period capital rationing: PI-based ranking and selection(Problems), Multi-period capital rationing: linear programming approach (conceptual), Evaluation of mutually exclusive projects with unequal lives: LCM method, Equivalent Annual Annuity (EAA) (Problems)			
			Number of Hours: 10
Module-4			
Module 4: Sources and types of risk in capital investment; risk vs uncertainty, Sensitivity analysis — impact of changes in revenue, cost, and life on NPV (Problems), Scenario analysis and break-even cash flow analysis (Problems), Simulation (Monte Carlo) approach — concept and interpretation, Risk-adjusted discount rate (RADR) and certainty equivalent (CE) approach (Problems), Decision tree analysis for sequential investment decisions (Problems)			
			Number of Hours: 12

Module-5

Module 5: Real options in capital budgeting: option to expand, abandon, defer, switch, Adjusted Present Value (APV) — concept and computation for leveraged projects (Problems), ESG and sustainability considerations in capital investment decisions, Public sector and infrastructure project appraisal: cost-benefit analysis, social rate of discount. International capital budgeting: currency risk and political risk adjustments.

Number of Hours: 10

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. Financial Management: Theory and Practice, Prasanna Chandra, 10/e, TMH, 2019.
2. Financial Management, M.Y. Khan & P.K. Jain, 7th Edition, TMH, 2017.
3. Financial Management, I.M. Pandey, 12/e, Vikas Publishing House, 2024.

Reference books / Manuals:

1. *Investment Valuation*, Aswath Damodaran, 3/e, Wiley.
2. Financial Management, Ravi M Kishore, Padma Sai Arora, 9/e, Taxmann Publications Private Limited 2023
3. Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Prasanna Chandra, 10/e, TMH. 2023

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20 marks** with **3 sub-questions**.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7 & 10 Marks and question number **eight** is compulsory.

Theory questions : 40 % Problems : 60 %

B2B Marketing			
Course Code	3MIM202	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	3: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	42: 0: 0 :48	SEE Marks	50
Credits	3	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course objectives At the end of the course, the student will be able to: • Understand the concepts, characteristics and scope of B2B marketing. • Analyze organizational buying behaviour and industrial market segmentation. • Develop B2B marketing strategies and product management practices. • Evaluate relationship marketing, supply chain and channel management in B2B markets. • Assess contemporary trends, digital technologies and global practices in B2B marketing.			
Module-1: Introduction to B2B Marketing			
Meaning and Nature of B2B Marketing, Difference between B2B and B2C Marketing, Characteristics of Industrial Markets, Types of Business Customers, Industrial Marketing Environment, Demand in Business Markets, Emerging Trends in B2B Marketing. Number of Hours: 8			
Module-2: Organizational Buying Behavior			
Organizational Buying Process, Buying Centre and Decision-Making Unit, Types of Buying Situations, Factors Influencing Organizational Buying Behaviour, Vendor Analysis and Selection, Market Segmentation, Targeting and Positioning in B2B Markets, Customer Value Analysis. Number of Hours: 8			
Module-3: B2B Marketing Strategy and Product Management			
Product Strategy in Industrial Markets, New Product Development for B2B Markets, Branding in Industrial Marketing, Pricing Strategies in B2B Markets, Industrial Distribution and Logistics, Sales Management in B2B Marketing, Tendering and Negotiation Process. Number of Hours: 8			
Module-4: Relationship Marketing and Supply Chain Management			
Relationship Marketing in B2B Context, Customer Relationship Management (CRM), Key Account Management, Supply Chain Management in B2B Markets, Channel Management and Partner Relationships, Strategic Alliances and Networks, Service Quality and Customer Retention. Number of Hours: 8			

Module-5: Contemporary Issues and Digital Transformation in B2B Marketing

Digital Marketing in B2B Markets, E-Procurement and E-Commerce in Industrial Marketing, Business Analytics in B2B Marketing, Global B2B Marketing Practices, Sustainability and Ethical Issues in B2B Marketing, Industrial Marketing Case Studies, Future Trends in B2B Marketing.

Number of Hours: 10

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective, Cengage
2. Sharad Sarin, Business Marketing: Concepts and Cases, McGraw Hill
3. James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Management (B2B): Understanding, Creating, and Delivering Value, Pearson

Reference books / Manuals:

1. Krishna K Havaladar, Business Marketing: Text and Cases, McGraw Hill

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

INDUSTRIAL RELATIONS MANAGEMENT			
COURSE CODE	3MIM203	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0 : 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives: 1. To develop understanding of industrial relations systems in industrial organizations. 2. To familiarize students with employee relations, trade unionism, labour administration, and dispute management. 3. To enable analysis of industrial relations policies and practices for effective workforce management. 4. To understand contemporary developments in employee engagement, collective bargaining, and labour reforms.			
Module-1 10 Hours			
Foundations of Industrial Relations Concept and scope of industrial relations, evolution of industrial relations, industrial relations system, actors in industrial relations, role of employers, employees and government, industrial relations environment, labour policy, labour administration, industrial democracy, tripartism, role of International Labour Organization, industrial relations in India.			
Module-2 14 Hours			
Trade Unions and Collective Bargaining Trade union movement, trade union structure, trade union functions, trade union recognition, trade union leadership, collective bargaining process, collective agreements, negotiation process, union-management relations, workers participation in management, code of discipline, code of conduct, participative management, employee representation.			
Module-3 12 Hours			
Industrial Conflicts and Dispute Resolution Industrial conflict, causes of disputes, industrial unrest, strikes, lockouts, layoff, retrenchment, closure, grievance procedures, disciplinary procedures, domestic enquiry, conciliation, arbitration, adjudication, labour courts, industrial tribunals, conflict resolution, dispute settlement machinery.			
Module-4 10 Hours			
Labour Welfare and Employee Relations Labour welfare, employee welfare measures, social security, employee engagement, worker motivation, workplace communication, counselling, employee participation, health and safety, occupational welfare, grievance handling, absenteeism, labour turnover, workplace discipline, organizational climate.			
Module-5 10 Hours			
Contemporary Issues in Industrial Relations			

Labour codes, contract labour, gig workforce, industrial restructuring, workforce flexibility, industrial relations in global context, employee rights, workplace ethics, diversity and inclusion, digital workforce, industrial relations in automation era, strategic employee relations, future of industrial relations.

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2020). *Industrial relations, trade unions and labour legislation* (3rd ed.). Pearson India.
2. Dynamics of industrial relations
Mamoria, C. B., & Mamoria, S. (2018). *Dynamics of industrial relations in India* (16th ed.). Himalaya Publishing House.
3. Salamon, M. (2018). *Industrial relations: Theory and practice* (5th ed.). Pearson Education.

Reference books / Manuals:

1. Subba Rao, P. (2021). *Personnel and human resource management* (6th ed.). Himalaya Publishing House.
2. Dundon, T., & Rollinson, D. (2019). *Understanding employment relations*. McGraw Hill.
3. Industrial relations
Dunlop, J. T. (2017). *Industrial relations systems*. Harvard Business Press.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**

OPERATION MANAGEMENT			
Course Code	3MIM204	Scheme	2026
Type of Course	PCC	Semester	
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	
Total Hours of Pedagogy L /T/P/SL&TW:	56 : 0 : 0 : 64	SEE Marks	
Credits	4	Total Marks	
Examination type (SEE)	Theory	Exam Hours	
Course Objectives At the end of the course, the student will be able to: 1. Understand the fundamental concepts, principles, and strategic role of Production and Operations Management in organizations. 2. Analyze operational processes and apply appropriate planning, scheduling, and control techniques to improve organizational efficiency. 3. Evaluate quality management practices and apply continuous improvement tools for enhancing customer satisfaction and operational excellence. 4. Develop the ability to recommend productivity improvement and maintenance strategies that support sustainable organizational performance			
Module-1			
Operations Planning and Control: Production Planning and Production Planning Techniques for Various Process Choices; Production Control Techniques—Routing, Scheduling, Loading, Dispatching and Follow-up; Aggregate Planning; Capacity and Resource Utilization; Coordination of Operational Activities for Timely Delivery and Operational Efficiency. Number of Hours: 9			
Module-2			
Operations Process Design and Facility Planning: Manufacturing Process Types—Project, Jobbing, Batch, Line, Mass and Continuous; Service Process Types—Professional Services, Service Shops and Mass Services; Process Selection; Plant Location Decisions; Facility/Layout Planning—Product Layout, Process Layout, Fixed Position Layout and Cellular Layout; Designing Efficient Operational Systems.			
Module-3			
Quality Management and Continuous Improvement: Concept and Dimensions of Quality; Quality Characteristics of Goods and Services; Quality Control Tools—Check Sheet, Histogram, Scatter Diagram, Cause-and-Effect Diagram, Pareto Chart, Process Flow Diagram and Statistical Process Control Chart; Quality Assurance; Total Quality Management (TQM); Service Quality; Six Sigma Concepts and Applications; Continuous Quality Improvement and Customer Satisfaction. Number of Hours: 10			
Module-4			
Quality Management and Continuous Improvement: Concept and Dimensions of Quality; Quality Characteristics of Goods and Services; Quality Control Tools—Check Sheet, Histogram, Scatter Diagram, Cause-and-Effect Diagram, Pareto			

Chart, Process Flow Diagram and Statistical Process Control Chart; Quality Assurance; Total Quality Management (TQM); Service Quality; Six Sigma Concepts and Applications; Continuous Quality Improvement and Customer Satisfaction.

Number of Hours: 10

Module-5

Productivity Improvement and Maintenance Management:

Productivity Concepts and Improvement Techniques; Work Study; Method Study; Work Measurement—Stopwatch Time Study and Work Sampling; Maintenance Policies for Facilities and Equipment; Time to Failure; Preventive and Breakdown Maintenance; Maintenance Procedures; Total Productive Maintenance (TPM); Improving Reliability, Productivity and Operational Performance.

Number of Hours: 10

Textbooks:

6. Operations Management, McGraw-Hill Education (14th/15th Edition)
7. Operations Management, Pearson India (10th Edition).
8. Operations Management, Wiley India.
9. Production and Operations Management, Oxford University Press.

Reference books / Manuals:

10. Operations Management: Sustainability and Supply Chain Management, Pearson India (13th/14th Edition).
11. Operations Management, PHI Learning.
12. Industrial Engineering and Production Management, S. Chand.
13. Production and Operations Management, McGraw Hill India

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7 & 10 Marks and question number **eight** is compulsory.

Theory questions : 40 % Problems : 60 %

Research Methodology and IPR			
Course Code	3MIM205	Scheme	2026
Type of Course	PCC	Semester	2
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0: 0: 64 :120	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course outcome (Course Skill Set) At the end of the course, the student will be able to: • CO1: Demonstrate understanding of business research concepts, research process, and ethical practices in research. • CO2: Analyze and design appropriate research methodologies and research designs for business problems. • CO3: Apply suitable sampling, data collection, measurement, and scaling techniques in research studies. • CO4: Interpret research data and prepare professional research reports using appropriate analytical tools. • CO5: Evaluate the significance of Intellectual Property Rights and their application in business, innovation, and research.			
Module-1			
Introduction to Business Research: Meaning, nature, scope, significance and types of research. Research applications in managerial decision-making. Motives in conducting research. Ethical issues in business research. Characteristics of a good research study. Research Process: Identification and formulation of management problems, defining the research problem, formulation of research objectives and hypotheses, preparation of research proposals, research design formulation, sampling design, planning and collection of data, data analysis, interpretation, and research reporting.			
			Number of Hours: 10
Module-2			
Business Research Design: Meaning, types and significance of research design, Process of research design, errors affecting research design. Exploratory Research: Meaning, purpose, methods, Literature search, experience survey, focus groups and comprehensive case methods. Conclusive Research Design: Descriptive Research, Meaning, Types, Cross sectional studies and longitudinal studies. Experimental Research Design: Meaning and classification of experimental designs, formal and informal, Pre experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.			
			Number of Hours: 12
Module-3			
Sampling: Concepts, Types of Sampling, Process of sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling. Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling.			
			Number of Hours: 8
Module-4			

Data Collection: Meaning, types, **Data collection methods:** Observations, survey and interview techniques, **Questionnaire design:** Meaning, process of designing questionnaire. Qualitative Techniques of data collection, Secondary data Sources: Meaning, advantages and disadvantages. **Measurement and Scaling Techniques:** Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, Multi-Dimensional Scaling.

Number of Hours: 12

Module-5

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)- A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS , Industrial Designs- Integrated Circuits-Geographical Indications-Establishment of WIPO-Application and Procedures.

Number of Hours:14

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. Business Research Methods: Donald R. Cooper and Pamela S. Schindler, McGraw Hill Education, 12th Edition, 2014.
2. Research Methodology: C. R. Kothari and Gaurav Garg, New Age International Publishers, 4th Edition, 2019.
3. Business Research Methods: S. N. Murthy and U. Bhojanna, Excel Books, Latest Edition.
4. Intellectual Property Rights: Debirag E. Bouchoux, Cengage Learning, Latest Edition.

Reference books / Manuals:

1. Research Methodology: R. Paneerselvam, PHI Learning, Latest Edition.
2. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.
3. Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited.
4. Research Methodology and IPR: Shivakumar M N, Infinite Learning Solutions, 1st Edition, 2025.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) =

Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

MATERIALS PROCUREMENT AND MANAGEMENT			
Course Code	3MIM206	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0: 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course outcome (Course Skill Set) At the end of the course, the student will be able to: • Understand the concepts, objectives and importance of materials procurement and management in organizations. • Analyze purchasing procedures, vendor selection and procurement strategies for effective supply management. • Evaluate inventory control techniques and materials handling practices to optimize operational efficiency. • Examine warehousing, logistics and store management functions in materials management. • Apply modern procurement practices, information systems and ethical standards in materials management decisions.			
Module-1			
Introduction to Materials Management Meaning, objectives and scope of Materials Management, Importance of materials in business organizations, Functions of materials management, Integrated approach to purchasing, storage, inventory, and logistics, Materials planning and forecasting, Role of materials management in cost reduction and profitability, Concepts of Supply Chain Management. Number of Hours: 10			
Module-2			
Purchasing and Procurement Management Meaning and objectives of purchasing and procurement, purchasing cycle and purchasing procedures, Types of purchasing: centralized and decentralized purchasing, Vendor selection and vendor rating, Negotiation techniques in procurement, E-procurement and digital purchasing systems, Ethical issues in procurement management, Global sourcing concepts. Number of Hours: 10			
Module-3			
Inventory Management and Stores Control Meaning and importance of inventory management, Types of inventories, Inventory control techniques: ABC, VED, HML, FSN analysis, EOQ, Reorder Level, Safety Stock, Lead Time, Perpetual inventory system, Stores organization and stores layout, Codification and standardization of materials, Waste and obsolete material management (Theory & Problems). Number of Hours: 12			
Module-4			

Warehousing, Logistics and Transportation

Functions of warehousing, Types of warehouses, Warehouse layout and material handling systems, Transportation management and modes of transport, Logistics management concepts, Packaging and distribution management, Third-party logistics (3PL), Role of information technology in logistics.

Number of Hours: 12

Module-5 Strategic Materials Management and Contemporary Practices

Strategic role of procurement and materials management, Just-in-Time (JIT) purchasing system, Lean procurement practices, Green purchasing and sustainable procurement, Risk management in procurement and supply chain, Performance measurement in procurement, Emerging trends in materials management, Case studies in procurement and materials management.

Number of Hours: 12

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):**Text books:**

1. Gopalakrishnan P., Materials Management, PHI Learning Pvt. Ltd.
2. Donald W. Dobler, David N. Burt, Steven L. Carter, Purchasing and Supply Management, McGraw-Hill/Irwin
3. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education

Reference books / Manuals:

2. Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, James L. Patterson, Purchasing and Supply Chain Management, Cengage Learning.
3. Donald J. Bowersox, David J. Closs, M. Bixby Cooper, Logistics and Supply Chain Management, McGraw-Hill.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.