

**SRI SANKARA ARTS AND SCIENCE COLLEGE
(AUTONOMOUS)
ENATHUR, KANCHIPURAM - 631561**

M.B.A

REGULATION & SYLLABUS

(Effective from the academic year 2023 - 2024)

Choice Based Credit System

Preamble

The course on Introduction to Business provides a holistic view of organizations and their related information systems. It enables students to cope with the globalization, virtualization, and volatile competitive environment in which firms are seeking to reconstruct their organizational structures and establish new management architectures to transform from single autonomous entities into more open enterprises. It also attempts to align the programme structure and course contents with student aspirations & recruiter expectations. This syllabus also attempts to align with National Goal of “Make in India”, “Start – Up and Stand – Up India” and “Digital India”.

1. Introduction

The quality of higher education in M.B.A. should be improved in such a manner that young minds are able to compete in this field globally in terms of their knowledge and skills, for this purpose Learning Outcome-based Curriculum Framework (LOCF) is developed. Incorporation of Learning Outcome-based Curriculum Framework (LOCF) in the postgraduate M.B.A. programme makes it student-centric, interactive and outcome-oriented to achieve well-defined aims, objectives and goals. The learning outcomes are attained by students through skills acquired during a programme of study. Programme learning outcomes will include subject-specific skills and generic skills, including transferable global skills and competencies. It would also focus on knowledge and skills that prepare students for further study, employment and society development. LOCF help ensure comparability of learning levels and academic standards across colleges/universities. At present, the goal of higher education in M.B.A. may be achieved using the following measures:

- a) Curriculum reform based on learning outcome-based curriculum framework (LOCF).
- b) Improving learning environment and academic resources.
- c) Elevating the quality of teaching and research.
- d) Involving students in discussions, problem-solving and out of box thinking about various ideas and their applicability, which may lead to empowerment and enhancement of the social welfare.
- e) Motivating the learners to understand various concepts of their educational programme keeping in view the regional context.
- f) Enabling learners to create research atmosphere in their colleges/ institutes/ universities.

g) Teach courses based on Choice Based Credit System (CBCS).

2. Learning Outcome-based Curriculum Framework in Programme Master of Business Administration

The Master's Degree in Business Administration is awarded to the students on the basis of knowledge, understanding, skills, values and academic achievements. Hence, the learning outcomes of this programme are aimed at facilitating the learners to acquire these attributes, keeping in view of their preferences and aspirations for knowledge. The courses of M.B.A. are designed in the light of graduate attributes, description of qualifications, courses and programme learning outcomes. It may lead to all round development and delivery of complete curriculum planning. Hence, it provides specific guidelines to the learners to acquire sufficient knowledge during this programme. The programme has been planned in such manner that there is scope of flexibility and innovation in

- i. Modifications of prescribed syllabi.
- ii. Teaching-learning methodology.
- iii. Assessment technique of students and knowledge levels.
- iv. Learning outcomes of courses.
- v. Addition of new elective courses subject to availability of experts.

3. Post Graduate Attributes (GAs)

The Post graduate attributes of M.B.A. are the summation of the expected course learning outcomes mentioned at the end of each course. Some of them are stated below.

PGA1: Leadership Readiness/Qualities: Capability for mapping out the tasks in a team or an organization, self-motivating and inspiring team members to engage with the team objectives/vision; and using management skills to follow the mapped path to the destination in a smooth and efficient way.

PGA2: Moral and ethical awareness/reasoning: Ability to identify unethical behaviour such as fabrication, falsification or misrepresentation of data and adopting objective, unbiased and truthful actions in all aspects of their programme.

PGA3: Communications skills:

- i. Ability to communicate various concepts of M.B.A. programme effectively using examples.
- ii. Ability to use courses as a precise language of communication in other branches of human knowledge.
- iii. Ability to communicate long standing unsolved problems.

- iv. Ability to show the importance of their courses of M.B.A. as precursor to various scientific developments since the beginning of the civilization.

PGA4: Employability Options: This programme will also help students to enhance their employability for jobs in different sectors. It will also encourage the entrepreneurial mindset.

PGA5: Discipline-specific Knowledge:

Capability of demonstrating comprehensive knowledge of M.B.A. programme and understanding of one or more disciplines which form a part of a Postgraduate programme of study.

PGA6: Innovative learning: Ability to think, acquire knowledge and skills through logical reasoning and to inculcate the habit of self-learning.

PGA7: Critical Thinking: Ability to employ critical thinking in understanding the concepts in every area of M.B.A. programme.

PGA8: Global Perspective: Possess knowledge about the current issues and challenges in the business world across the globe, thereby developing a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups.

PGA9: Problem Solving: Capability to solve problems by using research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.

PGA10: Research-related skills: Develop a sense of inquiry and capability for asking relevant and intelligent questions, problematizing, synthesizing and articulating; ability to recognize and establish cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute and report the results of an experiment or investigation.

PGA11: Analytical Reasoning: Ability to analyze the results and apply them in various problems appearing in different courses

PGA12: Technical Skill: Ability to apply technical knowledge in business.

4. QUALIFICATION DESCRIPTORS (QDs)

The qualification descriptor suggests the generic outcomes and attributes to be obtained while obtaining the degree of M.B.A.. The qualification descriptors indicate the academic standards on the basis of following factors:

- a) Level of knowledge
- b) Understanding

- c) Skills
- d) Competencies and attitudes
- e) Values.

These parameters are expected to be attained and demonstrated by the learners after becoming graduates in this programme. The learning experiences and assessment procedures should be so designed that every post graduate may achieve the programme learning outcomes with equal opportunity irrespective of the class, gender, community and regions. Each post graduate in MBA should be able to:

- a) Demonstrate fundamental systematic knowledge and its applications. It should also enhance the subject specific knowledge and help in creating jobs in various sectors.
- b) Demonstrate educational skills in areas of their programme.
- c) Apply knowledge, understanding and skills to identify the difficult/unsolved problems in courses of their programme and to collect the required information in possible range of sources and try to analyse and evaluate these problems using appropriate methodologies.
- d) Apply one's disciplinary knowledge and skills in newer domains and uncharted areas.
- e) Identify challenging problems and obtain well-defined solutions.
- f) Exhibit subject-specific transferable knowledge relevant to job trends and employment opportunities.

5. Program Educational Outcomes;

PEO 1 – Employability: To develop students with latest industrial upgradations and develop presentation, technical and life skills to meet industry requirements and groom as a well suitable resource.

PEO 2 - Entrepreneur: To equip students with understanding societal needs and legal formalities to become a successful innovator/entrepreneur.

PEO3 – Research and Development: To develop critical thinking and develop quantitative and statistical knowledge to shine in the field of research and development.

PEO 4 – Contribution to Business World: To enrich decision making skills and analytical thinking to enhance growth of business world.

PEO 5 – Contribution to the Society: To Implement various economic theories and financial theories towards holistic development by producing successful MBAs.

6. Program Outcomes:

PO1: Problem Solving Skill: Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

PO2: Decision Making Skill: Fostering analytical and critical thinking abilities for data-based decision making.

PO3: Ethical Value: Ability to develop value based leadership attributes.

PO4: Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

PO5: Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

PO6: Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge.

PO7: Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.

PO8: Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

PEO – PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y		Y	Y
PEO3	Y	Y	Y	Y	Y	Y		y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

Y - Yes

7. REGULATIONS

M.B.A

Choice based credit system.

FOR FULL TIME COURSE – (2 YEARS)

7.1. CONDITIONS FOR ADMISSION:

Candidates shall be required to have passed a Bachelor's Degree of the University of Madras or of any other University or a qualification accepted by the Syndicate of this University as equivalent thereto, shall be eligible for admission to MBA Degree Course.

7.2. ELIGIBILITY FOR THE AWARD OF DEGREE:

A candidate shall be eligible for the award of the Degree only if he/she has satisfactorily undergone the prescribed Course of Study in a College affiliated to this University for a period of not less than TWO academic years, passed the examinations of all the FOUR Semesters prescribed earning 91 CREDITS and fulfilled such conditions as have been prescribed therefore.

7.3. DURATION OF THE COURSE:

The course for FULL-TIME students shall extend over a period of TWO academic years consisting of FOUR Semesters. Each academic year shall be divided into Two Semesters. The FIRST academic year shall comprise the First & Second Semesters, the SECOND academic year the Third & Fourth Semesters respectively.

The ODD Semesters shall consist of the period from July to November of each year and the EVEN Semesters from December to April of each year.

The duration of each semester will be about 16 weeks. The subjects of study shall be in accordance with the syllabus prescribed from time to time.

7.4. EXAMINATION:

There shall be four examinations, first semester examination at the middle of the first academic year and the second semester examination at the end of the first academic year. Similarly the third and fourth semester examinations will be held at the middle and the end of the second academic year respectively.

7.5. COURSE OF STUDY AND SCHEME OF EXAMINATIONS (FULL TIME)

The total number of subjects of study shall be 30 out of which 12 shall be compulsory subjects, one Core Industry Module, 6 will be Electives, 4 will be Skill Enhancement Course, 4 will be Ability Enhancement Course, 1 Internship, Extension Activities. A Project Work and a Viva-voce will also be in the Final Semester.

The FULL-TIME candidates shall take 8 subjects in the First semester, 8 subjects in the Second Semester, a summer internship, 7 subjects in the Third Semester and 4 Subjects, Extension activities and the Project Work and the Viva-voce in the Fourth Semester.

ELECTIVE SUBJECTS:

For any College affiliated to this University which wishes to offer Elective Subjects to their students, a Minimum enrolment in the Elective Subjects shall be SEVEN.

PROJECT REPORT & VIVA VOCE:

The Project Report must be submitted through the Supervisor and the Head of the Department on or before 15th April FOLLOWING THE THIRD SEMESTER Examination failing which the candidate will be treated as appearing on a second occasion and shall NOT BE ELIGIBLE for First Class and Ranking. The last date for submitting the Project Work for the November Examination shall be 30th November.

FIRST SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Management Principles and Business Ethics	Core 1	4	-	-	-	4	60	25	75	100
	Quantitative Techniques and Research Methods in Business	Core 2	3	1	-	-	4	60	25	75	100
	Managing Organizational Behaviour	Core 3	4	-	-	-	4	60	25	75	100
	Accounting for Managers	Core 4	3	1	-	-	4	60	25	75	100
	Managerial Economics	Core 5	4	-	-	-	4	60	25	75	100
	Legal Systems in Business	Core 6	4	-	-	-	4	60	25	75	100
	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	2	45	25	75	100
	SEC 1- Language and Communication	Skill Enhancement Course -1	-	-	2	-	2	30	40	60	100

SECOND SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Applied Operations Research	Core 7	3	1	-	-	4	60	25	75	100
	Human Resource Management	Core 8	4	-	-	-	4	60	25	75	100
	Marketing Management	Core 9	4	-	-	-	4	60	25	75	100
	Operations Management	Core 10	3	1	-	-	4	60	25	75	100
	Financial Management	Core 11	3	1	-	-	4	60	25	75	100
	Strategic Management	Core 12	4	-	-	-	4	60	25	75	100
	International Business	Extra Disciplinary	3	-	-	-	2	45	25	75	100
	SEC 2- Spoken and Presentation Skill	Skill Enhancement Course -2	-	-	2	-	2	30	40	60	100

THIRD SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Information Systems for Business	Core Industry module	4	-	-	-	3	60	25	75	100
	**Choose any one from the list	Elective 1	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective 2	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective 3	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective 4	3	-	-	-	3	45	25	75	100
	Employability skills	Extra Disciplinary	3	-	-	-	2	45	25	75	100
	SEC 3- Life and Managerial Skills	Skill Enhancement Course -3	-	-	2	-	2	30	40	60	100
	***Summer Internship	Internship	-	-	-	1	2	-	100	-	100

**** Students should choose six elective Course from the specialization list in consultation with the Head of the Institution.**

For the categorization of specialization students can either opt for either single or dual specialization.

In case of students opting for single specialization, they should compulsorily choose 6 elective papers from one area specialization from the list given below:

In case of students opting for dual specialization. They should choose 3 elective papers from respective area of specialization.

***** Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.**

FOURTH SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	**Choose any one from the list	Elective 5	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective 6	3	-	-	-	3	45	25	75	100

	Business Etiquette	Extra Disciplinary	3	-	-	-	2	45	25	75	100
	SEC 4- Computing Skill	Skill Enhancement Course -4	-	-	2	-	2	30	40	60	100
	# Project Work & Viva- Voce	Core	-	-	-	Y	3	-	75	225	300
	Extension Activities						1				

L-Lecture

T-Tutorial

P- Practical

O-Project

The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (3 Credits).

The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (1 Credits).

Specialization Courses: Finance Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Corporate Finance	Elective	3	-	-	1	3	3	25	75	100
2	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
3	Tax Management	Elective	3	-	-	1	3	3	25	75	100
4	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
5	Derivatives Management	Elective	2	-	1	-	3	3	25	75	100
6	Banking and Insurance	Elective	2	-	1	-	3	3	25	75	100
7	Behavioural Finance	Elective	2	-	1	-	3	3	25	75	100
8	Financial Modelling	Elective	2	-	1	-	3	3	25	75	100
9	Capital Markets and Financial Services	Elective	2	-	1	-	3	3	25	75	100
10	Financial Planning and Wealth Management	Elective	2	-	1	-	3	3	25	75	100
11	Fixed Income Securities	Elective	3	-	-	-	3	3	25	75	100
12	Fintech and Investment Analysis [@]	Elective	-	-	3	-	3	3	40	60	100
13	International Financial Management	Elective	2	-	1	-	3	3	25	75	100
14	Risk Management in Banks	Elective	2	-	1	-	3	3	25	75	100

@ This is a hands on Computer Laboratory Practical course.

Specialization Courses: Marketing Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Advanced Marketing Research and Consumer Behaviour	Elective	3	-	-	-	3	3	25	75	100
2	Advertising Management and Sales Promotion	Elective	3	-	-	-	3	3	25	75	100
3	Sales and Distribution Management	Elective	3	-	-	-	3	3	25	75	100
4	Brand Management	Elective	3	-	-	-	3	3	25	75	100
5	Industrial Marketing	Elective	3	-	-	-	3	3	25	75	100
6	Services Marketing	Elective	3	-	-	-	3	3	25	75	100
7	Customer Relations Management	Elective	3	-	-	-	3	3	25	75	100
8	Retail Marketing	Elective	3	-	-	-	3	3	25	75	100
9	Rural Marketing	Elective	3	-	-	-	3	3	25	75	100
10	International Marketing	Elective	3	-	-	-	3	3	25	75	100
11	Advanced Selling and Negotiation Skills	Elective	3	-	-	-	3	3	25	75	100
12	Channel Management Strategies	Elective	3	-	-	-	3	3	25	75	100
13	Customer Engagement Marketing	Elective	3	-	-	-	3	3	25	75	100
14	Digital Marketing	Elective	3	-	-	-	3	3	25	75	100
15	Marketing Analytics	Elective	3	-	-	-	3	3	25	75	100
16	Marketing Metrics	Elective	3	-	-	-	3	3	25	75	100
17	New Product Strategies	Elective	3	-	-	-	3	3	25	75	100
18	Strategic Marketing	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Human Resource Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
2	Performance Management	Elective	3	-	-	1	3	3	25	75	100
3	Organizational Development	Elective	3	-	-	1	3	3	25	75	100
4	Industrial and Labour Relations	Elective	3	-	-	1	3	3	25	75	100
5	Career Management	Elective	3	-	-	1	3	3	25	75	100
6	Emotional Intelligence for Managerial Effectiveness	Elective	3	-	-	1	3	3	25	75	100
7	HR Analytics	Elective	2	-	1	-	3	3	25	75	100
8	Learning and Development	Elective	2	-	1	-	3	3	25	75	100
9	Organizational Change	Elective	2	-	1	-	3	3	25	75	100

10	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100
11	Talent Management	Elective	3	-	-	1	3	3	25	75	100
12	Workplace counselling	Elective	2	-	1	-	3	3	25	75	100
13	Human Capital Planning	Elective	2	-	1	-	3	3	25	75	100
14	Human Resources Information System	Elective	2	-	1	-	3	3	25	75	100
15	Stress Management	Elective	2	-	1	-	3	3	25	75	100
16	Competency mapping	Elective	2	-	1	-	3	3	25	75	100
17	International HRD	Elective	3	-	-	-	3	3	25	75	100
18	Compensation and Rewards Management	Elective	2	-	1	-	3	3	25	75	100

(An exclusive HRM lab with simulation, AI facilities as a common facility region wise is suggested)

Specialization Courses: Systems Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Database Management System	Elective	3	-	-	-	3	3	25	75	100
2	System Analysis and Design	Elective	3	-	-	-	3	3	25	75	100
3	Decision Support System	Elective	3	-	-	-	3	3	25	75	100
4	E – Business	Elective	3	-	-	-	3	3	25	75	100
5	Internet of Things	Elective	3	-	-	-	3	3	25	75	100
6	Cloud Computing	Elective	3	-	-	-	3	3	25	75	100
7	Enterprise Resource Planning	Elective	3	-	-	-	3	3	25	75	100
8	Software project and quality management	Elective	3	-	-	-	3	3	25	75	100
9	Data Warehousing	Elective	3	-	-	-	3	3	25	75	100
10	Deep Learning and Artificial Intelligence	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Entrepreneurship and Family Business

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Introduction to Entrepreneurship	Elective	3	-	-	1	3	3	25	75	100
2	Family Business	Elective	3	-	-	1	3	3	25	75	100
3	Entrepreneurial Marketing and Sales Strategy	Elective	3	-	-	1	3	3	25	75	100
4	Financial Institutions and Funding for Entrepreneurs	Elective	2	-	1	-	3	3	25	75	100

5	Effective Business Plan Preparation	Elective	3	-	-	1	3	3	25	75	100
6	Entrepreneurial Innovation, Management and Design Thinking	Elective	2	-	1	-	3	3	25	75	100
7	Managing start-ups	Elective	3	-	-	1	3	3	25	75	100
8	Designing and Configuring Business Models	Elective	3	-	-	1	3	3	25	75	100
9	International Business Venture environment	Elective	3	-	-	1	3	3	25	75	100

(Campus incubation centre, Non-technical business start-ups can be created in few campuses in every region for giving practical exposure)

Specialization Courses: Operations Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Project Management	Elective	3	-	-	-	3	3	25	75	100
2	Total Quality Management	Elective	3	-	-	-	3	3	25	75	100
3	Six sigma	Elective	3	-	-	-	3	3	25	75	100
4	Materials Management	Elective	3	-	-	-	3	3	25	75	100
5	Services Operations Management	Elective	3	-	-	-	3	3	25	75	100
6	Process Management	Elective	3	-	-	-	3	3	25	75	100
7	Product design	Elective	3	-	-	-	3	3	25	75	100
8	Supply chain Analytics	Elective	3	-	-	-	3	3	25	75	100
9	Operations Strategy	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Retail Management:

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Introduction to Retailing	Elective	3	-	-	-	3	3	25	75	100
2	Retail Economics and Retail Formats	Elective	3	-	-	-	3	3	25	75	100
3	Store Operations Management	Elective	3	-	-	-	3	3	25	75	100
4	Retail Strategies	Elective	3	-	-	-	3	3	25	75	100
5	Store Location , Store Layout – Design and Visual Merchandising	Elective	3	-	-	-	3	3	25	75	100
6	Retail Buying and Merchandise Management	Elective	3	-	-	-	3	3	25	75	100
7	Retail Selling and Customer Service	Elective	3	-	-	-	3	3	25	75	100

7.6. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTERS

- 7.6.1 Eligibility: Students shall be eligible to go to subsequent semester only if they earn sufficient attendance as prescribed therefor by the Syndicate from time to time.
- 7.6.2 Attendance: All Students must earn 75% and above of attendance for appearing for the University Examination. (Theory/Practical)
- 7.6.3 Condonation of shortage of attendance: If a Student fails to earn the minimum attendance (Percentage stipulated), the Principals shall condone the shortage of attendance up to a maximum limit of 10% (i.e. between 65% and above and less than 75%) after collecting the prescribed fee of Rs.250/-each for Theory/Practical examination separately, (Theory Rs.250/- Per semester/Per Student: Practical Rs.250/- Per semester/Per Student) towards the condonation of shortage of attendance. Such fees collected and should be remitted to the University.
- 7.6.4 Non-eligibility for condonation of shortage of attendance: Students who have secured less than 65 % but more than 50 %of attendance are NOT ELIGIBLE for condonation of shortage of attendance and such Students will not be permitted to appear for the regular examination, but will be allowed to proceed to the next year/next semester of the program and they may be permitted to take next University examination by paying the prescribed condonation fee of Rs.250/- each for Theory/Practical separately. Such fees shall be remitted to the University. Name of such Students should be forwarded to the University along with their attendance details in the prescribed format mentioning the category (3 copies). Year wise/Branch wise/Semester wise together with the fees collected from them, so as to enable them to get permission from the University and to attend the Theory/Practical examination subsequently without any difficulty.
- 7.6.5 Detained students for want of attendance: Students who have earned less than 50% of attendance shall be permitted to proceed to the next semester and to complete the Program of study. Such Students shall have to repeat the semester, which they have

missed by re-joining after completion of final semester of the course, by paying the fee for the break of study as prescribed by the University from time to time.

- 7.6.6 Condonation of shortage of attendance for married women students: In respect of married women students undergoing PG programs, the minimum attendance for condonation (Theory/Practical) shall be relaxed and prescribed as 55% instead of 65% if they conceive during their academic career. Medical certificate from the Doctor(D.G.O) attached to the Government Hospital and the prescribed fee of Rs.250/-therefor together with the attendance details shall be forwarded to the university to consider the condonation of attendance mentioning the category.
- 7.6.7 Zero Percentage(0%) Attendance: The Students, who have earned 0% of attendance, have to repeat the program (by rejoining) without proceeding to succeeding semester and they have to obtain prior permission from the University immediately to rejoin the program.
- 7.6.8 Transfer of Students and Credits: The strength of the credits system is that it permits inter Institutional transfer of students. By providing mobility, it enables individual students to develop their capabilities fully by permitting them to move from one Institution to another in accordance with their aptitude and abilities.
- 7.6.9 Transfer of Students is permitted from one Institution to another Institution for the same program with same nomenclature.
- Provided there is a vacancy in the respective program of Study in the Institution where the transfer is requested.
- Provided the Student should have passed all the courses in the Institution from where the transfer is requested.
- 7.6.10 The marks obtained in the courses will be converted and grades will be assigned as per the University norms.
- 7.6.11 The transfer students are eligible for classification.
- The transfer students are not eligible for Ranking, Prizes and Medals.
- 7.6.12 Students who want to go to foreign Universities up to two semesters or Project Work with the prior approval of the departmental/College Committee are allowed to get transfer of credits and marks which will be converted into Grades as

per the University norms and are eligible to get CGPA and Classification; they are not eligible for Ranking, Prizes and Medals.

7.7 PASSING MINIMUM:

- i. A candidate who secures not less than 50 percent marks in the External Written Examination and the aggregate (i.e. Written Examination Marks and the Internal Assessment Marks put together) respectively of each paper shall be declared to have passed the examination in that subject.
- ii. (a) A candidate shall be declared to have passed Project Work and Viva-Voce respectively, if he/she secures a minimum 50 percent marks in the Project Work Evaluation and the Viva Voce respectively.
(b) A candidate failing in any subject will be permitted to appear for the examinations again on a subsequent occasion without putting in any additional attendance.
(c) A candidate who fails in either Project Work or Viva-Voce shall be permitted to redo the Project Work for evaluation and reappear for the Viva-Voce on a subsequent occasion, if so recommended by the Examiners.
- iii. A Candidate who successfully completes the course and passes the examinations of all the FOUR Semesters prescribed as per Scheme of Examinations earning 91 CREDITS shall be declared to have qualified for the Degree, provided the whole course has been completed within a maximum of 4 YEARS from the date of initially joining the course in the case of a FULL-TIME candidates.

7.8 CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Successful candidates securing not less than 60 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class, provided they have passed the Project Work and the Viva-Voce at the FIRST appearance and the Examination of all the other subjects within TWO YEARS after their admission in the case of FULL-TIME students.

Successful candidates securing not less than 75 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class with Distinction provided they pass all the examinations prescribed for the course at the First appearance/instance. All other successful candidates shall be declared to have passed the examination in the Second Class.

7.9 GRADING SYSTEM

The following table gives the marks, grade points, letter grades and classification to indicate the performance of the candidate.

Conversion of Marks to Grade Points and Letter Grade (Performance in a Paper / Course)

RANGE OF MARKS	GRADE POINTS	LETTER GRADE	DESCRIPTION
90 – 100	9.0 – 10.0	O	Outstanding
80 – 89	8.0 – 8.9	D+	Excellent
75 – 79	7.5 – 7.9	D	Distinction
70 – 74	7.0 – 7.4	A+	Very Good
60 – 69	6.0 – 6.9	A	Good
50 – 59	5.0 – 5.9	B	Average
00 – 49	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

C_i = Credits earned for course i in any semester.

G_i = Grade Point obtained for course i in any semester.

n refers to the semester in which such courses were credited.

For a Semester:

$$\text{GRADE POINT AVERAGE [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

$$\text{GRADE POINT AVERAGE [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

$$\text{GPA} = \frac{\text{Sum of multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses in a semester}}$$

For the entire programme:

$$\text{CUMULATIVE GRADE POINT AVERAGE [CGPA]} = \frac{\sum_n \sum_i C_{ni} G_{ni}}{\sum_n \sum_i C_{ni}}$$

$$\text{CGPA} = \frac{\text{Sum of multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses of the entire programme}}$$

CGPA	GRADE	CLASSIFICATION OF FINAL
9.5 – 10.0	O+	First Class – Exemplary *

9.0 and above but below 9.5	O	
8.5 and above but below 9.0	D++	First Class with Distinction *
8.0 and above but below 8.5	D+	
7.5 and above but below 8.0	D	
7.0 and above but below 7.5	A++	First Class
6.5 and above but below 7.0	A+	
6.0 and above but below 6.5	A	
5.5 and above but below 6.0	B+	Second Class
5.0 and above but below 5.5	B	
0.0 and above but below 5.0	U	Re-appear

* The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme (Core, Elective, Non-major Electives and Extra- Disciplinary courses alone) are eligible.

7.10 RANKING:

Candidates who pass all the examinations prescribed for the Course in the **FIRST APPEARANCE ITSELF ALONE** are eligible for Ranking/Distinction.

Provided in the case of Candidates who pass all the examinations prescribed for the Course with a break in the First Appearance due to the reasons as furnished in the Regulations under **REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER** are only eligible for Classification.

7.11 QUESTION PAPER PATTERN

Total Marks for each subject 100 Marks

University Exam 75 Marks Internal Assessment 25 Marks

Duration: 3 Hours Max. Marks: 75

Part A – 10 out of 12 questions (10 X 1 = 10)

Part B – 5 out of 7 questions (5 X 5 = 25)

Part C 1 question (Case Study or Problem) is Compulsory

3 out of remaining 4 questions

(4 X 10 = 40)

7.12 APPEARANCE FOR IMPROVEMENT:

Candidates who have passed in a theory paper / papers are allowed to appear again for theory paper / papers only once in order to improve his/her marks, by paying the fee prescribed from time to time. Such candidates are allowed to improve within a maximum period of 10 semesters counting from his/her first semester of his/her admission. If candidate improve his marks, then his improved marks will be taken into consideration for the award of Classification only. Such improved marks will not be counted for the award of Prizes / Medals, Rank and Distinction. If the candidate does not show improvement in the marks, his previous marks will be taken into consideration.

No candidate will be allowed to improve marks in the Practical, Project, Viva-voce, Field work.

7.13 TRANSITORY PROVISION:

Candidates who have undergone the course of study prior to the academic year 2023 – 2024 will be permitted to appear for the examinations under those Regulations for a period of three years i.e. up to and inclusive of April/May 2026 Examination only under the Regulations then in force.

SYLLABUS

SEMESTER I

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Management Principles and Business Ethics	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.										
C2	To provide insights on Planning & Decision Making										
C3	To throw light on Organizing, Managing Change and Innovation										
C4	To elucidate on Leadership, Communication and Controlling.										
C5	To create awareness and importance of Business Ethics and Social Responsibility.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management							12	C1		
II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models							12	C2		
III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.							12	C3		
IV	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top,							12	C4		

	middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –		
V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO3, PO4, PO5	
CO2	Possess knowledge on planning & decision making.	PO2, PO4, PO5	
CO3	Have insights on organizing, managing change and Innovation	PO5	
CO4	Learn leadership, communication and controlling skills.	PO1, PO2, PO3, PO4, PO5	
CO5	Have better understanding on business ethics and social responsibility.	PO1, PO5	
Reading List			
1.	https://deb.ugc.ac.in		
2.	http://www.managementconcepts.com		
3.	International journal of Management Concepts and Philosophy		
4.	Journal of Management, Sage Publications		
References Books			
1.	Mukherjee, K., Principles of Management, 2 nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009		
2.	S. K. Mandal., Management Principles and practice, 3 rd Edition, Jaico Publishing House, Jan.2011.		
3.	Griffin, R. W., Management, 11 th Edition, South-Western College Publication, January 2018.		
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 th Edition, Tata McGraw Hill Education Private Ltd., July 2020		
5.	Certo, S C. and Certo, T, Modern Management, 13 th Edition, Prentice Hall, January 2014.		
6.	Robbins, S and Coulter, M, 11 th Edition, Management, Prentice Hall, 11 th edition, January 2012		
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 st edition, 2020		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			L	M	M			
CO 2		S		S	S			
CO 3					M			
CO 4	M	M	M	M	M			
CO 5	M				M			S

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M			S	S
CO2	M		M	M	M
CO3	M	M		M	
CO4	M	M			M
CO5	M			M	M

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
C1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
C2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
C3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
C4	To recognize the principles and characteristics of the multivariate data analysis techniques.										
C5	To become familiar with the process of drafting a report that poses a significant problem										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Probability - Rules of probability-Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.							17	C1		
II	Research Methods: Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire -							10	C2		

	Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.		
III	Data Preparation and Analysis: Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis - Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson’s Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.	15	C3
IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis -Discriminant Analysis-Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO5, PO6	
CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO1, PO2, PO6	
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO1, PO2, PO5, PO6	
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO1, PO2, PO5, PO6	
CO5	Be able to present orally their research or a summary of another’s research in an organized, coherent, and compelling fashion.	PO1, PO3, PO4	
Reading List			
1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf		
2.	https://study.com/academy/topic/probability.html		
3.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview		
4.	https://hbr.org/1964/07/decision-trees-for-decision-making		
References Books			

1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGraw Hill, 12th Edition, 2012.
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S			S	S		
CO 2	S	S				S		
CO 3	S	S			S	S		
CO 4	S	S			S	S		
CO 5	S		S	S				

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1		S		S	
CO2		S	S	S	
CO3		S	S		
CO4		S	S		S
CO5		S		S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Managing Organizational Behaviour	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
C2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
C3	To throw light on Group Dynamics and Interpersonal Communication										
C4	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
C5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
SYLLABUS											

UNIT	Details	No. of Hours	Course Objectives
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour	12	C1
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: – Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.	12	C2
III	Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication	12	C3
IV	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4
V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
	Total	60	
Course Outcomes			

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO1, PO4, PO5, PO6
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO1, PO3, PO4, PO5, PO6
CO3	Have insights on Group Dynamics and Interpersonal Communication	PO1, PO3, PO4, PO5, PO6
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO2, PO3, PO4, PO5
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO1, PO4, PO5, PO6, PO8
Reading List		
1.	www.himpub.com	
2.	https://iedunote.com/organisational-behaviour	
3.	www.yourarticlelibrary.com/organisation/	
4.	Journal of Organizational Behaviour – wiley Online Library	
References Books		
1.	Prasad .L.M., Organizational Behaviour ,Sultan Chand and Sons, 2019	
2.	C.B.Guptha, A Textbook Of Organizational Behaviors ,S.Chand & Company,2019	
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.	
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.	
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.	
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M			M	M	S		
CO 2	S		M	S	S	L		
CO 3	M		M	S	M	M		
CO 4		S	M	S	S			
CO 5	S			L	L	S		S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M			M	M
CO2	M		S	M	M
CO3	M				M
CO4	S		S	S	M
CO5	M			M	M

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Accounting For Managers	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
C2	To enable the students to prepare, analyses and interpret financial statements										
C3	To acquaint the students with the tools and techniques of financial analysis										
C4	To enable the students to take decisions using management accounting tools.										
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS							12	C1		
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.							12	C2		
III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.							12	C3		
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.							12	C4		
V	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-							12	C5		

	making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software-Open Source.		
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO1, PO2, PO6, PO8	
CO2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO6, PO8	
CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO5, PO6	
CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO5, PO6	
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO1, PO2, PO5, PO6, PO8	
Reading List			
1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf		
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf		
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf		
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management		
References Books			
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.		
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.		
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited		
4.	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013		
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.		
6.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	M				S		L
CO 2	S	M				S		L
CO 3	S	S			S	S		
CO 4	S	S			S	S		
CO 5	S	S			S	S		S

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		S	S	
CO2	S		S	S	
CO3	S		S	S	
CO4	S		S	S	
CO5	S		S	S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Managerial Economics	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.										
C2	To understand the concept of utility and demand analysis and demand forecasting										
C3	To know about production function and market structure										
C4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.							12	C1		
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium							12	C2		
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.							12	C3		

IV	Macro Economic Variables – National Income-Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO1, PO2, PO3, PO4, PO6	
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO1, PO2, PO3, PO4, PO6	
CO3	Have better idea and understanding about production function and market structure	PO1, PO2, PO3, PO4, PO6	
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO1, PO3, PO6	
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO1, PO3, PO6	
Reading List			
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530		
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/? Courseid =4207		
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857		
4.	The Indian Economic Journal - SAGE Journals		
References Books			
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.		
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.		
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.		
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial		

	Economics, Wiley Publishers, 9 th Edition (2021)
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 th Edition, 2020.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S	M	S		S		
CO 2	S	S	M	S		S		
CO 3	S	S	M	S		S		
CO 4	S		S			S		
CO 5	S		S			S		

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S			S	S
CO2	S			S	S
CO3	S			S	M
CO4	S			S	S
CO5	S			S	M

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Legal Systems in Business	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To create knowledge and understanding on law of contracts										
C2	To describe about sale of goods and Negotiable instrument act										
C3	To have an overall understanding about partnership act and company law.										
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of							12	C1		

	Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.		
II	Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics	12	C2
III	Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.	12	C3
IV	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules- RTI Act 2005.	12	C4
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright	12	C5

	Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.		
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have knowledge on understandings on law of contract.	PO1, PO4, PO5, PO6	
CO2	Know the sale of Goods & Negotiable instrument act.	PO1, PO4, PO5, PO6	
CO3	Have understandings on partnership and company law	PO1, PO4, PO5, PO6	
CO4	Have familiarize with various labour laws.	PO1, PO4, PO5, PO6	
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO1, PO4, PO5, PO6	
Reading List			
1.	http://www.legalserviceindia.com/article/		
2.	http://www.freebookcentre.net/Law/Law-Books.html 2		
3.	https://www.mooc-list.com/course/business-law-wma		
4.	https://ilj.law.indiana.edu/		
References Books			
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.		
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.		
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 th Edition, Taxmann Publications Pvt. Ltd., 2012.		
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 th Edition, Taxmann Publications Pvt. Ltd., 2012.		
5.	Intellectual Property Laws, Universal Law Publishing, 2012.		
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 nd Edition, 2015.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S			S	S	S		
CO 2	S			S	S	S		
CO 3	S			S	S	S		
CO 4	S			S	S	S		
CO 5	S			S	S	S		

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M		M	M
CO2	M	M		M	M
CO3	M	M		M	M
CO4	M	M		M	M
CO5	M	S		M	S

Subject Code	Subject Name	C	a	t	e	ss	L	T	P	O	C	=	Marks
---------------------	---------------------	---	---	---	---	----	---	---	---	---	---	---	--------------

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to know about growth of entrepreneurship in India	PO4, PO7
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8
CO3	Obtain knowledge on new venture creation	PO6, PO7
CO4	Be able to prepare a business plan	PO7, PO8
CO5	Gain knowledge on various types of financing available for new ventures.	PO7, PO8
Reading List		
1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf	
2.	https://www.cengage.com/highered	
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum	
4.	The International Journal of Entrepreneurship and Innovation	
References Books		
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.	
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.	
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.	
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.	
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.	
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018 Pearson	

SEMESTER II

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Applied Operations Research	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
C3	To learn about various methods adopted in transportation and Assignments models.										
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										

C5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management	08	C1
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.	12	C2
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel’s approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.	12	C3
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.	18	C4
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point – Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO1, PO2	
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2	
CO3	Be well versed with the concept of transportation and Assignments models	PO1, PO2	
CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2	
CO5	Be imparted knowledge on the various methods of game model	PO1, PO2	

Reading List	
1.	www.cbom.atozmath.com
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf
3.	http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf
4.	https://www.journals.elsevier.com/operations-research-perspectives
References Books	
1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11 th Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3 rd Edition – Paperback, New Age International Publishers, 2018
5.	Taha, H.A., Operations Research: An Introduction, 10 th Edition, Pearson, 2019
6.	Vohra, N. D., Quantitative Techniques in Management, 5 th Edition, Tata McGraw Hill Education Pvt. Ltd., 2017.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S						
CO 2	S	S						
CO 3	S	S						
CO 4	S	S						
CO 5	S	S						

3-Strong 2-Medium 1-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	M		
CO2	M	S	M		
CO3	M	S	M		
CO4	M	S	M		
CO5	M	S	M		

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Resource Management	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To embark importance of HRM role, functions and need										
C2	To assimilate theoretical and practical implications of HRP										
C3	To critically use appropriate training tools										
C4	To analyze and implement an effective performance management										
C5	To extrapolate and design compensation management techniques										

SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.	12	C1
II	Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management	12	C2
III	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.	12	C3
IV	Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	12	C4
V	Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.	12	C5
	Total	60	
Course Outcomes			

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Gain an understanding of HRM policies and importance.	PO1 PO3 PO6
CO2	Implement appropriate HRP in workplace.	PO1 PO2 PO3 PO5
CO3	Apply feasible Training method and manage career progressions.	PO1 PO4 PO5 PO6 PO7 PO8
CO4	Demonstrate managing performance of human resources.	PO2 PO4 PO5 PO6
CO5	Design and justify compensation framework.	PO1 PO2 PO5
Reading List		
1.	https://businessjargons.com/performance-management.html	
2.	https://www.hr-guide.com/data/G400.htm	
3.	https://www.managementstudyguide.com/training-development-hr-function.htm	
4.	https://www.tandfonline.com/toc/rijh20/current	
References Books		
1.	Ashwathappa, K., Human Resource Management, 9 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.	
2.	Ivanecevich, J.M., Human Resource Management, 12 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.	
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 th Edition, Pearson India Pvt. Ltd., 2020.	
4	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 th Edition, Wiley India Pvt. Ltd., 2015.	
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 th Edition 2019.	
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 th Edition 2017.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		M			M		
CO 2	S	M	S		M			
CO 3	S			M	M	M	M	M
CO 4		S		M	S	S		
CO 5	S	M			M			

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	
CO2	S	S	S	S	

CO3	S	M	S	M	S
CO4	M	S		S	
CO5	S	M	S	M	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Marketing Management	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
C2	To provide with opportunities to analyze marketing activities within the firm.										
C3	To analyze and explore the buyer behavior pattern in marketing situations.										
C4	To understand the branding, pricing and strategies in marketing a product.										
C5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.							12	C1		
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.							12	C2		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics							12	C3		
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.							12	C4		
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle							12	C5		

	Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.		
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO1 PO2 PO6	
CO2	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO1 PO2 PO4 PO5 PO7	
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO1 PO2 PO3 PO5 PO7 PO8	
CO4	Think strategically about branding, pricing and marketing issues.	PO1 PO2 PO3 PO4 PO6 PO7 PO8	
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO3 PO4 PO7 PO8	
Reading List			
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/		
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html		
3.	https://www.ama.org/ama-academic-journals/		
4.	https://www.emerald.com/insight/publication/issn/0736-3761		
References Books			
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.		
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 st Edition, 2017		
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 th Edition, Pearson, 2022		
4.	Warren J. Keegan, Global Marketing Management, 8thEdition, Pearson, 2017.		
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 th Edition, McGraw-Hill, 2010.		
6.	Philip Kotler and Keven Lane Keller, Marketing Management, 15 th Edition, Pearson, 2015		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	M				M		
CO 2	S	M		M	M		S	
CO 3	S	S	M				S	S
CO 4	S	M	M			M	S	M

CO 5			S	S			M	M
------	--	--	---	---	--	--	---	---

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	
CO2	S	S	S	S	
CO3	S	S	S	S	S
CO4	S	S	S	S	S
CO5	S	S	S	S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Operations Management	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
C1	To understand the production function, production design & capacity planning,										
C2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
C4	To elucidate the importance and usefulness of work-study and quality control tools										
C5	To provide insights on service operations management and waiting line analysis.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.							12	C1		
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials							12	C2		

	Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.		
III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.	12	C3
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO1 PO2 PO6 PO7 PO8	
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO1 PO2 PO7 PO8	
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO1 PO2 PO3 PO6 PO7	
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1 PO2 PO3 PO6 PO7	
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO1 PO2 PO5 PO6 PO7	
Reading List			
1.	www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt		
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf		
3.	https://www.emerald.com/insight/publication/issn/0144-3577		
4.	https://www.inderscience.com/jhome.php?jcode=ijaom		

References Books	
1.	Ashwathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 rd Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1 st Edition, Wiley, 2022.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S				M	M	M
CO 2	S	S					M	M
CO 3	S	S	M			S	M	
CO 4	S	S	M			S	M	
CO 5	S	M	S			S	S	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	S
CO2	S	S	S	S	M
CO3	S	M	S	M	
CO4	S		S		M
CO5	S	M	S	M	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Financial Management	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
C2	To create awareness on the various investment techniques on the investment decision making.										
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
SYLLABUS											

UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioral Finance- Capital Market- Money Market- Micro Finance- Financial Information System.	12	C1
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.	12	C2
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.	12	C3
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.	12	C4
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO1 PO2 PO3 PO6 PO7	
CO2	Possess knowledge on investment decision making.	PO1 PO2 PO6 PO7	

CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO1 PO2 PO6 PO7
CO4	Have learnt the concept of capital structure and dividend	PO1 PO2 PO6 PO7
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1 PO2 PO6 PO7
Reading List		
1.	https://accountingexplained.com/managerial/capital-budgeting/	
2.	http://www.studyfinance.com/lessons/workcap/	
3.	Journal of International Financial Management & Accounting	
4.	The Management Accountant Journal - icmai-rnj.in	
References Books		
1.	S.N.Maheswari, Financial Management, Sulthan Chand & Sons, 15th Edition, 2019	
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.	
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.	
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019	
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.	
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S	M			M	S	
CO 2	S	M				M	M	
CO 3	S	S				M	M	
CO 4	S	M				S	M	
CO 5	S	M				S	M	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	
CO2	S	M	S	M	
CO3	S	M	S	M	
CO4	S	M	M	M	
CO5	S	S	M	M	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Strategic Management	Core	4	-	-	-	4	60	25	75	100

Course Objectives			
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.		
C2	To provide insights on how business is responsible socially and ethically.		
C3	To highlight on the environmental analysis framework.		
C4	To throw light on strategic formulation and strategic choice.		
C5	To understand strategic implementation and strategic control.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.	12	C1
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.	12	C2
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.	12	C3
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS	12	C4
V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	

CO1	Be able to frame vision and mission statements.	PO2 PO3 PO4 PO5 PO7 PO8
CO2	Be social and ethically responsible.	PO3 PO6 PO7 PO8
CO3	Possess insights on making environmental analysis.	PO1 PO2 PO3 PO5 PO6 PO7 PO8
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO1 PO2 PO3 PO5 PO6 PO7
CO5	Understanding strategic implementation and control.	PO1 PO2 PO4 PO5 PO6 PO7 PO8
Reading List		
1.	Strategic Management Journal – Wiley online Library	
2.	Journal of strategy and Management – Emerald Insight	
3.	Mastering Strategic Management – www.opentextbooks.org.hk	
4.	Mastering Strategic Management – www.saylor.org.	
References Books		
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.	
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.	
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.	
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.	
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.	
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		M	S	M		M	
CO 2			S		M		M	M
CO 3	S	M	S		M	M	S	M
CO 4	S	S	M		M	S	M	
CO 5	S	M		S	M	M	M	M

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	
CO2	M	M		S	S
CO3	S	S	S	S	S
CO4	S	S	S	S	
CO5	S	S	S	S	

Subject Code	Subject Name	U	a	t	e	ss	L	T	P	O	U	-	Marks
--------------	--------------	---	---	---	---	----	---	---	---	---	---	---	-------

	Porter's Diamond —General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU-PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC-Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).		
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	9	C4
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract-Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7	
CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7	
CO3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7	

CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
CO5	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8
Reading List		
1.	www.internationalbusinesscorporation.com	
2.	www.business-ethics.org	
3.	https://www.jstor.org/journal/jintebusistud	
4.	Journal of International Business and Management (JIBM)	
References Books		
1.	International Business: Competing in the Global Marketplace (SIE) 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)	
2.	International Business Fourth Edition By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)	
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.	
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.	
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.	
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S				S	S	M
CO 2	S	M	M	M		S	M	M
CO 3	S	S				M	M	M
CO 4	S	S		M	M	S	M	
CO 5	S	M				M		

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	
CO2	S	S		S	
CO3	S	S	M	S	
CO4	S	S		S	
CO5	S	S		S	

SEMESTER III

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Information Systems for Business	Core Indu	4	-	-	-	3	60	25	75	100

		stry Mod ule										
Course Objectives												
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making											
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.											
C3	To manage system applications and data to best support functional areas of business											
C4	To provide insights in securely managing database and information using the process of											
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace											
SYLLABUS												
UNIT	Details										No. of Hours	Course Objectives
I	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.										12	C1
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.										12	C2
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.										12	C3
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database-Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security-Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.										12	C4
V	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making,										12	C5

	Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.		
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn the importance of data and information in managerial decision making.	PO1 PO2 PO6 PO7	
CO2	Possess on the various IS and the its relevance to Organizational environment	PO1 PO2 PO3 PO6 PO7 PO8	
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1 PO2 PO4 PO6 PO7	
CO4	To study the various models and new technologies	PO1 PO2 PO6 PO7 PO8	
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1 PO2 PO4 PO6 PO7	
Reading List			
1.	Information Systems for Business and Beyond – open text books . site.		
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com		
3.	Information systems Journal – Wiley Online Library.		
4.	Information Systems management in Business and development organizations – Harekrishna Misra – PHI Learning.		
References Books			
1.	Azam, M., Management Information System, McGrawHill Education, 2012		
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11 th Edition, Pearson, 2010.		
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3 rd Edition, PHI, 2011.		
4.	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9 th Edition, Tata McGraw-Hill Education, 2009.		
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 rd Edition, Wiley India Pvt. Ltd., 2009.		
6.	Stair, R. and Reynolds, G., Information Systems, 10 th Edition, Cengage Learning, 2012.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S				S	S	
CO 2	S	S	S			S	S	S
CO 3	S	S		S		S	S	
CO 4	S	S				S	S	S
CO 5	S	S		S		S	S	

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	M	S	S	
CO2	S	S	S	S	
CO3	S	M	S	S	
CO4	S	M	S	S	
CO5	S	M	S	S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	EMPLOYABILITY SKILLS	Extra Disciplinary	3	-	-	-	2	45	25	75	100
Course Objectives											
C1	To learn about the employability skills										
C2	To understand dimensions of task oriented skills										
C3	To study on critical problem-solving techniques										
C4	To develop employability skills										
C5	To understand the logical and reasoning skills										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	INTRODUCTION TO EMPLOYABILITY SKILLS Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.							9	C1		
II	UNPACKING EMPLOYABILITY SKILLS Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.							9	C2		
III	INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.							9	C3		
IV	RESUME WRITING Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.							9	C4		
V	Arithmetic and Logical Reasoning Skills – Exercise.							9	C5		
Total							45				
Course Outcomes											

Course Outcomes	On completion of this course, students will;	
CO1	Acquire employability skills	PO4, PO6, PO7
CO2	understand dimensions of task oriented skills	PO4, PO6, PO7
CO3	study on critical problem-solving techniques	PO4, PO6, PO7
CO4	develop employability skills	PO4, PO6, PO7
CO5	understand the logical and reasoning skills	PO4, PO6, PO7
Reading List		
1.	https://www.jobjumpstart.gov.au/article/what-are-employability-skills	
2.	https://www.simplilearn.com/why-are-employability-skills-important-article	
3.	https://blog.hubspot.com/marketing/employability-skills	
4.	https://www.indeed.com/career-advice/finding-a-job/employability-skills	
References Books		
1.	Soft Skills, Dr. K. Alex	
2.	Winning Interview Skills, Compiled & Edited by J.K. Chopra.	
3.	A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.	
4.	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.	
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.	
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3		2		3		3		
CO 4				3	2	3	1	
CO 5				3		3		

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

SEMESTER IV

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Business Etiquette	Extra Disciplinary	-	-	2	-	2	45	25	75	100
Course Objectives											
C1	To analyze the Business etiquette at workplace										
C2	To determine the Principles of exceptional work behavior										

C3	To explore Tech etiquette in using various telecommunication devices and channels		
C4	To successfully handle Multi-cultural challenges		
C5	To ascertain sensitivity to new and emerging issues in etiquette		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.	6	C1
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.	6	C2
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines	6	C3
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	6	C4

V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects- Cultural Highlight: China-Cultural Highlight: India.	6	C5
Total		30	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Learn using business etiquette at work place	PO4, PO6, PO7
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7

Reading List

1.	https://accountingexplained.com/managerial/capital-budgeting/
2.	http://www.studyfinance.com/lessons/workcap/
3.	Journal of International Financial Management & Accounting
4.	The Management Accountant Journal - icmai-rnj.in

References Books

1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				2		2	2	
CO 3				2		2	2	
CO 4				2		2	2	
CO 5				2		2	2	

3-Strong 2-Medium 1-Low

SPECIALIZATION COURSES: FINANCE MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Corporate Finance	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To familiarize the students with the fundamental understanding of corporate finance.										
C2	To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.										
C3	To throw light on the investment techniques on the investment decision making										
C4	To educate the students on the various sources of international finance available to the Indian companies.										
C5	To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Corporate Finance: Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts.							09	C1		
II	Indian Capital Market – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI – Stock Markets - Equity– Debenture financing– Guidelines from SEBI, advantages and disadvantages							09	C2		
III	Investment Decision: Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation.							09	C3		
IV	Finance from international sources, – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions.							09	C4		
V	Foreign Collaboration – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax							09	C5		
Total							45				
Course Outcomes											

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the fundamentals of corporate finance.	PO1
CO2	Summarize the role of SEBI and the structure of Indian capital market.	PO1, PO3
CO3	Analyze the various investment techniques and the investment decision making.	PO1, PO2
CO4	Appraise the various sources of finance that are available to the Indian companies.	PO1, PO7, PO8
CO5	Categorize the various modes through which corporate can go international and multinational.	PO6, PO7

Reading List

1.	Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021
2.	Mike Piper, Corporate Finance made simple, Kindle Edition, 2020
3.	Journal of Corporate Finance, Elsevier
4.	The Review of Corporate Finance, Oxford Academic

References Books

1.	Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 12 th Edition, Paperback, Tata McGraw-Hill Publishers, 2018.
2.	Damodaran, A., Applied Corporate Finance, 4 th Edition, Wiley, 2015.
3.	Damodaran, A., Corporate Finance: Theory and Practice, 2 nd Edition Paperback, Wiley India Pvt Ltd., 2007.
4.	Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.
5.	Madura, J., International Corporate Finance, 10 th Edition, Cengage Learning, 2012.
6.	Viswanath, S., Cases in Corporate Finance, McGraw-Hill Education, 2009.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S							
CO 2	S		M					
CO 3	S	S						
CO 4	S						M	L
CO 5						M	S	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M				
CO2		S			
CO3		S		M	
CO4		S			

CO5	S				
-----	---	--	--	--	--

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.										
C2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.										
C3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.										
C4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.										
C5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.										
Syllabus											
UNIT	Details							No. of Hours	Course Objectives		
I	Investment - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.							9	C1		
II	Securities Market - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.							9	C2		
III	Fundamental Analysis - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis.							9	C3		

	Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.		
IV	Technical Analysis - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.	9	C4
V	Portfolio Management -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO1,PO2, PO6, PO7	
CO2	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO6, PO7	
CO3	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO7, PO8	
CO4	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	PO1,PO2, PO6, PO7	
CO5	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO1,PO2, PO6, PO7	
Reading List			
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015		
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009		
3.	The Journal of Portfolio Management, Springer		
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank		
References Books			
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.		
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.		
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.		
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.		
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.		
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.		

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S				S	S	
CO 2		S				M	L	
CO 3		S					L	L
CO 4	S	S				M	L	
CO 5	S	S				L	L	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		M		M
CO2	S		M		
CO3	S		M		
CO4	M		M		L
CO5	M		M		M

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Tax Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To make an understanding on the tax system										
C2	To enrich on taxation procedure under different heads of income.										
C3	To create awareness on deductions, set off and carry forwards in tax management.										
C4	To enable computation of taxable income.										
C5	To provide insight knowledge on direct tax system										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Income Tax Law – important concepts - Scheme of Taxation –types of Taxes, concept, objectives canons of Taxation and factors to be considered for Tax Planning - Tax exemption – Residential status–Tax free incomes.							9	C1		
II	Heads of Income – Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of Business of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources - basis of charge; chargeable incomes; specific							9	C2		

	deductions; amount not deductible; computation of taxable income from other sources.		
III	Deductions to be made in computing total income – Resales and Reliefs of Income tax–Taxation of Non-Residents. Income –tax Payment and Assessment-Tax deduction at source; advance tax; self-assessment tax assessment procedure - Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments –Regular and best judgment assessment revision, rectification and appeal, provision relating to interest and refund of tax.	9	C3
IV	Corporate Taxation - Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses. Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact, tax Provisions for Venture Capital Funds	9	C4
V	Wealth Tax and Other Direct Taxes- Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act. Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company/Venture Capital Funds.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Objectives	
CO1	State the basic concepts of tax management system in India.	PO1,PO2, PO3	
CO2	Discuss the taxation procedure involved under different heads of income.	PO1,PO2, PO3,PO6	
CO3	Calculate on the deduction procedures, set off and carry forward procedures.	PO1,PO2, PO3, PO6	
CO4	Analyze the ways to compute total taxable income.	PO1,PO2, PO7	
CO5	Prepare direct tax system	PO1,PO2, PO7	
Reading List			
1.	Direct Taxes Law and Practice, Vinld K Singhanian and Kapil Singhanian, Taxmann, 2021		
2.	Income Tax ready reckoner for 2021-22 e-book, Tax guru.		
3.	https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf		
4.	Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhanian, Taxmann		
References Books			
1.	StudentsGuidetoIncomeTaxbyDr.VinodK.SinghanianandMonicaSinghanian,Taxmann's flagship publication, Latest Edition.		

2.	Indirect Tax by VinodK. Singania Taxmann's flagship publication, Latest Edition
3.	Iyengar,AC.,Sampat Law of Income Tax. Allahabad, Bharat Law House. Latest Edition.
4.	Dr.H.C.Mehrotra, Dr.S.P Goyal, Jai Narain Vyas, Income tax and Indirect taxes, Sahitya Bhagwan Publications, Latest Edition.
5.	T.S.Reddy, Y.Hariprasad Reddy, Income Tax Theory, Law Practice, Margham Publishers, Latest Edition.
6.	Students Guide to Income Tax by Dr. VinodK. Singania and Monica Singania, Taxmann's flagship publication, Latest Edition.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S	M					
CO 2	S	S	M			S		
CO 3	S	S	M			S		
CO 4	S	S					S	
CO 5	S	S				S	S	

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		M	M
CO2	S	S		M	M
CO3	S	S		M	M
CO4	S	S		M	M
CO5	S	S		M	M

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.										
C2	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.										

C3	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.		
C4	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.		
C5	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI.	9	C1
II	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing–Post Issue Activities.	9	C2
III	Fee based financial services: Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation.	9	C3
IV	Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.	9	C4
V	Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;		
CO1	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	PO1, PO2	
CO2	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6, PO8	

CO3	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO3, PO4, PO7
CO4	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	PO1, PO2
CO5	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO1, PO2, PO6, PO7
Reading List		
1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011	
2.	Pathak Barthi, Indian Financial System, 5 th Edition, Pearson Education, 2018	
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate	
4.	Journal of Corporate Finance, Elsevier	
References Books		
1.	M.Y.Khan, Financial Services, TataMcGraw-Hill, 12th Edition, 2012	
2.	NaliniPravaTripathy, Financial Services, PHI Learning, 2011.	
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 nd Edition, 2010.	
4.	J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,	
5.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.	
6.	Sasidharan, Financial Services and System, TataMcgrawHill, New Delhi.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	M						
CO 2		S				S		M
CO 3			S	M			S	
CO 4	S	S						
CO 5	S	S				M	M	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S				
CO2		S		S	
CO3					
CO4				S	
CO5				S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total

	Derivatives Management	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To familiarize and enable the students to understand the fundamentals of Derivatives and its types.										
C2	To throw light on forward and futures contract.										
C3	To educate the students on Options.										
C4	To elucidate the various Option Pricing models.										
C5	To educate the students on the indices of various derivative instruments										
SYLLABUS											
UNIT	Details	No. of Hours	Course Objectives								
I	Introduction: Derivatives – Definition –Types – participants and functions- Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives, Risks in Derivatives.	9	C1								
II	Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts - Margin Requirements – Marking to Market – Hedging using Futures — Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.	9	C2								
III	Options -Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits -American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models –Differences between future and Option contracts.	9	C3								
IV	Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.	9	C4								
V	Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.	9	C5								
	Total	45									
Course Outcomes											
Course Outcomes	On completion of this course, students will;										Program Outcomes
CO1	List the fundamentals of Derivatives and its types.										PO1, PO2, PO6, PO8

CO2	Classify the Forward and Future Contracts.	PO1, PO2, PO6, PO8
CO3	Assess the Options.	PO1, PO2, PO6, PO8
CO4	Summarize the various Option Pricing models.	PO1, PO2, PO6, PO8
CO5	Generalize the knowledge on the indices of various Derivative Instruments.	PO1, PO2, PO6, PO8
Reading List		
1.	Aron Gottesman, Derivatives Essentials: An Introduction to Forwards, Futures and Options and Swaps, Wiley, 2016	
2.	Arkadev Chatterje, Robert A. Jarrow, An Introduction to Derivative Securities, Financial Markets, and Risk Management, World Scientific, Kindle Edition,	
3.	International Journal of Financial Markets and Derivatives, Inder science Publishers	
4.	Journal of Risk and Financial Management, MDPI	
References Books		
1.	Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 10th edition, 2015.	
2.	S.L. Gupta, Financial Derivatives, Theory, Concepts and Problems, PHI Learning 2nd edition, 2017	
3.	Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, Pearson, 10th Edition, 2018.	
4.	Patrick Boyle, Jesse McDougall, Trading and Pricing Financial Derivatives, De Gruyter, A Guide to Future, Options and Swaps, 2nd Edition, Publishers, 2018.	
5.	James A. Overdahl, Financial Derivatives, Wiley India Pvt. Ltd, 3rd Edition, 2014	

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S				M	M	
CO 2	S	S				M	M	
CO 3	S	S				M	M	
CO 4	S	S				M	M	
CO 5	S	S				M	M	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		S	S	M
CO2	S		S	S	M
CO3	S		S	S	M
CO4	S		S	S	M
CO5	S		S	S	M

Subject Code	Subject Name	U	A	T	L	T	P	O	U	I	Marks
---------------------	---------------------	----------	----------	----------	----------	----------	----------	----------	----------	----------	--------------

	Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).		
IV	Insurance: Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.	9	C4
V	General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;		
CO1	Understand, analyze and communicate on the Indian Financial System	PO1, PO2, PO6, PO7	
CO2	Explain the basics of Banking and the emergence of Banking in India and its lending practices	PO1, PO2, PO6, PO7	
CO3	Analyze the Digital Banking and the current trend in banking and new banking products and services	PO1, PO2, PO6, PO7	
CO4	Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.	PO1, PO2, PO6, PO7	
CO5	Categorize the knowledge and understanding on Marine, fire, home and medical insurances	PO1, PO2, PO6, PO7	
Reading List			
1.	Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2012		
2.	Natarjan. S, and Parameswaran. R, Indian Banking, S.Chand& Company		
3.	Journal of Banking and Finance, Elsevier		
4.	Indian Journal of Banking, Risk and Insurance, Pubishing India		
References Books			

1.	Bhattacharya,H., CreditAppraisalandLendingDecisions,OxfordUniversityPress,2nd Edition,2011.	Banking Strategy,
2.	IndianInstituteofBankingandFinance,PrinciplesandPracticesofBanking, MacmillanIndiaLtd, Fifth Edition,2015.	
3.	Maheshwari,S.N.andMaheshwari,S.K.,BankingLawandPractice,Kalyani Publishers,11 th Edition, 2014.	
4.	Muraleedharan,ModernBanking:TheoryandPractice,PHILearning, Second Edition, 2014.	
5.	Varshney,P.N.,BankingLawandPractice,SultanChandandSons, Edition, 2015.	fist
6.	Gopinath. M. N. -BankingPrinciples& Operations, Snow White Publications, 7 th Edition, 2021	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	S				S	S	
CO 2	S	S				S	S	
CO 3	S	S				S	S	
CO 4	S	S				S	S	
CO 5	S	S				S	S	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		M	
CO2	S	S		M	
CO3	S	S		M	
CO4	S	S		M	
CO5	S	S		M	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Behavioral Finance	Elective	3	-	1	-	4	4	25	75	100
Course Objectives											
C1	To enable the students to understand the basics of Behavioural Finance										
C2	To create awareness and understanding on the various theories of Behavioural Finance										
C3	To elucidate the students on the various financial decision theory paradoxes										
C4	To throw light on the non-behavioural finance through the extended knowledge on Efficient Market Hypothesis										

C5	To educate the students on arbitrage, risks in share trade and on contemporary financial issues.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction to Behavioral Finance: Introduction, Traditional vs Behavioural Theory, The Decision Making Process and Behavioural Biases, Limits to Arbitrage.	9	C1
II	Behavioural Finance Theory and Bubbles: Prospect Theory, SP/A Theory, Behavioural Portfolio Theory, Empirical and Statistical detection tests.	9	C2
III	Decision Theory Paradoxes: Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma, The Monty Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox.	9	C3
IV	Non-Behavioral Finance: Introduction - The roles of securities prices in the economy; Efficient markets hypothesis (EMH) – Definitions - EMH in supply and demand framework - Theoretical arguments for flat aggregate demand curve; Equilibrium expected return models.	9	C4
V	Demand by Arbitrageurs and Average Investors & Contemporary Issues: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation), Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment - contemporary behavioral finance issues	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Explain the basics of Behavioural Finance	PO1, PO2, PO6, PO8	
CO2	Compare and classify the awareness and understanding on the various theories of Behavioural Finance	PO1, PO2, PO6, PO8	
CO3	Categorize the various financial decision theory paradoxes	PO1, PO2, PO6, PO8	
CO4	Assess the non-behavioral finance through the extended knowledge on Efficient Market Hypothesis	PO1, PO2, PO6, PO8	
CO5	Estimate on arbitrage, risks in share trade and on contemporary financial issues.	PO1, PO2, PO6, PO8	
Reading List			

1.	Subrahmanyam, A. (2008). Behavioural finance: A review and synthesis. European Financial Management.
2.	Forbes, W. (2009). Behavioural finance. John Wiley & Sons.
3.	Kapoor, S., &Prosad, J. M. (2017). Behavioural finance: A review. Procedia computer science.
4.	Bloomfield, R. (2010). Behavioural finance. In Behavioural and Experimental Economics (pp. 32-41). Palgrave Macmillan, London.
References Books	
1.	Prasaanna Chandra, Behavioural Finance, 2 nd Edition, Paperback – 1, Mcgraw Hill, 2020
2.	Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Markets, Mcgraw Hill Education, 2017
3.	Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press, 2000
4.	Thomas Kliestik, Katerina Valaskova, and Maria Kovacova, Advances in Behavioural Finance and Economics, MDPI, 2021
5.	Singh Ranjit, Behavioural Finance, PHI Learning Pvt. Ltd., 2019
6.	Sujata Kapoor, Jaya MamtaProsad, Behavioural Finance, Sage Publications India Pvt. Ltd., 2019.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S				S		S
CO 2	S	S				S		S
CO 3	S	S				S		S
CO 4	S	S				S		S
CO 5	S	S				S		S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		M	S	S
CO2	S		M	S	S
CO3	S		M	S	S
CO4	S		M	S	S
CO5	S		M	S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Financial Modelling	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											

C1	To equip the students with the knowledge of different aspects of financial modelling and be familiar with using financial functions in a spreadsheet.		
C2	To gain an understanding of the valuation tools and techniques used in bond and equity valuation.		
C3	To design and construct useful and robust corporate modelling applications		
C4	To learn about the risk and return of a portfolio and how to measure them using different methods.		
C5	To acquaint the students with the fundamentals of derivative modelling and their application		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction to financial modelling & built-in functions using spread sheets -Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling - Introduction to Time value of money & Lookup array functions: FV, PV, PMT, RATE, NPER, Vlookup, Hlookup, if, countif, etc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortization modelling-Debenture redemption modeling.	9	C1
II	Bond & Equity Share Valuation Modelling -Bond valuation – Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation: Multiple growth rate valuation modelling with and without growth rates.	9	C2
III	Corporate Financial Modelling -Altman z score, bankruptcy modelling - indifference point modelling – financial break-even modelling -corporate valuation modelling (two stage growth) - business modelling for capital budgeting evaluation: payback period, npv, irr and mirr.	9	C3
IV	Portfolio Modelling -Risk beta and annualized return – security market line modelling – portfolio risk calculation (equal proportions) - portfolio risk optimization (varying proportions) - portfolio construction modeling.	9	C4
V	Derivative Modelling - option pay off modelling: long and short call & put options -option pricing modeling (b-s model) - optimal hedge contract modeling	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Identify the relevance of financial models for various corporate finance purposes.	PO1, PO2, PO6, PO8	
CO2	Estimate the securities by using the modelling techniques	PO1, PO2, PO6, PO8	

CO3	Calculate efficient financial budgeting and appraise the equity value of a company by applying various methods.	PO1, PO2, PO6, PO8
CO4	Assess the evaluation of securities through the tools and techniques of portfolio models	PO1, PO2, PO6, PO8
CO5	Appraise the aptitude of analyzing the investment decision-based on derivatives.	PO1, PO2, PO6, PO8
Reading List		
1.	Kienitz, J., & Wetterau, D. (2013). Financial modelling: Theory, implementation and practice with MATLAB source. John Wiley & Sons.	
2.	Spronk, J., & Haller bach, W. (1997). Financial modelling: Where to go? With an illustration for portfolio management. european Journal of operational research.	
3.	Tankov, P. (2003). Financial modelling with jump processes. Chapman and Hall/CRC.	
4.	Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to Applied.	
References Books		
1.	Wayne L Winston," Microsoft Excel 2016-Data Analysis and Business Modelling", PHI publications, (Microsoft Press), New Delhi,2017.	
2.	Chandan Sen Gupta," Financial analysis and Modelling –Using Excel and VBA", Wiley Publishing House ,2014'	
3.	Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015	
4.	Ruzhbeh J Bodanwala , "Financial management using excel spread sheet", Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015.	
5.	Benninga, Simon. Principles of Finance with Microsoft Excel, 2nd Edition, 2011	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S				S		S
CO 2	S	S				S		S
CO 3	S	S				S		S
CO 4	S	S				S		S
CO 5	S	S				S		S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		S	S	S
CO2	S		S	S	S
CO3	S		S	S	S
CO4	S		S	S	S
CO5	S		S	S	S

Subject Code	Subject Name	U	a	t	L	T	P	O	U	I	Marks
---------------------	---------------------	----------	----------	----------	----------	----------	----------	----------	----------	----------	--------------

	Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications Microfinance: Consumer Credit - Factoring and Forfaiting		
IV	Credit rating & Securitization: Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs. Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.	9	C4
V	Depositories & Contemporary Issues Depository services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role- Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Estimate the Indian financial systems and its regulators	PO2, PO8	
CO2	Summarize the listing and trading securities, Risk management in BSE & NSE, Index management.	PO2, PO8	
CO3	Explain the leasing and hire purchase	PO2, PO8	
CO4	Prioritize the credit rating and securitization	PO2, PO8	
CO5	Summarize the depositories & contemporary Issues	PO2, PO8	
Reading List			
1.	Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. The Quarterly Review of Economics and Finance.		
2.	Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. World development.		
3.	Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. Review of Quantitative Finance and Accounting.		
4.	Micu, I., & Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. SEA-Practical Application of Science.		
References Books			
1.	Khan M.Y, Financial Services, 8th edition, Mcgraw Hill ,2015,.		
2.	K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008.		

3.	Jeff Madura, Financial Institutions and Markets, 10th Edition, Cengage Learning, 2014..
4.	Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4th edition, McGraw-Hill Education, 2014.
5.	Madhu Vij, Swati Dhawan, Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011.
6.	Tripathy, Nalini Prava, Financial Services, PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		S						S
CO 2		S						S
CO 3		S						S
CO 4		S						S
CO 5		S						S

S – Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1				S	S
CO2				S	S
CO3				S	S
CO4				S	S
CO5				S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Financial Planning and Wealth Management	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To give clarity on the concept of Personal Financial Planning										
C2	To acquire knowledge on the process of Comprehensive Financial Planning										
C3	To understand the concept of Insurance & Retirement Planning										
C4	To throw light on the Concept of Wealth Management										
C5	To provide knowledge on tax planning & issues										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Personal Financial Planning - Financial Planning – Meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget -							9	C1		

	Estimating financial goals - Financial Planning Delivery Process.		
II	Comprehensive Financial Planning - The role of debt and financial pressure from debt - Debt counselling. Investment for Liquidity and Financial Goals. Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios	9	C2
III	Insurance Planning & Retirement Planning - Insurance Planning – Need of life and non-life insurance, life insurance need analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, retirement products.	9	C3
IV	Wealth Management - Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories - Types of Service Mandates; Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs. Understanding the Client Segmentation; Segmentation based on Personality, Age and way of accumulation, Risk & return preferences - Client Engagement; Client profiling, targeting and Building relationships - Finding HNI Clients; Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family Asset Allocation: Advising the optimal portfolio and the corresponding asset allocation. Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.	9	C4
V	Tax Planning & Contemporary Issues Indian Tax Laws for investment and Wealth Management - Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Express the concept of Personal Financial Planning	PO4	
CO2	Demonstrate the process of Comprehensive Financial Planning	PO4	
CO3	Explain the concept of Insurance & Retirement Planning	PO6, PO7, PO8	

CO4	Assess the concept of Wealth Management	PO6, PO7, PO8
CO5	Appraise on the tax planning & issues	PO6, PO7, PO8
Reading List		
1.	Kochis, S. T. (2006). Wealth Management: A Concise Guide to Financial Planning and Investment Management for Wealthy Clients. CCH.	
2.	Danes, S. M., Huddleston-Casas, C., & Boyce, L. (1999). Financial planning curriculum for teens: Impact evaluation. Journal of Financial Counseling and Planning.	
3.	Hanna, S. D., & Lindamood, S. (2010). Quantifying the economic benefits of personal financial planning. Financial Services Review.	
4.	Wu, C. R., Lin, C. T., & Tsai, P. H. (2010). Evaluating business performance of wealth management banks. European journal of operational research,.	
References Books		
1.	Dun, Bradstreet , Wealth Management, Tata Mcgraw Hill, India, 2009.	
2.	JoydeepSen - Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers & Distributors Limited, 2020	
3.	Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook (2012)	
4.	Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA	
5.	G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA	
6.	Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors, Wiley.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S				
CO 2				S				
CO 3						S	S	S
CO 4						S	S	S
CO 5						S	S	S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1				S	S
CO2				S	S
CO3				S	S
CO4				S	S
CO5				S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total

	Fixed Income Securities	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To orient students about bond and money market instruments										
C2	To provide inputs on term structure, interest rates and bond price volatility										
C3	To impart knowledge on fixed income portfolio management										
C4	To enable them understand the concept of hedging										
C5	To enlighten the students on securitization and contemporary issues in securities management.										
SYLLABUS											
UNIT	Details	No. of Hours	Course Objectives								
I	Bond and Money market instruments: Bonds, market participants, Money market instruments - Organization of Government Bond market and role of RBI in Government Securities. Bond Prices and Yields: Pricing of bonds - Time value of money - nominal Vs. Real interest rates, coupon rate and current yield, zero coupon rate. Supply and demand of bonds. Changes in equilibrium interest rates.	9	C1								
II	Term structure of interest rates: classical theories of term structure - Yield curve, zero coupon bond yield curve. Bond price volatility – Price sensitivity – Bond Price Immunization - measurement of duration, modified duration – convexity measurement. Factors influencing Yield. Term structure of Interest rates – spread, corporate debt instruments.	9	C2								
III	Active and Passive Bond Portfolio construction - Management strategies. Indexing-bond indices. Setting portfolio objectives, interpreting portfolio parameters and performance measurement	9	C3								
IV	Swaps and futures, Credit derivatives – credit default swaps, plain vanilla options and more exotic derivatives	9	C4								
V	Mortgage-backed securities – collateral mortgage obligations, Asset Backed Securities-Collateral debt obligations	9	C5								
	Total	45									
Course Outcomes											
Course Outcomes	On completion of this course, students will;										Program Outcomes
CO1	Identify the bond and money market instruments										PO1, PO2, PO6
CO2	Summarize the concepts of term structure, interest rates and bond price volatility										PO1, PO2, PO6, PO8
CO3	Compare and contrast the fixed income portfolios										PO1, PO2, PO6, PO8
CO4	Appraise the hedging contracts done										PO1, PO2, PO6, PO8
CO5	Formulate the management of securities.										PO1, PO2, PO6, PO8
Reading List											
1.	Tuckman, B., & Serrat, A. (2011). Fixed income securities: tools for today's markets. John Wiley & Sons.										

2.	Martellini, L., Priaulet, P., & Priaulet, S. (2003). Fixed-income securities: valuation, risk management and portfolio strategies (Vol. 237). John Wiley & Sons.
3.	Fabozzi, F. J. (2008). Fixed income securities. John Wiley and Sons.
4.	Veronesi, P. (2010). Fixed income securities: Valuation, risk, and risk management. John Wiley & Sons.
References Books	
1.	Frank J. Fabozz, Bond Markets, Analysis and Strategies, 9th edition, Pearson India, 2012.
2.	Moorad Choudhry, Masek old rich, Fixed Income Markets: Instruments, Applications, Mathematics, 2nd edition, Wiley Finance Series, 2014.
3.	Fabozzi, F. J, Fixed income securities, 8th edition, Wiley, 2012.
4.	Choudhry, M, Fixed-income Securities and Derivatives Handbook, 2nd edition, Wiley, 2010.
5.	Martellini, L, Priaulet, P, Priaulet. S, Fixed-income securities: valuation, risk management and portfolio strategies, Wiley 2005.
6.	Veronesi. P, Fixed income securities: Valuation, risk, and risk management, 1 st edition, Wiley.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S				S		
CO 2	S	S				S		S
CO 3	S	S				S		S
CO 4	S	S				S		S
CO 5	S	S				S		S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1			M	S	S
CO2			M	S	S
CO3			M	S	S
CO4			M	S	S
CO5			M	S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Fintech and Investment Analysis	Elective	-	-	3	-	3	3	25	75	100
Course Objectives											

C1	To acquire knowledge on validating the performances of various asset classes and simulate and provide reasoning on the validation		
C2	To study the performances of exchanges traded in Indian Market		
C3	To simulate and critically validate the performance of momentum strategy for financial sectors		
C4	To simulate the performance of value investing strategy and construct a portfolio		
C5	To study the emerging FinTech players in India		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	<p>Lab Experiment 1 Simulate and critically validate the performance of various asset classes - Stock (Reliance, HDFC Bank as an example), Gold and Bonds (Government Securities as an example), in terms of Return, Risk, Sharpe Ratio, over the time period 2011 till current date</p> <p>Lab Experiment 2 Based on the results in Lab experiment 1, provide the reasoning as to why a particular asset class have a higher Risk/Standard deviation as compared to others</p> <p>Lab Experiment 3 Simulate and provide reasoning, with examples on how asset allocation across asset classes reduces risk/standard deviation of the portfolio</p>	9	C1
II	<p>Lab Experiment 4 Study the performance of Exchange Traded Funds in Indian Market, critically evaluate the performance of ETF and market penetration of ETF's in India</p> <p>Lab Experiment 5 Study the performance of Large Cap ETF's, vs Gold ETF from the time period 2011 to till Date</p> <p>Lab Experiment 6 Construct a portfolio with leverage, for a time period 2015 to till date and study how leverage impacted the performance of the portfolio</p> <p>Lab Experiment 7 Constructed a market neutral hedged portfolio for NIFTY50 benchmark, validate the performance from 2016 to till date</p>	9	C2
III	<p>Lab Experiment 8 Simulate and critically validate the performance of Momentum strategy for Financial Sectors, validate the performance for the time period 2011 till 2014</p> <p>Lab Experiment 9 Simulate the performance of market neutral Momentum strategy for NIFTY50, evaluate the results for the period 2011 till date</p> <p>Lab Experiment 10 Simulate the performance of market neutral momentum strategy for sectors - Industrials, Technology, Energy and</p>	9	C3

	Communications, provide the reasoning performance of the strategy		
IV	<p>Lab Experiment 11 Simulate the performance of Value Investing strategy, using Book to Market, Earnings to Price and evaluate the results for the period 2014 to till date</p> <p>Lab Experiment 12 Construct a portfolio with the combination of Momentum and Value Strategy, evaluate the performance of the portfolio for the period 2014 till date</p> <p>Lab Experiment 13 Compute the valuation of the Tata Consultancy Services using discounted cash flow approach</p> <p>Lab Experiment 14 Compute the valuation of a FinTech start-up using the discounted cashflow approach</p>	9	C4
V	<p>Lab Experiment 15 Study the emerging FinTech players in India and United States and provide reasoning on the importance of customer experience in building the product</p> <p>Lab Experiment 16 Study the role of Government agencies and the FinTech eco-system in promoting the growth of FinTech sector in India</p> <p>Lab Experiment 17 Study how “Payments” landscape have evolved in India, China and United States Market, articulate your reasoning the growth in these markets and with adoption due to newer technologies</p> <p>Lab Experiment 18 Study how “Asset Management & Investment Management” industry. Have evolved in India and United States market, articulate with reasoning on the changing business landscape</p>	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Recall on validating the performances of various asset classes and simulate and provide reasoning on the validation	PO1, PO2, PO8	
CO2	Explain the knowledge on the performances of exchanges traded in Indian Market	PO1, PO2, PO6, PO8	
CO3	Appraise on simulating and critically validating the performance of momentum strategy for financial sectors	PO1, PO2, PO6, PO8	
CO4	Assess on simulating the performance of value investing strategy and construct a portfolio	PO1, PO2, PO6, PO8	
CO5	Develop on evaluating the emerging FinTech players in India	PO1, PO2, PO6, PO8	
Reading List			

1.	Puschmann, T. (2017). Fintech. Business & Information Systems Engineering,.
2.	Goldstein, I., Jiang, W., & Karolyi, G. A. (2019). To FinTech and beyond. The Review of Financial Studies.
3.	Brennan, M. J., & Subrahmanyam, A. (1995). Investment analysis and price formation in securities markets. Journal of financial economics.
4.	Chandra, P. (2017). Investment analysis and portfolio management. McGraw-hill education.
References Books	
1.	Osterwalder, A. – Pigneur, Y. (2010): Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. New York: John Wiley & Sons
2.	Van der Kleij, E., Tech Giants Becoming Non-Bank Banks. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries , 2016
3.	Bhandari, M.: India and the Pyramid of Opportunity. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, 2016
4.	Prasanna Chandra, Investment Analysis and Portfolio Management, 5 th Edition, Tata McGraw Hill. 2017
5.	Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty, Investments, 11 th Edition, Tata Mc Graw Hill, 2019
6.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S						S
CO 2	S	S				S		S
CO 3	S	S				S		S
CO 4	S	S				S		S
CO 5	S	S				S		S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S			S	S
CO2	S		S	S	S
CO3	S		S	S	S
CO4	S		S	S	S
CO5	S		S	S	S

Subject Code	Subject Name	U	S	L	T	P	O	U	I	Marks
--------------	--------------	---	---	---	---	---	---	---	---	-------

CO4	Appraise the cross-border investment decisions	PO1, PO2, PO6, PO7, PO8
CO5	Generalize on multinational financing institutions and contemporary issues	PO1, PO2, PO6, PO7, PO8
Reading List		
1.	Madura, J. (2020). International financial management. Cengage Learning.	
2.	Apte, P. G., &Kapshe, S. (2020). International Financial Management . McGraw-Hill Education.	
3.	Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis.	
4.	Eun, C. S., & Resnick, B. G. (2010). International Financial Mgmt 4E. Tata McGraw-Hill Education.	
References Books		
1.	Machi Raju International Financial Management, Third Edition, HPH, 2016.	
2.	V. A Avadhani, International Financial Management, Second Edition, HPH, 2011	
3.	Eiteman&Stonchill, “Multinational Business Finance”, 12 th Edition, Pearson, 2010	
4.	Cheol Eul& Bruce Resnick, International Financial Management, 7 th Edition, China Machine Press, 2016.	
5.	V.K.Bhalla. “International Financial Management for the Multinational Firm”,4 th Edition, S Chand,.2014	
6.		

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						S		S
CO 2	M	S				S	S	S
CO 3	M	S				S	S	S
CO 4	M	S				S	S	S
CO 5	M	S				S	S	S

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO’s and CO’s

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S			S	S
CO2	S		S	S	S
CO3	S		S	S	S
CO4	S		S	S	S
CO5	S		S	S	S

Subject Code	Subject Name	U	a	r	L	T	P	O	U	I	Marks
---------------------	---------------------	----------	----------	----------	----------	----------	----------	----------	----------	----------	--------------

	strategies – Credit VaR - Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation etc. - Credit default swaps (CDS). Sovereign Credit Rating – Rating - Probability of Default (PD) – LGD - Stress testing - Early Warning - Scenario Building etc.,		
V	Operational risk & technology risk and contemporary issues: Operational risk- definition- types- events. Operational risk management practices- approaches- organizational setup- responsibilities. Identification- measurement- monitoring- mitigation- internal audit. Strategies to mitigate operational risk. Technology risk: Identification of the drivers and strategies to mitigate the technology risk - Contemporary risk management practices in Indian Banks.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understanding risk, risk management, Role of CFO in mitigating risk in banks		
CO2	critically assess market risk & exchange rate risk		
CO3	Assess the interest rate risk & liquidity risk		
CO4	Able to Estimate the credit risk		
CO5	Formulate on the operational & Technology risk and other contemporary issues		
Reading List			
1.	Raghavan, R. S. (2003). Risk management in banks. Chartered Accountant-New Delhi.		
2.	Oluwafemi, S., Simeon, A. O., & Olawale, O. (2013). Risk management and financial performance of banks in Nigeria.		
3.	Adeusi, S. O., Akeke, N. I., Adebisi, O. S., & Oladunjoye, O. (2014). Risk management and financial performance of banks in Nigeria. Risk Management.		
4.	Saiful, S., & Ayu, D. P. (2019). Risks management and bank performance: The empirical evidences from indonesian conventional and islamic banks. International Journal of Economics and Financial Issues.		
References Books			
1.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.		
2.	Padmalatha Suresh, Justin Paul, Management of Banking and Financial Services, 3rd edition, Pearson Education, India, 2014.		
3.	Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning, 2015.		
4.	Michel Crouhy, Dan Galai, Robert Mark, The Essentials of Risk Management, McGraw Hill, 2014.		
5.	John Hull, Risk Management and Financial Institutions, Wiley, 2012.		
6.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.		

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1								
CO 2								
CO 3								
CO 4								
CO 5								

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S			S	S
CO2	S		S	S	S
CO3	S		S	S	S
CO4	S		S	S	S
CO5	S		S	S	S

SPECIALIZATION COURSES: MARKETING MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Advanced Marketing Research and Consumer Behaviour	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
C1	To create an understanding of market research concepts.										
C2	To create awareness of sampling techniques and its implications on market research.										
C3	To throw light on models of consumer behavior.										
C4	To foster knowledge on determinants of consumer behavior.										
C5	To create awareness on the consumer decision-making process.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.							7	C1		
II	Sampling: Sampling Techniques – Sample Size							9	C2		

	Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research.		
III	Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel- Blackwell-Miniard Model, Environment influences on Consumer: Culture – Social Class – Social Groups – Family– Personal Influence and Opinion Leadership.	8	C3
IV	Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change. Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.	9	C4
V	Multivariate analysis: Discriminant analysis, Factor analysis, Conjoint analysis, Cluster analysis - Multidimensional scaling and Multiple Regression - Model Building, Data Visualization Tools – Usage of forecasting techniques - Time Series Analysis, ARIMA.	12	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the basic concepts of marketing research.	PO1,PO2,PO4,PO8	
CO2	Understand the complexity of sampling techniques and its implications on market research.	PO1,PO2,PO4, PO6,PO8	
CO3	Have insights on models of consumer behavior and helps them to develop models.	PO1,PO2,PO5,PO6	
CO4	Possess knowledge on determinants of consumer behavior.	PO1,PO4,PO5,PO6, PO8	
CO5	Have insights on consumer decision process.	PO1,PO2, PO3,PO5,PO6	
Reading List			
1.	Suja R. Nair , Consumer Behaviour & Marketing Research, Himalaya Publishing, 2015		
2.	S. Sumathi, P. Saravanel,Consumer Behaviour & Marketing Research , S.Chand,2003		
3.	Rajendra Nargundkar ,Marketing Research: Text and Cases .Tata Mc Graw Hill , 2017		
4.	G.C.Beri, Marketing Research ,Tata Mc Graw Hill,2013		
References Books			
1.	Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11 th Edition, Pearson, 2015.		
2.	Naresh K.Malhotra and Satyabhusan., Marketing Research, 7 th Edition, Pearson, 2019.		
3.	Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7 th Edition, Pearson. 2020.		

4.	Majumdar, Ramanuj, Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020.
5.	S. Ramesh Kumar., Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2 rd Edition, 2021.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M			M			L
CO 2	M	M		M		M		M
CO 3	M	M			M	M		
CO 4	M			M	M	M		L
CO 5	M	M	M		M	M		

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M		M		M
CO2	M		M		M
CO3	M		M	S	
CO4	M		M	S	M
CO5	M		M	M	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Advertising Management and Sales Promotion	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To introduce students to advertising fundamentals										
C2	To impart knowledge on advertising media and budget.										
C3	To orient students on advertising agencies and its operations.										
C4	To make students understand sales promotion campaigns.										
C5	To enable students understand the relevance of sales promotion										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.							7	C1		
II	Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning.							10	C2		

III	Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.	10	C3
IV	Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.	10	C4
V	Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.	8	C5
Total		45	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess knowledge and good understanding on the fundamentals of advertising	PO5, PO6
CO2	Have good understanding and knowledge on advertising media and budget	PO1,PO2,PO5, PO4, PO6
CO3	Have good orientation on advertising agencies and its operations.	PO5, PO6,PO8
CO4	Understand sales promotion campaigns.	PO5, PO6,PO8
CO5	Understand the relevance of sales promotion	PO4, PO5,PO6

Reading List

1.	S A Chunawalla, Advertising Management and Sales Promotion, Himalaya Publishing, 2015
2.	Vv Rathna & S L Guptha, Advertising and Sales Promotion Management, Sultan Chand, 2011
3.	S H H Kazmi & Satish Batra, Advertising and Sales Promotion Management, Excel Books, 2008
4.	Mishra M N ,Sales Promotion and Advertising Management , Mishra M N, Himalaya Publishing 2015

References Books

1.	Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12 th edition, McGraw Hill Education, 2021
2.	Advertising, Promotion, and other aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.
3.	Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4 th Edition, Oxford University Press, 2012.
4.	Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8 th Edition, Cengage Learning India, 2012.
5.	Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition, Tata McGraw-Hill Education, 2009.
6.	Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
--	------	------	------	------	------	------	------	------

CO 1					S	M		
CO 2	S	M			S	M		
CO 3					S	M		S
CO 4					S	M		S
CO 5				M	M	S		

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M			S	
CO2	M		M	S	
CO3	M			S	
CO4	S			M	
CO5	S			M	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Sales and Distribution Management	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
C1	To introduce students to sales management and its related software										
C2	To impart knowledge on sales performance strategies and tactics.										
C3	To acquaint students with sales forecasting techniques, sales quotas and sales force planning										
C4	To provide inputs on sales force staffing, training and sales audit.										
C5	To orient students on role of distribution in sales management										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction, Nature, Concepts and Scope - Organization Framework of The Field Sales Force - Sales force Automation - Types of Field Sales Organizations – Career in Field Sales Management. Field – Emerging trend in Sales Management - Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force. Software application in Sales management. Sales Management Process.							9	C1		
II	Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales							9	C2		

	Performance Standards –Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Review of Training and Staffing Programmes.		
III	Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.	9	C3
IV	Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior- Training and Development of Sales force. Sales Training Process, Designing Training Content- Training for Different sales personnel, Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs.	9	C4
V	Distribution: Role of Distribution in the Marketing Mix Distribution center network, suppliers milk run, supply tracking, network configuration, quality control monitoring; Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport. Organization, Machines, Procedures and Documentation- Policies; Role of Transport; Transport in emergencies; safety and security of goods- Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution- Channel Information System- Designing a Channel information system. Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution- Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand sales management and its related software	PO4, PO6	
CO2	Know sales performance strategies and tactics.	PO1,PO2, PO6	

CO3	Understand sales forecasting techniques, sales quotas and sales force planning	PO4, PO6,PO7
CO4	Know the concepts of sales force staffing, training and sales audit.	PO5, PO6
CO5	Have knowledge on the role of distribution in sales management	PO6,PO7
Reading List		
1.	Dr.S.S.Guptha, Sales and Distribution Management – Text and Cases an Indian Perspective,Laxmi Publications Pvt Ltd; 2018	
2.	Pingali Venugopal ,Sales and Distribution Management: An Indian Perspective, Sage, 2008	
3.	Ramendra Singh , Sales And Distribution Management,Vikas Publishing , 2016	
4.	Tapan K. Panda , Sales and Distribution Management ,Oxford University Press,2011	
References Books		
1.	Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.	
2.	Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution Management ISBN: 9780199499045, Oxford University Press, 2019.	
3.	Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Publications, 2008.	
4.	Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10 th Edition, Wiley India Pvt. Ltd., 2011.	
5.	Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill Education, 2011.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2	M	M				S		
CO 3				M		S	M	
CO 4					M	S		
CO 5						M	S	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M			M	
CO2	M		M	S	
CO3	M	M	S	S	
CO4	M	L		M	
CO5	M	M		S	

Subject Code	Subject Name	⌂	↩	⌂	L	T	P	O	⌂	—	Marks
---------------------	---------------------	---	---	---	----------	----------	----------	----------	---	----------	--------------

	Taking Indian Brands Global.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand brand equity & assess the equity of a brand by applying brand equity models	PO4, PO7	
CO2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	PO1, PO2, PO6	
CO3	Possess the ability to develop a comprehensive go to market strategy for a brand	PO4, PO6, PO7	
CO4	Evaluate various architecture types & examine brand extension strategies for success	PO1, PO4	
CO5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	PO5, PO6, PO7	
Reading List			
1.	Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2 nd Edition, 2013		
2.	Brand Management, Palgrave Mcmillan, 2021		
3.	Journal of brand management, Palgrave Macmillan		
4.	Journal of Product & brand Management ,Emerald Publishing		
References Books			
1.	Aaker, D., Building Strong Brands, Simon & Schuster, 2010.		
2.	Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.		
3.	Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.		
4.	Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.		
5.	Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.		
6.	Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S			S	
CO 2	S	M				M		
CO 3				S		M	S	
CO 4	S			M				
CO 5					M	M	M	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M			
CO2	M			M	M
CO3	M		M	M	

CO4	M	M		S	
CO5	M	M		M	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Industrial Marketing	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
C1	To understand the environment of Industrial Marketing.										
C2	To create awareness and understanding of the Organizational buying process.										
C3	To provide insights about industrial marketing opportunities.										
C4	To have an idea and awareness about Business marketing strategy.										
C5	To get familiar about customer relationship management practices and strategies.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	The Environment of Industrial Marketing: A Business Marketing perspective - The Industrial Market: Perspective on the organization buyer.							9	C1		
II	Organizational Buying Process: Dimensions of Organizational Buying - Organizational Buying Behaviour.							9	C2		
III	Assessing Marketing Opportunities: Business Marketing Intelligence - Segmenting the Organizational Market - Organizational Demand Analysis: Measuring Market Potential and Sales Forecasting.							9	C3		
IV	Business Marketing Strategy: Business Marketing Planning: Strategic Perspective - Managing the Business Product Line - Business Marketing Channels - Business Pricing Function - Advertising Sales Promotion and Personal Selling Function - Controlling Industrial Marketing Strategy.							11	C4		
V	Customer Relationship Management: Managing your customer service/sales profile - Choosing your CRM strategy - Tools for capturing customer information - Managing Relationships through conflict.							7	C5		
Total							45				
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Be aware of the environment of industrial marketing.							PO4, PO6			
CO2	Possess knowledge of the organizational buying process.							PO2, PO6, PO7			
CO3	Have insights on industrial marketing opportunities.							PO6, PO7			
CO4	Learn business marketing strategy.							PO6, PO7			

CO5	Have better understanding on customer relationship management.	PO4,PO6,PO7
Reading List		
1.	Milind T.Phadtare ,PHI,Kindle	
2.	Hory Sarkar Mukerjee, Industrial Marketing ,Kindle	
3.	Journal of Business and Industrial Marketing,Emerald Group Publishing	
4.	International Journalmof Industrial Marketing,Macrothink Institute,USA	
References Books		
1.	Phadtare, Milind T., Industrial Marketing, Prentice-Hall, 2 nd edition, 2021.	
2.	Basu, S.K., Sahu, K. C. , Rajiv, B., Industrial Organization and Management, Prentice-Hall, 1 st edition, 2021.	
3.	Francis Cherunilam., Industrial Marketing Text and Cases, 1 st edition, Himalaya Publishing House, 2022.	
4.	Biemans, W.G., Business to Business Marketing; A Value-driven approach, 1 st edition, McGraw-Hill Education, 2010.	
5.	Ghosh, P.K., Industrial Marketing, 1 st edition, Oxford University Press, 2005.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2		M				S	M	
CO 3						S	M	
CO 4						M	M	
CO 5				S		M	M	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M				
CO2		M		M	
CO3	M	M			
CO4	S	M			
CO5	M	S			

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Services Marketing	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Services marketing and Service Sector										
C2	To provide insights on Marketing Mix In Service Marketing										
C3	To throw light on Effective Management Of Service Marketing										

C4	To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing		
C5	To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.	9	C1
II	Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.	9	C2
III	Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.	9	C3
IV	Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality	9	C4
V	Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector	PO4,PO7	
CO2	Possess knowledge on Marketing Mix in Service Marketing	PO6	
CO3	Have insights on Effective Management of Service Marketing	PO6,PO7	

CO4	Learn Quality of Services,GAPS and factors influencing Services Marketing	PO6
CO5	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism,Professional Service, Public Utility Services & Educational Services	PO4, PO5, PO6, PO7
Reading List		
1.	R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI, Edition, 2014	
2.	Jayantha Chatterjee Christopher Lovelock, Pearson, 2017, Kindle	
3.	Journal of services marketing, Emerald Insight	
4.	Journal of service management, Emerald Group Publishing Ltd	
References Books		
1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4th Edition, Cengage Learning, 2011.	
2.	Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rd Edition, Wiley India, 2011.	
3.	Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.	
4.	Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7th Edition, Pearson, 2019.	
5.	Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.	
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5th Edition, Tata McGraw-Hill, 2017	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			S	
CO 2						S		
CO 3						S	M	
CO 4						M		
CO 5				S	S	M	M	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M			
CO2	M				
CO3	M	M			
CO4	M				M
CO5	M	M	M	S	S

Subject Code	Subject Name	C	at	eg	L	T	P	O	Cr	In	Marks
--------------	--------------	---	----	----	---	---	---	---	----	----	-------

	Strategy: The Strategy Development Process, Customer Strategy Grid.		
IV	CRM and Marketing Strategy: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector	9	C4
V	CRM Planning and Implementation: Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	To familiarize the students to the basic and evolution of CRM	PO4,PO5,P06	
CO2	To provide insights on CRM Concepts	PO3	
CO3	To throw light on CRM and strategy its development in an organization	PO5,PO6,PO8	
CO4	To elucidate on CRM and Marketing Strategy	PO1,PO5	
CO5	To create awareness and importance of CRM Planning and Implementation	PO3,PO6,PO7	
Reading List			
1.	“How to Win at CRM” Strategy, Implementation, Management,ebook		
2.	The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition		
3.	Electronic Customer Relationship Management, Kindle Edition		

References Books	
1.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.
2.	Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.
3.	Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.
4.	Peelen, E., Customer Relationship Management, Pearson, 2008.
5.	Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.
6.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M	S	M		
CO 2			M					
CO 3					M	S		M
CO 4	M				S			
CO 5			S			M	M	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	S			
CO2			M		
CO3	M				M
CO4	M			M	
CO5	M			S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Retail Marketing	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
C1	To educate students and enable to understand and analyze current retailing trends and strategies.										
C2	To develop the students towards managing the retail stores and organizations.										
C3	To identify the nuances of visual merchandising and its elements.										
C4	To know the consumer purchase decision process in the context of organized retailing.										

C5	To emphasis on global retailing strategies.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.	9	C1
II	The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security.Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.	9	C2
III	Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture.Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP's / Planogram.	9	C3
IV	Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management. Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to	9	C4

	service consumers – gaps model for improving retail service quality / retail research.		
V	Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to enhance knowledge about current retailing trends and strategies.	PO6,PO7	
CO2	The students would be able to develop insights towards managing the retail stores and organizations.	PO1,PO2, PO7	
CO3	Know the significance of visual merchandising strategies.	PO4, PO6,PO7	
CO4	Develop knowledge and Understanding on consumer buying behavior	PO4, PO6	
CO5	Be able to understand the importance of global retailing strategies.	PO4,PO6	
Reading List			
1.	The Open University, Retail Marketing, Kindle		
2.	Barry Berman, Retail Management, Kindle Edition		
3.	Journal of retailing ,Elsevier		
4.	International Journal of Sales, Retailing and Marketing,Circle International		
References Books			
1.	Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11 th Edition, Pearson, 2011.		
2.	Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.		
3.	Gilbert, D., Retail Marketing Management, 2 nd Edition, Pearson, 2006.		
4.	Goldrick, P., Retail Marketing, 2 nd Edition, McGraw-Hill Education, 2002.		
5.	Miller, D., Retail Marketing, Tilde University Press, 2011.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						S	M	
CO 2	S	S					S	
CO 3				S		M	S	
CO 4				S		M		
CO 5				S		S		

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2	S				M

CO3	S	S			
CO4	S	M			
CO5	M	S			

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Rural Marketing	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
C1	To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.										
C2	Differentiate the rural market environment from the urban and semi-urban markets.										
C3	Understand the factors influencing the rural consumer behavior and their brandloyalty.										
C4	To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.										
C5	To evaluate pricing and distribution strategies for rural consumers.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Rural Marketing– Definitions, myths and realities of rural marketing, potential of the Indian rural market, the rate of growth and market share of rural market for consumer and non durable goods. Needs, Wants and Demands of the Rural Customer. Values and satisfaction that spell satisfaction for the rural customer. The Rural Marketing Environment – Rural demography – the percentage of youth and their influence on family buying. Economic capacity and potential of rural market. Lack of technological support and infrastructure. Political environment and Rural Culture and its influence on rural marketing.							9	C1		
II	Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. Caste and social divisions and their influence. Influence of city educated youth, city bred daughter/son in law, village heads on rural buying. Occupation, lifestyle, influence of men over women and other determinants in rural marketing choice.Rural Marketing Segmentation – Geographic / Climatic / Water resources based / Nearness to town based / Industrialization based / Access by road or railway based / Demographic based –							9	C2		

	Population concentration, Socio Economic Classification, Income based.		
III	Product – Specifically designed to suit rural environment / Products that work without electricity on batteries / Colours to choose rural choice (bright and colorful and not subtle and somber) Smaller packages that are less priced / Value based but not cheap products that hurt rural sensitivities. Pricing – Pre conceived notions do not help / Pricing related to Crop Harvest Times / Special Occasion Pricing / Pricing relating to rural Festivities and Fairs (Thiruviza), Easy Payment terms.	9	C3
IV	Place of Sale – Lack of outlets, transportation and warehousing, cost / service dilemma / the village shop that sells all from groceries to sanitary, cement, consumer durables and so on. The power of the delivery cum sales van. Other non conventional delivery mechanisms such as sales through computer based kiosks, self help groups, retired army personnel. Promotion – Logos, symbols and mnemonics to suit rural understanding. Picture based brands / Packaging should carry pictures for easy identification (Detol Sword / Nirma dancing girl) Selecting Proper Media Mix – TV / Radio / Cinema / Outdoor / Audio visual units / Publicity vans or bullock carts / Contacted Audio visual vans / Group demonstrations / Puppet Shows / Harikathas / Music CD's / Word of Mouth Promotions / Interpersonal Rural Specific Media through touch, feel and talk modes of communication.	9	C4
V	Rural Sales Force Management – Importance of Hiring Salesmen willing to work in Rural Environment / Possess rural culture and congruence / Attitude suited to Rural Culture / Knowledge of local language, culture and habits / Ability and willingness to several products at a time. Corporate and Government Efforts and Innovations – Mckinsey Study / Hansa Research / National Council of Agricultural and Economic Research / FICCI and Ernst and Young Studies / DCM Hariyali Kisan Bazar / ITC Choupal Sagar / Godrej Agrovet (GAVL), HUL's - Fair and Lovely, Lipton / Project Shakti / Hindustan Petroleum's Rasoi Ghars or community kitchens to popularize and sell LPG cylinders (cooking gas).	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have an understanding about basic concepts of rural marketing.	PO4, PO6	
CO2	Be able to Differentiate the rural market environment from the urban and semi-urban markets.	PO6	

CO3	Have In depth understanding the factors influencing the rural consumer behavior and their brand loyalty.	PO4.PO6,PO7
CO4	Be able to apply the marketing concepts suitable to the rural markets.	PO4, PO6
CO5	Be able to understand pricing and distribution strategies for rural consumers.	PO2, PO4, PO6
Reading List		
1.	Sanal Kumar Velayudhan, Rural Marketing,Kindle	
2.	Pradeep Kashyap,Rural Marketing,Kindle	
3.	International journal of Rural Management,Sage	
4.	International Journal of trend in scientific research and development,	
References Books		
1.	Bhatia, T., Advertising and Marketing in Rural India, 2 nd Edition, Macmillan Publishers India Ltd., 2007.	
2.	Dogra, B. and Ghuman, K., Rural Marketing: Concepts and Practices, Tata McGraw-Hill Education, 2007.	
3.	Kashyap, P., Rural Marketing, 2 nd Edition, Pearson, 2012.	
4.	Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing: An Integrated Approach, Pearson, 2008.	
5.	Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2 nd Edition, Pearson, 2011.	
6.	Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2 nd Edition, Response Books, 2007.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		S		
CO 2						M		
CO 3				S		M	S	
CO 4				S		S		
CO 5		S		S		S		

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S				
CO2	S				
CO3	S	M			
CO4	S	S			
CO5	S	S			

Subject Code	Subject Name	U	a	r	L	T	P	O	U	–	Marks
--------------	--------------	---	---	---	---	---	---	---	---	---	-------

	RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.		
IV	India's Foreign Trade: Recent Trends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc. Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents. Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerisation – World Shipping – Liners and Tramps – Dry ports- Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.	9	C4
V	World Trade and India: - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Identify and analyse opportunities within international marketing environments	PO4, PO7	
CO2	Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment; Select, research, and enter a new international market;	PO4, PO7	
CO3	Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision making processes;	PO2, PO4	
CO4	Possess understanding and knowledge on Export trade	PO4, PO6, PO7	
CO5	Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils	PO4, PO6	
Reading List			
1.	R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008		

2.	Roger Bennett, Jim Blythe, International Marketing: Strategy Planning, Market Entry & Implementation, Kogan Page, 2002
3.	Journal of International Marketing, SAGE Publications
4.	Journal of International Business Studies, Palgrave MmMillan
References Books	
1.	Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012.
2.	Cateora, P., Graham, J. and Salwan, P., International Marketing, 13 th Edition, Tata McGraw-Hill Education, 2008.
3.	Czinkota, M. and Ronkainen, I., International Marketing, 8 th Edition, South-Western, 2007.
4.	Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strategy, 3 rd Edition, PHI Learning, 2009.
5.	Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008.
6.	Salvatore, D., International Economics: Trade and Finance, 10 th Edition, Wiley, 2012.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S			S	
CO 2				S			S	
CO 3		S		M				
CO 4				S		S	M	
CO 5				S		S		

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2	S	M			
CO3		S	S		
CO4	S	S			
CO5	S	M			

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Advanced Selling and Negotiation Skills	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											

C1	To familiarize the students to the basic concepts of selling and sales organizations		
C2	Understand the theories of personal selling and selling strategies		
C3	To learn the negotiation skills		
C4	The importance of negotiation intelligence and its usefulness		
C5	Understand the development of salesforce organization		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	<p>Concepts of Selling and Sales Organization:</p> <p>Sales Management - Evolution of sales function - Objectives of sales management positions - Functions of Sales executives - Relation with other executives.</p> <p>Sales Organization and Relationship: - Purpose of sales organization - Types of sales organization structures - Sales department external relations - Distributive network relations.</p>	9	C1
II	<p>Theories of personal selling and selling strategies:</p> <p>Theories of personal selling - Types of Sales executives - Qualities of sales executives - Prospecting, pre-approach and post-approach - Organizing display, showroom & exhibition -Sales Presentations.</p>	9	C2
III	<p>Negotiation strategies and Stages:</p> <p>Negotiation strategies – Distributive Negotiations- Integrative Negotiations - Conflict and Dispute Resolution - Reasons for negotiations breakdowns - Legal aspects in Sales & Negotiation - Negotiation stages - The Preparation Stage - Preparing a range of objectives - Constants and variables - Researching the other party - The Discussion Stage - Rapport building - Opening the negotiation - Questioning techniques - Listening skills - Controlling emotions - Art of persuasion and emotions – ethics in sales.</p>	9	C3
IV	<p>Negotiating Intelligence, Bargaining & Closing:</p>	9	C4

	Negotiating Intelligence - Influencing and assertiveness skills - Spotting the signs - non-verbal communication and voice clues - The Proposing Stage - Stating your opening position - Responding to offers – Adjournments - Administering Contracts and Role of Negotiations - The Bargaining and Closing Stage - Making concessions - Closing techniques - Confirming agreement.		
V	Sales force Administration & Management: Sales Analysis - Sales quotas - sales budget - sales territory allocation - sales audit - Sales Force Management - Recruitment and Selection - Sales Training - Sales Compensation -Contemporary Issues.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Possess the knowledge on the basic concepts of the sales organization.	P01, PO3, PO7	
CO2	Possess knowledge about theories of selling	PO1, PO2, PO6, PO8	
CO3	Have insights negotiation strategies	PO1, PO3, PO6	
CO4	Have understanding about negotiation skills	PO2, PO5, PO7	
CO5	Develop knowledge about salesforce administration and management	PO1, PO3, PO8	
Reading List			
1.	Selling and Negotiation Skills - A Pragmatic Approach - Prashant Chaudhary – Sage publishing		
2.	Advanced negotiation techniques, A McCarthy, S Hay - Springer		
3.	Negotiation Skills, AF Galal - books.google.com		
4.	Commercial negotiation skills, S Ashcroft - Industrial and Commercial Training, - emerald.com		
References Books			

1.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education, ISBN-13: 978-0134734842.
2.	Dawn Iacobucci (2014), Marketing Models: Multivariate Statistics and Marketing Analytics, Createspace Independent Publishing Platform, ISBN 13: 9781502901873.
3.	V. Kumar, Robert P. Leone, David A. Aaker, George S. Day and Gopal Das (2018), Marketing Research, 13th Edition, Wiley Publication, ISBN: 9788126577125
4.	Hair, J.F., Jr., Black, W.C., Babin, B.J. & Anderson, R.E. (2014). Multivariate data analysis: Pearson new international edition (7th ed.). Upper Saddle River, N.J.: Pearson Education. ISBN: 9781292021904.
5.	Sarstedt, M.; Mooi, E. (2019), A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics. Third Edition, Berlin: Springer Berlin.
6.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education, ISBN-13: 978-0134734842.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		M				S	
CO 2	S	S				S		M
CO 3	S	S	M			S		
CO 4		S			M		S	
CO 5	S		S					S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2					S
CO3	S	S		S	S
CO4	S	S			S
CO5	S	M			S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Channel Management Strategies	Elective	3	-	-	-	3	45	25	75	100

Course Objectives			
C1	To familiarize the students to the basic concepts of Marketing Channels		
C2	To provide insights on Channel Design		
C3	To throw light on Channel Implementation		
C4	To elucidate on Channel Institutions		
C5	To create awareness and importance of Channel performance assessment		
UNIT	Details	No. of Hours	Course Objectives
I	Introduction to Marketing Channels: Meaning – Structure – Functions - Importance - Types - Contribution of channel partners to marketers and consumers.	9	C1
II	Channel Design: Channel design – Demand, supply and Channel efficiency - Types of channels based on segmentation – Supply side channel analysis – Channel flows and efficiency analysis – Channel Structure and Intensity – Gap analysis	9	C2
III	Channel Implementation: Channel power – Getting it, using it, keeping it – Managing Conflict to Increase Channel Coordination – Strategic Alliances in Distribution – Vertical Integration in Distribution – Legal Constraints on marketing channel policies.	9	C3
IV	Channel Institutions: Retailing, Wholesaling, Franchising, Electronic Marketing Channel - Logistics and Supply Chain Management - Omni and Hybrid Channels - Channel proliferation – online, offline, business to business, business to consumer, vertical and backward channel integration.	9	C4
V	Channel performance assessment: Evaluation of Channel members’ performance – Criteria – Process - Channel Efficiency – Channel Compensation – Performance Metrics	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	To familiarize the students to the basic concepts of Marketing Channels	PO1, PO3, PO7	
CO2	To provide insights on Channel Design	PO1, PO2, PO7, PO8	
CO3	To throw light on Channel Implementation	PO1, PO3, PO6	
CO4	To elucidate on Channel Institutions	PO2, PO5, PO7	
CO5	To create awareness and importance of Channel performance assessment	PO1, PO3, PO8	
Reading List			
1.	Channel strategy - Springer LINK		
2.	Channel Management - ResearchGate		
3.	Channel Management - SAGE Journals		

4.	Journal of Marketing Channels
References Books	
1.	Palmatier, R., Stern, L., & El-Ansary, A., Marketing Channel Strategy Routledge 2016.
2.	K. G. Hardy , Allan J. Magrath(1988) , Marketing Channel Management
3.	Meenal Dhotre, Channel Management and Retail Marketing 2010, Himalaya Publishing House
4.	Furey, T., & Friedman, L. (2012). Channel Advantage, The. Routledge.
5.	Fotiadis, T., & Folinas, D. (2017). Marketing and Supply Chain Management: A Systemic Approach. Routledge.
6.	Anne T. Coughlan, Erin Anderson, Louis W. Stern and Adel I. El – Ansary, Marketing Channels, 7th Edition 2008, Pearson

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		M				S	
CO 2	S	S					M	S
CO 3	S		M			S		
CO 4		M			S		S	
CO 5	S		S					M

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2	S	M			S
CO3	S	M			
CO4	S	S		S	
CO5	S	S			M

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Customer Engagement Marketing	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
C1	Understand how to build good customer relationships										
C2	Acquire methods for uncovering the customer's needs										
C3	Understand the importance of making a persuasive case										

C4	Learn how to say ‘no’ to unreasonable demands		
C5	Master techniques for structuring effective customer meetings		
UNIT	Details	No. of Hours	Course Objectives
I	Concepts and Meaning of Customer Engagement: Customer Relationship Management, Customer Experience Management and Customer Engagement – Customer Engagement Behaviour: Behavioral perspectives of customer engagement and Theoretical Foundations – The Process of Customer Engagement - Metrics for Engaging Customers	9	C1
II	Customer Engagement and Brand Relationships: Connective Brands with Customers - Assessing Customer Engagement and brand relationship - Customer Engagement in virtual brand community – Social Network platforms - Customer Engagement in offline brand community.	9	C2
III	Conceptualizing and Measuring Customer Engagement Value: Customer Brand Value, Customer Lifetime Value, Customer Referral Value, Business Reference Value.	9	C3
IV	Engagement, Interactivity, Social Media and Technology: Customer Influence Value, Customer Knowledge Value - Managing the Customer Engagement Value Framework - Organizational Challenges	9	C4
V	Emerging Customer Engagement: Antecedents and outcomes of Customer Engagement - Developing a Spectrum of Positive to Negative Citizen Engagement - Negative Customer Brand Engagement in Blogs - Contemporary Issues in customer engagement.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	

CO1	Explain and illustrate the strategic role of data analytics in digital marketing.	PO3, PO4, PO6
CO2	Identify and evaluate appropriate tools and techniques to analyse digital marketing performance.	PO3, PO8
CO3	Apply a variety of data collection and analysis technologies for the purposes of digital marketing analysis.	PO3, PO8
CO4	Interpret digital marketing data analysis and translate it into tangible strategic and tactical insights.	PO2, PO5, PO7
CO5	Consider the ethical considerations of big data in sustainable businesses.	PO4, PO5, PO7
Reading List		
1.	A Pansari, V Kumar - Customer engagement marketing , 2018 – Springer	
2.	Customer engagement: Contemporary issues and challenges RJ Brodie, LD Hollebeek, J Conduit - 2015 - books.google.com	
3.	Past, present, and future of customer engagement WM Lim, T Rasul, S Kumar, M Ala - Journal of Business Research, 2021 – Elsevier	
4.	Strategic customer engagement marketing: A decision making framework A Alvarez-Milán, R Felix, PA Rauschnabel... - Journal of Business ..., 2018 – Elsevier	
References Books		
1.	Kumar V (2014), Profitable Customer Engagement Concept, Metrics and Strategies, Sage Publications Pvt. Limited, New Delhi, India	
2.	Palmatier, Robert W., Kumar, V., Harmeling, Colleen M. (2018), Customer Engagement Marketing, Palgrav Macmillan, India	
3.	Linda Pophal (2014), The Everything Guide To Customer Engagement: Connect with Customers to Build Trust, Foster Loyalty, and Grow a Successful Business, Adams Media, Massachusetts, USA.	
4.	Roderick J. Brodie, Linda D. Hollebeek and Jodie Conduit (2016), Customer Engagement, Contemporary Issues and Challenges, Routledge	

5.	Engagement Marketing by Goodman Gail F. John Wiley & Sons Inc (2018)
6.	Customer Engagement Marketing- Robert W. Palmatier, V. Kumar, Colleen M. Harmeling (2018)

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			S	M		S		
CO 2			S					M
CO 3			S					M
CO 4		S			S		S	
CO 5				S	S		S	

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S				
CO2	S				S
CO3	S				S
CO4	S	M			S
CO5	S			S	M

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Digital Marketing	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
C1	Understand the digital marketing space and acquire knowledge on digital marketing strategy										
C2	To learn and comprehend on SEO and SEM										
C3	To acquire knowledge on the various channels of SMM										
C4	To learn, understand, and evaluate Search analytics and Web analytics										

C5	To create awareness and understanding on google analytics		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Digital Marketing Strategy: Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.	9	C1
II	SEO: Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.	9	C2
III	Social Media Marketing: Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management - Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.).	9	C3
IV	Search and Web Analytics: Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.	9	C4
V	Google Analytics: Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance	9	C5

	indicators- integrating Google analytics with third-party applications.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.	PO1, PO3, PO7	
CO2	To focusses on how digital marketing can be utilised by organisations and how its effectiveness can be measured.	PO1, PO2, PO7, PO8	
CO3	To know the key elements of a digital marketing strategy	PO1, PO3, PO6	
CO4	To study how the effectiveness of a digital marketing campaign can be measured	PO2, PO5, PO7	
CO5	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	PO1, PO3, PO8	
Reading List			
1.	M Bala, D Verma - ... (2018). A Critical Review of Digital Marketing ..., 2018 - papers.ssrn.com		
2.	Digital marketing: global strategies from the world's leading experts YJ Wind, V Mahajan - 2002 - books.google.com		
3.	Digital marketing: A practical approach A Charlesworth - 2014 - taylorfrancis.com		
4.	Modern trends in the development of digital marketing NI Arkhipova, MT Gurieva - RSUH/RGGU Bulletin. Series ..., 2018 - ideas.repec.org		
References Books			
1.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing,		

	5thedition, Quirk Education.
2.	Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
3.	Vandana Ahuja, (2015), Digital Marketing, 1stedition, Oxford University Press.
4.	Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.
5.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.
6.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		S				M	
CO 2	S	S					M	S
CO 3	S		S			M		
CO 4		S			S		S	
CO 5	S		M					M

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2	S	S		S	
CO3	S	M			
CO4	M		S		S
CO5	M	S			M

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Marketing Analytics	Elective	3	-	-	-	3	4 5	25	75	100

Course Objectives			
C1	To familiarize the students to the basic concepts of Marketing analytics.		
C2	To provide insights on Business Strategies.		
C3	To throw light on Product and Price analytics.		
C4	To elucidate on distribution analytics.		
C5	To create awareness and importance of sales analytics.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Marketing Analytics Framework: Introduction to Marketing Analytics and Models. Market Insight - Market Data Source – treatment of outliers, Market sizing, PESTLE Market analysis, Porter Five Force Analysis Market segment identification, targeting and positioning - Tools and Techniques: Regression, Cluster Analysis, and Perceptual Mapping Techniques.	9	C1
II	Business Strategy and Operations: Analytics based strategy selection with strategic models - Strategic Scenarios, Strategic Decision Models, and Strategic Metrics. Business Operations: Forecasting - Predictive Analytics - Data Mining - Balanced Scorecard - Critical Success Factors.	9	C2
III	Product and Price Analytics: Product analytics: Conjoint Analysis model - Decision Tree Model - Portfolio Resource Allocation - Product/ service Metrics, Attribute Preference testing. Price Analytics: Pricing Techniques - Pricing Assessment - Profitable pricing - Pricing for Business Markets - Price Discrimination.	9	C3
IV	Distribution and Promotions Analytics: Distribution Analytics: Distribution Channel Characteristics - Retail Location selection, Channel Evaluation and Selection - Multi-channel Distribution.	9	C4

	Promotion Analytics: Promotion Budget estimation - Promotion Budget Allocation – Ad value equivalence model - Promotion Metrics for traditional Media - Promotion Metrics for social media.		
V	Sales Analytics: E commerce sales model, sales metrics, profitability metrics and support metrics - Rapid decision models - data driven presentations - contemporary issues and opportunities in application of marketing analytics in different sectors.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the basic concepts of Marketing analytics.	P01, PO3, PO7	
CO2	Analyse and Implement Business Strategies.	PO1, PO2, PO7, PO8	
CO3	Use differential Product and Price analytics.	PO1, PO3, PO6	
CO4	Compare and employ on distribution analytics.	PO2, PO5, PO7	
CO5	Use appropriate sales analytics.	PO1, PO3, PO8	
Reading List			
1.	Marketing analytics: Methods, practice, implementation, and links to other fields SL France, S Ghose - Expert Systems with Applications, 2019 – Elsevier		
2.	Marketing analytics for customer engagement: a viewpoint S Nagaraj - International Journal of Information Systems and Social ..., 2020 - igi-global.com		
3.	Journal of Marketing Analytics - Palgrave Macmillan		
4.	Applied Marketing Analytics Henry Stewart Publications		
References Books			
1.	Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press.		
2.	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer Assisted Marketing Analysis and Planning, 2 nd edition, Trafford		

	Publishing UK.
3.	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, First Edition, Wiley, Indianapolis.
4.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.
5.	Mike Grigsby (2018), Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, 2nd Edition, NY: Kogan Page Limited, New York.
6.	Rajkumar Venkatesan, Paul W. Farris, Ronald T. Wilcox, Marketing Analytics Essential Tools for Data-Driven Decisions, University of Virginia Press, 1st Edition, 2021.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		S				M	
CO 2	S	S					M	S
CO 3	S		M			S		
CO 4		S			M		S	
CO 5	S		M					S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	M			
CO2	S	S			M
CO3	S	M			
CO4	S	S			
CO5	M	S			S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Marketing Metrics	Elective	3	-	-	-	3	4 5	25	75	100

Course Objectives			
C1	To understand market share and concept of customer profitability.		
C2	To provide fundamental knowledge on product and portfolio management.		
C3	To understand the Margins & Profits, Pricing Metrics, price sensitivity.		
C4	To provide fundamental knowledge on promotional and Advertising metrics		
C5	To expose the students to Linking marketing metrics to financial performance		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	<p>Market Share and Customer Profitability: Market share: Share of Mind, Share of Heart -Market share in Units – Market share in Revenue, Relative Share - Competitive analysis - Market Concentration - Market Penetration – BDI-CDI.</p> <p>Customer Profitability - the value of individual customers and Relationships - Customers Regency and Retention. Prospect Value - Average acquisition cost - Average retention cost.</p>	9	C1
II	<p>Product & Portfolio Management: Trial, Repeat, Penetration, and Volume Projections ,Growth: Percentage and Compound Annual Growth Rate, Cannibalization Rates and Fair Share Draw - Brand equity metrics -Conjoint utilities and consumer projections - Segment utilities - Conjoint utilities and volume projections.</p>	9	C2
III	<p>Margins & Profits, Pricing Metrics: Unit Margin- Margin percentage - Channel Margins - Average Price per unit - Price per statistical unit - Variable and fixed costs- Marketing spending- Contribution per unit- Contribution margin percentage - Break even sales - Target volume - Target revenues.</p> <p>Price sensitivity and optimization - setting prices to maximize profits - Price Premium, Reservation Price, Percent Good Value- Price elasticity of demand - optimal price - residual elasticity</p>	9	C3

IV	<p>Promotions and Advertising Metrics: Promotion Metrics: Temporary price promotions - Baseline Sales, Incremental Sales, and Promotional Lift - Redemption Rates for Coupons / Rebates. The central measures of advertising coverage and effectiveness - Model for consumer response to advertising –</p> <p>Advertising Metrics: Impressions, Gross Rating Points, and Opportunities to See Cost per Thousand Impressions (CPM) Rates. Reach/Net Reach and Frequency. Share of Voice Impressions</p>	9	C4
V	<p>Sales force and Channel Management: Linking marketing metrics to financial performance – Workload - Sales potential forecast - Total sales force effectiveness - Sales force organization, performance, and compensation.</p> <p>Distribution coverage and logistics. Sales Force Coverage, Sales Force Goals. Sales Force Results. Sales Force Compensation. Facings and Share of Shelf Out of Stock and out-of-Service Levels - Direct product profitability – GMROI - Net profit-Return on sales-Return on investment - Economic profits – EVA – payback – NPV – IRR – ROMI - Application of marketing metrics in organizations.</p>	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Able to understand market share and concept of customer profitability.	PO1, PO3, PO6, PO8	
CO2	Become familiar with fundamental knowledge on product and portfolio management.	PO2, PO5, PO6,	
CO3	Able understand the Margins & Profits, Pricing Metrics, price sensitivity.	PO1, PO3, PO5, PO7	
CO4	Become familiar fundamental knowledge on promotional and Advertising metrics	PO2, PO5, PO6, PO7	
CO5	Become familiar about Linking marketing metrics to financial performance	PO1, PO3,PO7, PO8	

Reading List	
1.	Key marketing metrics: the 50+ metrics every manager needs to know P Farris, N Bendle, P Pfeifer, D Reibstein - 2017 - books.google.com
2.	Content marketing metrics: Theoretical aspects and empirical evidence E Rancati, N Gordini - European Scientific Journal, 2014 - core.ac.uk
3.	Marketing metrics: The definitive guide to measuring marketing performance PW Farris, N Bendle, PE Pfeifer, D Reibstein - 2010 - books.google.com
4.	Marketing metrics:: Status of six metrics in five countries P Barwise, JU Farley - European Management Journal, 2004 - Elsevier
References Books	
1.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.
2.	Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press.
3.	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Trafford Publishing UK
4.	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, Indianapolis.
5.	Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service, John A Goodman, Amacom, 2014.
6.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		M			S		M
CO 2		S			M	S		
CO 3	S		M		S		S	
CO 4		S			M	S	M	
CO 5	S		M				S	S

S –Strong M-Medium L-Low

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2	S	S		M	
CO3	S	M			
CO4	S	S		M	
CO5	S	S			M

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	New Product Strategies	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of New Product Strategy										
C2	To provide insights on Generation of new product ideas and identifying new market opportunities										
C3	To throw light on Selecting Market opportunity and Designing new market offers										
C4	To elucidate on Brand identity development										
C5	To hypothesize and implement new product Entry Strategies										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Basics of New Product Strategy: New Product Strategy-decisions- consumer behavior adoption and diffusion of innovations; characteristics, purpose, risk in new products; PLC.							9	C1		
II	Idea Generation and Development: Generation of new product ideas and identifying new market opportunities, New Product Planning Process-stage gate system and its application.							9	C2		

III	The Product offer: Selecting Market opportunity and Designing new market offers-Concept Generation and Evaluation, Developing and Testing Physical offers.	9	C3
IV	New Product Brand Development and Pricing Strategies: Importance of Brand decisions and Brand identity development; Pricing of a new product, Pre-test Marketing.	9	C4
V	New Product Launch: Entry Strategies - Pre-launch, during launch and Post launch preparations.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be familiar with the basic concepts of New Product Strategy	P01, PO3, PO7	
CO2	Be well versed in Generation of new product ideas and identifying new market opportunities	PO1, PO2, PO7, PO8	
CO3	Select Market opportunities and Designing new market offers	PO1, PO3, PO6	
CO4	Develop Brand identity development	PO2, PO5, PO7	
CO5	Hypothesize and implement new product Entry Strategies	PO1, PO3, PO8	
Reading List			
1.	Product Strategy & Roadmaps, Kindle Edition, 2017		
2.	Roman Picher, Strategize: Product Strategy and Product Roadmap Practices for the Digital Age, Kindle Edition, 2016		
3.	Journal of Product Innovation, 2004 - Wiley Online Library		
4.	Industrial Marketing Management, 2009 – Elsevier		
References Books			
1.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.		

2.	Crawford, Merle, Di Benedetto, Anthony, (2014), New Products Management, 11 th edition, McGraw-Hill.
3.	Robert G.Cooper, (2011), Winning at New Products, Creating Value through Innovation, 4 th edition, Basic Book, Perseus Books Group.
4.	Bettencourt, Lance, (2010), Service Innovation: How to Go from Customer Needs to Breakthrough Services, McGraw-Hill.
5.	Jaime Levy (2021), UX Strategy: Product Strategy Techniques for Devising Innovative Digital Solutions, O'Reilly Media, Inc.
6.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5 th edition, McGraw-Hill.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		M				S	
CO 2	S	M					M	S
CO 3	S		S			S		
CO 4		S			S		S	
CO 5	S		M					S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	M			
CO2	S	S			S
CO3	S	M			
CO4	S	M		S	
CO5	S	S			S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Strategic Marketing	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											

C1	To learn fundamentals of strategic marketing		
C2	To have understanding about external environmental analysis		
C3	To know about strategic marketing advantage		
C4	To have insights about market resource allocation and customer value		
C5	To get familiar about implementation and contemporary issues in marketing strategy		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction to Strategic Marketing: Fundamentals of Marketing Strategy - Market scope - competitive advantage - strategic target and strategic advantage - consumer and business markets.	9	C1
II	External environmental analysis: Political, economic, socio cultural, technological forces and strategic uncertainty in marketing. Analysis of effects Scenario analysis and forecasting for marketing.	9	C2
III	Strategic marketing advantage: Strategic marketing group analysis – Types of Strategic marketing group - Strategic marketing group mapping - positional advantage and sources of advantage in marketing – Creating and Challenging Competitive Advantage – Creating Corporate Advantage.	9	C3
IV	Marketing Resource allocation and customer value: Meaning – Types and Principles of Resource allocation models – Allocation between advertising and sales promotion – Allocation to new media - Allocation across markets and countries – Allocation to future research issues - Portfolio methods used for product market combination for different SBUs.	9	C4
V	Implementation issues in marketing strategy and Contemporary Issues: Marketing mix policies, control,	9	C5

	implementation and marketing organization issues. Effect of current digital era on marketing strategy.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcome	
CO1	Understand fundamentals of strategic marketing	PO1, PO3, PO7	
CO2	Learn and understand about external environmental analysis	PO1, PO2, PO7, PO8	
CO3	Having knowledge about strategic marketing advantage	PO1, PO3, PO6	
CO4	Derive insights about market resource allocation and customer value	PO2, PO5, PO7	
CO5	Familiar about implementation and contemporary issues in marketing strategy	PO1, PO3, PO8	
Reading List			
1.	D. W. Cravens, N Piercy, Strategic marketing, academia.edu, 2006		
2.	RMS Wilson, C Gilligan Strategic Marketing Management, taylorfrancis.com, 2012		
3.	Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premisesR Varadarajan - Journal of the Academy of Marketing Science, 2010 – Springer		
4.	Journal of Strategic Marketing, Taylor & Francis,		
References Books			
1.	Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning.		
2.	West, D. C., Ford, J., & Ibrahim, E. (2015). Strategic marketing: creating competitive advantage. Oxford University Press, USA.		
3.	Andaleeb, S. S., & Hasan, K. (Eds.). (2016). Strategic marketing management in Asia: case studies and lessons across industries. Emerald Group Publishing Limited.		
4.	Abratt, R., & Bendixen, M. (2018). Strategic Marketing: Concepts and Cases.		

	Routledge
5.	Morgan, R. E. (2016). Strategic marketing: New horizons in theory and research. J. Rudd, M. Jaakkola, & G. W. Marshall (Eds.). Emerald Group Publishing Limited.
6.	Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		M				S	
CO 2	S	M					S	M
CO 3	S		S			S		
CO 4		M			S		S	
CO 5	S		S					M

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2	S	M		S	
CO3	S	S			
CO4	S	M		M	
CO5	S	S			S

SPECIALIZATION COURSES: HUMAN RESOURCE MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.										
C2	To analyse and explore the models and factors influencing employee behavior and Learning.										
C3	To explore the developing needs of Human capacity and its impact of HRD initiatives.										
C4	To understand the training need & explore the technique for development.										
C5	To explore the recent trends in career planning & development.										

UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.	9	C1
II	Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.	9	C2
III	Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development. Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.	9	C3
IV	Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On - job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.	9	C4
V	Career Planning and Development: Definition - objectives – importance – career development – Career path defining- principles of theories career planning – steps involved – succession planning. Recent Trends in HRD: Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the need of the HRD professionals.	PO1 PO2 PO4 PO5 PO6	

CO2	Integrate the concept and practical implication of learning & behavior.	PO3 PO4 PO5 PO6
CO3	Understand the developing need of Human capacity.	PO5 PO7
CO4	Understand Training need & its development.	PO1 PO2 PO5 PO6 PO7
CO5	Have a better understanding of career planning & development.	PO2 PO4 PO6
Reading List		
1.	Brian Becker, Mark Huselid, Dave Ulrich, 'The HR Scorecard', Harvard Business School Press.	
2.	Kirsten & Martin Edwards, 'Predictive HR Analytics: Mastering the HR Metric', Kogan Page.	
3.	KirsWayne Cascio, John Boudreau, 'Investing in people. Financial Impact of Human Resource Initiatives'.	
4.	Tomas Chamorro-Premuzic, 'The Talent Delusion'.	
References Books		
1.	Gibb, S., Human Resource Development: Foundations, Process, Context, 3 rd Edition, Palgrave Macmillan, 2011.	
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.	
3.	Noe, R. and Deo, A., Employee Training and Development, 5 th Edition, Tata McGraw-Hill Education, 2012.	
4.	Rishipal, Training and Development Methods, S.Chand, 2011.	
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.	
6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 th Edition, Cengage Learning, 2012.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S		S	M	M		
CO 2			S	S	S	M		
CO 3					M		M	
CO 4	M	M			S	S	S	
CO 5		S		S		S		

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		S	S	
CO2	S	S	S	S	M
CO3		S			M
CO4	S	S	M	S	
CO5	S		M	S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Performance Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To summarize basic concepts of performance management.										
C2	To employ, and design performance management process.										
C3	To interpret optimal use of performance analysis techniques.										
C4	To elucidate role of Performance Management system and standards in place.										
C5	To constitute and appraise high performance teams.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.							9	C1		
II	Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.							9	C2		
III	Performance Planning: Ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management-Performance Analysis Process.							9	C3		
IV	Performing Review and Discussion: Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.							9	C4		
V	Managing Team Performance: Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance							9	C5		

	Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Recognize and apply performance management techniques.	PO2 PO4 PO7	
CO2	Design performance management process across various business units.	PO4 PO5 PO7	
CO3	Formulate, comply and implement performance analysis tools and standards.	PO1 PO2 PO5	
CO4	Construct performance review and employ Performance Management system.	PO5 PO7	
CO5	Critique team management strategies.	PO1 PO2 PO4 PO5 PO7	
Reading List			
1.	Sir John Whitmore, ‘Coaching for Performance’		
2.	Andrew S Grove, ‘High output Management’		
3.	Camille Fournier, ‘The Manager’s Path’		
4.	Christopher D lee, ‘Performance Conversations’		
References Books			
1.	Aguinis, H., Performance Management, 4 th Edition, Chicago Business Press, 2019.		
2.	Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1 st Edition, Kogan Page, 2018.		
3.	T V Rao, Performance Management: Toward Organizational Excellence, 2 nd Edition, SAGE response, 2015.		
4.	Armstrong, M., Armstrong’s Handbook of Performance Management, 4 th Edition, Kogan Page, 2012.		
5.	Madhu Arora, Poonam Khurana, Sonam Choiden, Performance Management-Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.		
6.	Hedda Bird, The Performance Management Playbook, 1 st Edition, Pearson, 2022.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		S		S			M	
CO 2				M	M		S	
CO 3	S	S			S			
CO 4					S		S	
CO 5	M	M		M	S		M	

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO’s and CO’s

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S				
CO2	S	S	S		M
CO3	S	S	S	S	
CO4	M				
CO5	M	S		S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
	Organizational Development	Elective	3	-	-	1	3	3	25	75	100	
Course Objectives												
C1	To generalize a fair comprehension of basic concepts on OD.											
C2	To assimilate design elements of OD.											
C3	To summarize the effects of Organizational culture and reinforcing techniques.											
C4	To illustrate the effectiveness of working in teams.											
C5	To interpret constructs of well-being and approaches to achieving a balance.											
UNIT	Details							No. of Hours	Course Objectives			
I	Introduction: Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.							9	C1			
II	Approaches: Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure-Forces Reshaping Organization – Life Cycles in Organization.							9	C2			
III	Organizational culture: Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.							9	C3			
IV	Groups & teams: Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.							9	C4			
V	Wellbeing: Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.							9	C5			
Total							45					
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				

CO1	Comprehend and justify basic concepts on OD.	PO2 PO4 PO7
CO2	Assimilate and design OD process.	PO2 PO4 PO5 PO7
CO3	Summarize Organizational culture and use reinforcing techniques.	PO3 PO5 PO6 PO7 PO8
CO4	Illustrate effectiveness of working in teams.	PO1 PO2 PO4 PO5
CO5	Interpret constructs of wellbeing and approaches to achieving a balance.	PO6 PO7
Reading List		
1.	Laslo Bock, 'Work Rules-Insights from inside Google'	
2.	Edgar H Schein, 'Organizational Culture and Leadership	
3.	Kirk Blackard, James W Gibson, 'Capitalizing on conflict'	
4.	Peter S Cohan, 'Value Leadership'	
References Books		
1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 th Edition, Sage Publication 2019.	
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 rd Edition, Pearson FT Press, 2015.	
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 th Edition, Pearson Higher Education, 2017.	
4.	Cummings, T., Theory of Organization Development and Change, 9 th Edition, South-Western, 2011.	
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2 nd Edition, 2015.	
6.	Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2 nd Edition, Sage India, 2011.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M		M			S	
CO 2		M		M	M		S	
CO 3			M		M	S	S	M
CO 4	S	S		S	S			
CO 5						S	S	

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1		S			
CO2		S	S	S	
CO3	S	S		M	
CO4	S				
CO5				M	M

Subject Code	Subject Name	U	α	↑	L	T	P	○	○	▬	Marks
---------------------	---------------------	---	---	---	----------	----------	----------	---	---	---	--------------

	Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Generalize with the basic concepts of Industrial Relations.	PO4 PO5 PO 6 PO7	
CO2	Enumerate insights on Industrial Harmony and Conflicts.	PO1 PO2 PO4 PO5 PO7 PO8	
CO3	Have insights on Labor Relations, Joint Consultation	PO2 PO5	
CO4	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO2 PO5 PO6 PO7	
CO5	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	PO5 PO7	
Reading List			
1.	Campbell Balfour, ‘Industrial Relations in the common market’		
2.	Michael Poole, ‘Theories of Trade unionism’		
3.	Srikanth Goparaju, ‘Industrial Relations in Modern India’		
4.	Glenn Diesen, ‘Great Power Politics in the fourth Industrial Revolution’		
References Books			
1.	Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6 th Edition 2020.		
2.	Sen, R., Industrial Relations: Text and Cases, 2 nd Edition, Macmillan PublishersIndia, 2009.		
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 nd Edition, Tata McGraw-Hill, 2012.		
4.	PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 rd Edition, 2017.		
5.	Sivarethinamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 st Edition 2010.		
6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2 nd Edition, 2017.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M	M	S	S	
CO 2	M	M		S	S		S	S
CO 3		M			S			
CO 4		S			S	M	S	
CO 5					M		M	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	
CO2		S		M	S
CO3			M	S	

CO4	S	S	M	S	
CO5			M	M	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Career Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To comprehend the dimensions of career planning and career development, career management.										
C2	To demonstrate techniques of self-assessment and changing landscapes of career management.										
C3	To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.										
C4	To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.										
C5	To summarize and select appropriate Learning and Development for Career & Organizational growth										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Career Management: Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.							9	C1		
II	Self-Assessment and Career Management: Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.							9	C2		
III	Contemporary Issues in Career Management: Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.							9	C3		
IV	Career Management System in Organization: Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.							9	C4		

V	Role of Learning in Career Growth: Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend fairly the dimensions of career planning and career development, career management.	PO2 PO4 PO5 PO6	
CO2	Demonstrate techniques of self-assessment and changing landscapes of career management.	PO2 PO6	
CO3	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.	PO2 PO4 PO5 PO6	
CO4	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	PO2 PO4 PO5 PO6	
CO5	Summarize and select appropriate Learning and Development for Career & Organizational growth	PO1 PO2 PO4 PO5 PO6	
Reading List			
1.	Ben Horowitz, <i>'The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers'</i> .		
2.	Angela Duckworth, <i>'Grit: The Power Of Passion and Perseverance'</i> .		
3.	Elaine Welteroth, <i>'More Than Enough: Claiming Space For Who You Are (No Matter What They Say)'</i> .		
4.	Amy Cuddy, <i>'Presence: Bringing Your Boldest Self To Your Biggest Challenges'</i> .		
References Books			
1.	Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.		
2.	John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.		
3.	Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers		
4.	Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st edition Sage Pub.		
5.	Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, Encyclopedia of Personality Development and Career Management, 1st Edition 2016 Himalaya publishing house Pvt. Ltd.		
6.	Jonothan P West, Career Planning, Development, and Management: An Annotated Bibliography Routledge, 1st edition 2017.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		S		M	S	S		
CO 2		M				S		
CO 3		S		M	S	S		

CO 4		S		M	S	S		
CO 5	M	M		S	S	S		

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S				
CO2	S		S		
CO3	S	M	S	S	S
CO4	S		S	S	
CO5	S			S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Emotional Intelligence and Managerial Effectiveness	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Emotional Intelligence										
C2	To provide insights on Emotional Competencies										
C3	To throw light on Emotional literacy										
C4	To elucidate on significance of Emotional Intelligence										
C5	To create awareness and importance of Emotional Learning in organizations										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Emotional Intelligence: Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.							9	C1		
II	Emotional Competencies: The emotional competency framework- Self-awareness, self-regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventory.							9	C2		
III	Emotional literacy: Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training- developing emotional skill (awareness), cognitive skills and behavioural skill.							9	C3		
IV	Emotional Intelligence at work place: The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.							9	C4		
V	Emotional Learning in organizations: Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.							9	C5		

	Total	45
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recognize and apply basic concepts of Emotional Intelligence	PO1 PO5 PO6 PO7
CO2	Enumerate and chart Emotional Competencies	PO2 PO4 PO5
CO3	Annotate and signify Emotional literacy	PO3 PO5 PO6 PO7
CO4	Be aware of using Emotional Intelligence tools	PO5 PO6 PO7
CO5	Hypothesize and assimilate importance of Emotional Learning in organizations	PO1 PO2 PO5 PO6 PO7
Reading List		
1.	Goleman, Richard Boyatzis, Annie McKee, ' <i>Primal Leadership</i> '.	
2.	Travis Bradberry, Greaves, ' <i>Emotional Intelligence 2.0</i> '	
3.	Colleen Stanley, ' <i>Emotional intelligence for sales success: Connect with customers and get results</i> '	
4.	David R. Caruso, Peter Salovey, ' <i>The Emotionally Intelligent Manager</i> '.	
References Books		
1.	Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25 th Anniversary Edition 2020.	
2.	Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.	
3.	Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1 st Edition 2015.	
4.	M S Battacharya, Emotional Intelligence, Excel Publications, 1 st Edition 2007.	
5.	Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.	
6.	Sumner Redstone , Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1 st Edition 2001.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M				M	S	S	
CO 2		S		S	S			
CO 3			M		M	S	S	
CO 4					S	S	S	
CO 5	M	M			M	S	S	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		M	
CO2	S	S			

CO3	S	S	M		
CO4	S	S	M		
CO5	S	S		M	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	HR Analytics	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To derive a strong understanding of HR Analytics, Process and impact										
C2	To expand the learning on statistics and toolkits of HRM										
C3	To summarize the best practices in HR analytics										
C4	To collate and appraise optimal methods for measuring HR contribution										
C5	To develop and construct HR regulations and reporting requirements										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to human resource analytics: Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.							9	C1		
II	Statistics for HRM: Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash boards, analyzing and reporting.							9	C2		
III	Best Practices in HR analytics: Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics.							9	C3		
IV	Measuring HR contribution: Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain-Balance Score card – ROI –Predictive Analytics.							9	C4		

V	HR regulations and reporting requirements: HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Gain clarity on the concept of HR Analytics	PO1 PO2 PO4 PO5 PO6 PO7	
CO2	Explore on statistics and toolkits	PO1 PO2	
CO3	Contrasting and assimilating best practices in HR analytics	PO5 PO6 PO7	
CO4	Demonstrate in analyzing optimal methods for measuring HR contribution	PO6 PO7 PO8	
CO5	Design and construct HR regulations and reporting requirements	PO3 PO5 PO6 PO7	
Reading List			
1.	Mong Shen Ng, 'Predictive HR Analytics, Text Mining & Organizational Network Analysis (ONA)'		
2.	Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig, 'The Power of the People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance'		
3.	Steve van Wieren, 'Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish'		
4.	Erik van Vulpen, 'The Basic Principles of People Analytics: Learn How to Use HR Data to Drive Better Outcomes for Your Business and Employees'		
References Books			
1.	Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.		
2.	Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1 st Edition, 2014.		
3.	Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association Amacom, 1 st Edition, 2018.		
4.	Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi & Company, 1st Edition, 2012.		
5.	Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1 st Edition, 2017.		
6.	Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M		S	S	S	S	

CO 2	S	S						
CO 3					S	S	S	
CO 4						S	S	M
CO 5			M		S	S	S	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2	S				
CO3	S	S		M	M
CO4	S	S	S	M	
CO5	S	S	S	S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Learning and Development	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To introduce L&D Organisations, Models, Practices and Experiential Learning Cycles.										
C2	To assimilate arguments towards designing L&D framework, Mapping organizational learning maturity and Skill Gap Analysis.										
C3	To introspect the ethical implications and L&D delivery and Design Thinking.										
C4	To demonstrate coaching and implementation of L&D strategies.										
C5	To evaluate the L&D approaches, Learning theories, Learning Analytics and redesign continuous learning										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Learning & Development Foundation: The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation- Contemporary Frameworks & Tools to Evaluate L&D Programs- Leadership & Management Development- Organizational Design & Development-Learning Vs Training, Training Cycle, Experiential Learning Cycles-Creating Learning ecosystems.							9	C1		
II	Learning and Development Strategy: Objectives and learning outcomes-Sequencing learning content- Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning- Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, Setting up learning programs and strengthening the informal							9	C2		

	learning landscape; Skill Gap Analysis- Learning Key Techniques.		
III	Delivery: Delivery Styles, L&D activities, Physical Environment – Tools & Techniques, digital learning content, Delivery and Evaluations; Role of Learning and Development Practitioners-Issues, Design Thinking; Ethics in Learning and Development.	9	C3
IV	Coaching Strategy: Introduction to Coaching - Evidence-Based Coaching-Coaching Process- Models-Benefits; Mentoring Process- Models- Benefits; Social Media and Collaborative Learning; Learning & Development In Organisations: Strategy, Evidence And Practice.	9	C4
V	Learning Engagement, Evaluation and Learning Analytics: Learner Engagement, Factors affecting Learning, Psychology and Neuroscience of Learning-Strategies for learning enhancement and engagement. Learning Evaluation theory and thinking -process and practice-Evaluation Methods, Approaches, Tools-Analyzing and reporting recommendations. Learning Analytics: Collecting Learning Data - Implementing Learning Analytics.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend the importance of L&D Organisations and design Models, Practices and Experiential Learning Cycles.	PO2 PO4 PO5 PO7	
CO2	Assimilate arguments towards designing L&D framework and Mapping Organisational Learning.	PO1 PO2 PO5	
CO3	Introspect the ethical implications of L&D delivery.	PO3	
CO4	Illustrate implementation of coaching and implementation of L&D strategies.	PO1 PO2 PO5	
CO5	Design and evaluate the L&D approaches for continuous learning and development.	PO1 PO2 PO5 PO6 PO7	
Reading List			
1.	Boller, Fletcher, ‘Design Thinking for Training and Development’		
2.	Sharon Boller, Karl Kapp, ‘Play to Learn: Everything You Need to Know About Designing Effective Learning Games’		
3.	Michelle Weise, ‘Preparing for Jobs That Don't Even Exist Yet’		
4.	Jaime Roca, Sari Wilde, ‘The Connector Manager: Why Some Leaders Build Exceptional Talent – and Others Don’t’		
References Books			
1.	Rebecca Page-Tickell, Learning and Development: A Practical Introduction (HR Fundamentals Book 15), 2 nd edition, 2018 by Kogan Page.		
2.	Kathy Beevers, Andrew Rea, David Hayden, Learning and Development Practice in the Workplace 2019, CIPD - Kogan Page; 4th edition.		
3.	Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Even		

	Exist Yet, 1 st Edition, Wiley 2020.
4.	Sharon Boller, Laura Fletcher, Design Thinking for Training and Development: Creating Learning Journeys That Get Results, ATD Press, 1 st edition, 2020.
5.	Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins, Learning & Development in Organisations: Strategy, Evidence and Practice, 1 st edition, Oak Tree Press, 2020.
6.	Andrew Mayo, Creating a Learning and development strategy, 2 nd edition, Viva CIPD, 2017.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M		M	S		S	
CO 2	M	M			S			
CO 3			S					
CO 4	M	M			S			
CO 5	M	M			S	S	S	

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M			M	M
CO2		S	M	M	
CO3					S
CO4	S	M			
CO5	S	S	M	S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Organizational Change	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To gather meaning and nature of organizational change and change process and models.										

C2	To comprehend the management of change and effective ways of managing change		
C3	To familiarize about the change agents		
C4	To summarize an in-depth analysis of OD interventions		
C5	To draw insights on HR management interventions.		
UNIT	Details	No. of Hours	Course Objectives
I	Organizational Change: Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign.	9	C1
II	Management of Change: Diagnosing the organization, determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research. Effective Ways of Managing Change: Evolutionary and Revolutionary change in organization: Continuous versus discontinuous changes, Uni-directional and cyclic changes.	9	C2
III	Change Agents: Change Agents: Skills – External and Internal Change Agents - Resistance to change- Managing the resistance to change - Levin’s change model.	9	C3
IV	OD Intervention: Human process interventions- Individual, group and inter-group human relations-structure and technological interventions- strategic interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.	9	C4
V	HR Management Interventions: Performance management, employee development, Workforce diversity and wellness. Strategic interventions - Mergers and acquisitions - Organizational Culture Change - Team Intervention, third-party peace-making, Structural Intervention, Comprehensive OD Interventions.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend the meaning and nature of organizational change and change process and models.	PO2 PO4 PO5 PO7	
CO2	Gain knowledge about the management of change and effective ways of managing change	PO2 PO5 PO7	
CO3	Contrast and hypothesize the change agents	PO1 PO5	
CO4	Gain in-depth knowledge about OD interventions	PO1 PO2 PO5 PO7	

CO5	Draw insights about HR management interventions.	PO1 PO2 PO5 PO7
Reading List		
1.	William and Susan Bridges, ' <i>Managing Transitions: Making the Most of Change</i> '.	
2.	John Kotter and Holger Rathgeber, ' <i>Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions</i> '.	
3.	Al Comeaux, ' <i>Change (the) Management: Why We as Leaders Must Change for the Change to Last</i> '.	
4.	Spencer Johnson and Kenneth Blanchard, ' <i>Who Moved My Cheese</i> '.	
References Books		
1.	Palmer. I, Dunford. R, Akin. G,(2016), Managing organizational change: A multiple perspectives approach, 3 rd edition, McGraw-Hill Irwin	
2.	R. G. Priyadarshini, Organizational Change and Development, Cengage Learning, 1 st Edition 2015.	
3.	Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning, 11 th Edition, 2020.	
4.	Paul Gibbons, The Science of Successful Organizational Change: How Leaders Set Strategy, Change Behavior, and Create an Agile Culture, Pearson FT Press, 1st Edition 2015.	
5.	Organizational, Design, and Change-Gareth R. Jones, Pearson Education, 5th Edition 2007.	
6.	Dipak Kumar Bhattacharya, Organizational Change & Development, OUP India, 1 st Edition, 2011.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M		M	S		S	
CO 2		M			S		S	
CO 3	S				S			
CO 4	M	M			S		S	
CO 5	M	M			S		S	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		M	
CO2		S		M	
CO3		S	M		
CO4	S	S	M	S	L
CO5		S	M	S	L

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total

	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100	
Course Objectives												
C1	To familiarize the students with the basic concepts of Strategic Management											
C2	To provide insights into Environmental Forecasting											
C3	To throw light on Human Resource Strategy											
C4	To elucidate on Strategic Human Resource Processes											
C5	To create awareness and importance of New Economic Policy and HRM Strategy											
UNIT	Details							No. of Hours	Course Objectives			
I	Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;							9	C1			
II	Environment Forecasting: Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.							9	C2			
III	Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation							9	C3			
IV	Strategic Human Resource Processes: Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.							9	C4			
V	New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.							9	C5			
	Total							45				
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Comprehend the application of Strategic Management							PO2 PO5 PO7				
CO2	Evaluate Corporate Strategy & aid in Environment Forecasting							PO2 PO3 PO6 PO7 PO8				

CO3	Develop strategies, approaches for higher Organisational Performance	PO1 PO2 PO7
CO4	Elucidate on Strategic Human Resource Processes and resource utilization	PO1 PO2 PO5 PO6 PO7
CO5	Analyse and formulate New Economic Policy and HRM Strategy	PO5 PO6 PO7
Reading List		
1.	J.C. Spender, 'Business Strategy: Managing Uncertainty, Opportunity, and Enterprise'.	
2.	Mark Schaefer, 'Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing'.	
3.	Niraj Dawar, 'Tilt: Shifting Your Strategy from Products to Customers'.	
4.	W. Chan Kim, 'Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant'.	
References Books		
1.	Ananda Das Gupta, Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Rouledge, 1 st Edition 2020.	
2.	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1 st Edition 2007.	
3.	Gary Rees & Paul Smith, Strategic Human Resource Management An International Perspective, Sage, 3 rd Edition, 2021.	
4.	Marielle G. Heijltjes, Strategic Human Resource Management, Sage Publications Ltd. (UK), 1 st Edition 2000.	
5.	Rajib Lochan Dhar : Strategic Human Resource Management, Excel Books New Delhi, 1 st Edition 2010.	
6.	David Ulrich, Jon Younger, Wayne Brocbank, 'HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)', McGraw Hill. 1st Edition, 2012.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M			S		S	
CO 2		M	M			S	S	M
CO 3	M	M					S	
CO 4	S	M			M	S	S	
CO 5					M	S	M	

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1		S		M	

CO2		S		M	S
CO3	S	S	S	S	
CO4		M		S	
CO5	S	M	S	M	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Talent Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
C1	To have a clear understanding of the concept of talent management and its role										
C2	To acquire knowledge on talent planning										
C3	To obtain knowledge on talent acquisition and retention										
C4	To understand the concept of competency mapping and models of competency mapping										
C5	To understand the methodology to be followed in competency mapping										
UNIT	Details							No. of Hours	Course Objectives		
I	<p>Introduction to Talent Management: Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building the sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management, Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent , Tools for Managing Talent.</p> <p>Building blocks of talent management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.</p>							9	C1		
II	<p>Talent Planning – Understanding the needs and mind set of employees, Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.</p>							9	C2		
III	<p>Talent Acquisition and Retention – Talent Acquisition- Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model (Satisfy, Motivate and Reward), Employee Retention Programs,</p>							9	C3		

	Career Planning and Development, Best practices in employee retention.		
IV	Competency Mapping: Concepts and definition of competency; types of competencies, Features of competency, approaches to mapping methods, Competency mapping procedures and steps , 5-level competency model, Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals.	9	C4
V	Methodology of Competency Mapping: Competency models people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping , competency-based interviewing, assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have a clear understanding the concept of talent management and its role	PO2 PO4 PO5 PO6 PO7	
CO2	Have knowledge on talent planning	PO2 PO4 PO5 PO6 PO7	
CO3	Have knowledge of talent acquisition and retention	PO2 PO4 PO5 PO6 PO7	
CO4	Have an understanding of the concept of competency mapping and models of competency mapping	PO2 PO4 PO5 PO6 PO7	
CO5	Have an understanding the methodology to be followed in competency mapping	PO2 PO4 PO5 PO6 PO7	
Reading List			
1.	Talent management, William J Rothwell		
2.	Talent Management for the 21 st century, P Cappelli-HBR		
3.	Strategic Talent Management, Robert J Greene		
4.	Reinventing Talent Management, Edward E Lawler		
References Books			
1.	Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016		
2.	Lance A. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People Tata McGraw Hill, 3rd Edition, 2018.		
3.	Edward J Cripe, Competency Development Guide, Workitect Inc., 1st Edition, 2012.		

4.	Lyle M. Spencer, Signe M. Spencer, Competence at work: Models for Superior Performance, John Wiley Publishing, 1st Edition 2008.
5.	Rao T.V., Performance Management: Toward Organizational Excellence, SAGE, 2nd Edition, 2015.
6.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE, 1st Edition, 2019.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		S		S	S	S	S	
CO 2		S		S	S	S	S	
CO 3		S		S	S	S	S	
CO 4		S		S	S	S	S	
CO 5		S		S	S	S	S	

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		M	
CO2	S	S		M	
CO3	S	S		M	
CO4	S	S		M	
CO5	S	S		M	L

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Workplace Counselling	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to Understanding Workplace Counseling and role of counsellor.										
C2	To summarize and establish setting a counseling ecosystem, Training of Counsellors, Understanding Burnout and ambiguous decision making.										
C3	To extrapolate problems at workplace, Relationship concerns in the Family & Workplace and counseling interventions.										
C4	To interpret counseling evaluation formats, documentations and resolving issues.										

C5	To justify ethical code of conduct in counseling and restricting undue influences at work.		
UNIT	Details	No. of Hours	Course Objectives
I	INTRODUCTION: Meaning and Definition of Counselling - Counselling process – Building the counselling relationship and facilitating initial disorder – In depth exploration - Understanding Workplace Counselling – History. Counsellor Qualities - Confidentiality, Unconditional Positive regard, Empathy, Active Listening, Six ways of responding.	9	C1
II	SETTING UP COUNSELING IN THE WORKPLACE: Assessing need for workplace counselling - Preparing, Assessing, Contracting, Terminating counselling within an Organization. Training of Counsellors: Methods of training counsellors- Dynamics of counselling training- Training Ecosystem, Culture and tools. Models - Counselling Orientation - Brief Therapy - Problem Focused - Work Oriented - Manager Based - Internal, External based – Welfare -Organizational Change. Group counseling, Family Counseling- Preventive and Proactive Counseling. Understanding Burnout, compassion fatigue, dilemma and ambiguous decision making, professional uncertainty.	9	C2
III	DEALING WITH SPECIFIC WORK PROBLEMS: Employee problem counseling - Problems of Absenteeism, Turnover, Work Stress, BOSS, ROSS, Depression, Substance Abuse. Sexual Harassment, Work-life balance, Unethical behavior in work place, Travel stress, Relationship concerns in the Family and Workplace, Psychosomatic Disorders, Internet Addiction Disorder, Eating Disorders.	9	C3
IV	EVALUATIONS: Needs Theory and Self Awareness, Johari window, learning to use free associations - Setting boundaries in Counselling - Strategies for the client to explore, understand and resolve the problem - Formative and Summative Evaluation, Methods of evaluation- Analyzing, Recording and escalation procedures. Resolving client issues - Field force analysis.	9	C4
V	ETHICS: Ethical issues in decision making, training, and counselling - Ethical responsibilities for Employers, employees and stakeholders - Ethics governing counselling. Understanding undue influences - Setting guidelines for workplace relations, ethical code of conduct,	9	C5

	whistle blowing mechanisms, EEO, transparent support system within Organization.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand Workplace Counselling need and assume role of a counsellor	PO1 PO4 PO5 PO6 PO7	
CO2	Summarize and establish setting a counseling ecosystem	PO1 PO5 PO6 PO7	
CO3	Design solutions to workplace counseling through interventions	PO1 PO5 PO6 PO7	
CO4	Contrast counseling evaluation formats and implement appropriately	PO1 PO5 PO6 PO7	
CO5	Compare and justify ethical code of conduct in counseling and construct guidelines	PO1 PO3 PO5 PO6 PO7	
Reading List			
1.	The effectiveness of workplace counselling, J Mc Leod		
2.	Guidelines for counselling in the workplace, R Hughes A Kinder		
3.	Counselling in the workplace, A Coles		
4.	Counselling in organisations, M Carroll		
References Books			
1.	S Narayana Rao, Prem Sahajpal, Counselling and Guidance, 3rd edition, TATA McGraw Hill Education, 2017.		
2.	Thomas M. Skovholt, Michelle Trotter-Mathison, The Resilient Practitioner: Burnout and Compassion Fatigue Prevention and Self-Care Strategies for the Helping Professions, 3rd Edition, Routledge 2016.		
3.	Jan Sutton, William Stewart, Learning to Counsel, Develop the Skills, Insight and Knowledge to Counsel Others, 4th edition, 2017, Robinson Publishing.		
4.	Amy Cooper Hakim, Working with Difficult People, Second Revised Edition: Handling the Ten Types of Problem People Without Losing Your Mind, Tarcher Perigee, 2nd edition, 2017.		
5.	John Ballard, Decoding the Workplace, Gildan Media, 1st edition, 2018.		
6.	Samuel T. Gladding, Counseling: A Comprehensive Profession, Pearson Education, 8th edition, 2018.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S			S	S	S	S	
CO 2	S				S	S	S	
CO 3	S				S	S	S	
CO 4	S				S	S	S	
CO 5	S		S		S	S	S	

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	
CO2	S	S		S	
CO3	S	S		S	
CO4	S	S		S	
CO5	S	S		S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Capital Planning	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To understand the basic concepts of Human resource planning										
C2	To know the sources of recruitment and recent trends in recruitment.										
C3	To explore selection and induction processes in an organization.										
C4	To know and use various promotions, transfers and separations.										
C5	To learn ethical issues in human capital planning.										
UNIT	Details							No. of Hours	Course Objectives		
I	Human Resource Planning (HRP): Objectives of HRP - Significance and methods of HRP - Methods of Forecasting, Demand and supply forecasting - Models of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.							9	C1		
II	Sources of Recruitment: Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy, Employee Referral Initiatives, E-Recruitment /Online recruitment Technique - Recent trends in Recruitment, Evaluation of a recruitment program.							9	C2		
III	Selection & Induction: Selection: Selection Process, Selection Methods, Selection Test, different types of selection tests, Interview Techniques, Different types of interviews, Skill Gap Analysis Placement: Differences between recruitment, selection and placement Induction: Purpose – Objectives – Process and Principles – Factors of Effective Induction							9	C3		
IV	Promotion:							9	C4		

	Promotion Procedure & Program, Demotion. Transfer - Purpose and Procedure – Types. Separations – Terminations – Dismissals – Suspension – Retrenchment – Layoffs – Resignations – VRS.		
V	Ethical Issues: Ethical issues in Human Capital Planning - Ethical issues in Recruitment and Selection, Ethical issues in Attrition and Retention, Ethical issues in Appraisal - Enhancing the effectiveness of Recruitment & Selection.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand about the basic concepts of Human resource planning	PO1 PO4 PO5 PO6 PO7	
CO2	Know the sources of recruitment and recent trends in recruitment.	PO1 PO5 PO6 PO7	
CO3	Use appropriate selection and induction processes in an organization.	PO1 PO5 PO6 PO7	
CO4	Know various promotions, transfers and separations.	PO1 PO5 PO6 PO7	
CO5	Learn the ethical issues in human capital planning.	PO1 PO3 PO5 PO6 PO7	
Reading List			
1.	The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance Sigal HaberaArie Reichelb		
2.	Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital, Nagwan AlQershi		
3.	Beyond HR: The New Science of Human Capital By John W. Boudreau, Peter M. Ramstad		
4.	Human capital and regional development Alessandra Faggian, Félix Modrego, and Philip McCann		
References Books			
1.	Heneman III. H.G, Judge. T.A, R.L. Heneman, 1 st Edition 2014, Staffing Organizations, McGraw-Hill Education		
2.	Kenneth McBey, Strategic Human Resources Planning, Cengage learning, 5th Edition, 2015.		
3.	Dipak Kumar B, Human Resource Planning, Excel, 3rd Edition, 2016.		
4.	Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices, 14th edition, McGraw-Hill.		
5.	H.R. Appannaiah, H.A. Bhaskara, (2021) – Human Capital Management, First edition – Himalaya publishing house.		
6.	William J Rothwell, H. C. Kazanas, Planning & Managing Human Resources: Strategic Planning for Personnel Management, HRD Press Inc., 2nd Edition, 2014.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
--	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------

CO 1	S			S	S	S	S	
CO 2	S				S	S	S	
CO 3	S				S	S	S	
CO 4	S				S	S	S	
CO 5	S		S		S	S	S	

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	
CO2	S	S		S	
CO3	S	S		S	
CO4	S	S		S	
CO5	S	S		S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Resource Information System	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Data & Information										
C2	To provide insights on Data Management for HRIS										
C3	To throw light on HR Management Process & HRIS										
C4	To elucidate on HR Management Process II & HRIS										
C5	To create awareness and importance of Security, Size & Style of Organizations & HRIS										
UNIT	Details							No. of Hours	Course Objectives		
I	Data & Information: Needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager – Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output							9	C1		

	& screens] ,EHRM ,Objectives, Advantages & Disadvantages.		
II	Data Management for HRIS: Data Formats, Entry Procedure & Process, Data Storage & Retrieval, Transaction Processing , Office Automation, Information Processing & Control Functions, Design of HRIS, Relevance of Decision Making, Concepts for Information System Design	9	C2
III	HR Management Process in HRIS: Modules on HR Planning, Recruitment, Selection, Placement, Module on Performance Appraisal System, Training & Development Module, Module on Pay & other Related Dimensions, Information System's support for Planning & Control.	9	C3
IV	HRIS Application: HR administration – Outsourcing – Job shadowing – HR planning Sub System – Data input - Data Capturing for Monitoring & Review – Outflow – Report – Information Processing for Decision Making - DSS – Overview of HR metrics.	9	C4
V	HRIS Security and Privacy: Security - Style of Organizations – Security of Data and Operations of HRIS Modules –Problems during IT Adoption Efforts and Processes to Overcome – Cyber Security – Needs – Approaches – Principles – Types – Information Security Management in HRIS.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be familiarized with the basic concepts of Data & Information	PO2 PO4 PO5 PO6 PO7	
CO2	Have knowledge on Data Management for HRIS	PO2 PO4 PO5 PO6 PO7	
CO3	Know about HR Management Process & HRIS	PO2 PO4 PO5 PO6 PO7	
CO4	Will use HR Management Process II & HRIS	PO2 PO4 PO5 PO6 PO7	
CO5	Will be aware of the importance of Security, Size & Style of Organizations & HRIS	PO2 PO4 PO5 PO6 PO7	
Reading List			
1.	Human resource information systems (HRIS) and technology trust Susan K. Lippert, Paul Michael Swiercz		
2.	Human Resource Information Systems (HRIS) in HR Planning and Development in Mid to Large Sized Organization, AshaNagendra Mohit Deshpande		
3.	Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and ProspectsG. M. Azmal Ali Quosar, Md. Siddikur Rahman		
4.	Human Resource Information Systems (HRIS): Providing Business with Rapid Data Access, Information Exchange and Strategic Advantage Dr. Kenneth A. Kovach, Charles E. Cathcart, Jr.		

References Books	
1.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3 rd Edition, 2019.
2.	Sathish.M.Badgi, Practical Guide to Human Resource Information Systems,PHI, 1 st Edition 2012.
3.	Kavanagh, Human Resource Information Systems: Basics, Applications and Future Directions, Sage South Asia Edition, 1 st Edition 2011.
4.	P.K. Gupta ,Susheel Chhabra ,Human Resource Information System ,Himalaya Publishing House, 1 st Edition, 2015.
5.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3 rd Edition, 2019.
6.	Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page,10th Edition, 2006.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		S		S	S	S	5	
CO 2		S		S	S	S	5	
CO 3		S		S	S	S	5	
CO 4		S		S	S	S	5	
CO 5		S		S	S	S	5	

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		M	
CO2	S	S		M	
CO3	S	S		M	
CO4	S	S		M	
CO5	S	S		M	L

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
	Stress Management	Elective	2	-	1	-	3	3	25	75	100	
Course Objectives												
C1	To understand the concept of stress management											
C2	To understand the impact of stress											
C3	To analyse the stress reduction techniques											
C4	To study the strategies to cope up with stress											
C5	To develop resilience to stress											
UNIT	Details							No. of Hours	Course Objectives			
I	Introduction to Stress Management: Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,							9	C1			
II	Impact of Stress: Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal							9	C2			
III	Stress Reduction Techniques: Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress							9	C3			
IV	Coping Strategies: Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model							9	C4			
V	Developing Resilience to Stress: Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management							9	C5			
Total							45					
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Have a clear understanding on the concept of stress management							PO1 PO5 PO6 PO7				
CO2	Illustrate the impact of stress and predict Stress warning signals							PO1 PO5 PO6 PO7				
CO3	Develop ability to analyse the stress reduction techniques							PO1 PO5 PO6 PO7				

CO4	Acquire the ability to identify the strategies to cope up with stress	PO1 PO5 PO6 PO7
CO5	Develop resilience strategies to stress	PO1 PO5 PO6 PO7
Reading List		
1.	Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini	
2.	Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce A. Adkins, PhD, Debra L. Nelson	
3.	Stress Management, Richard Pettinger	
4.	Stress and stress management, Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.	
References Books		
1.	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1 st Edition, 2022.	
2.	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1 st Edition, 2011.	
3.	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Live a Longer Life, 1 st Edition, 2014.	
4.	Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1 st Edition, 2019.	
5.	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1 st Edition 2016.	
6.	Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5 th Edition 2010.	

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S				S	S	S	
CO 2	S				S	S	S	
CO 3	S				S	S	S	
CO 4	S				S	S	S	
CO 5	S				S	S	S	

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	
CO2	S	S	S	S	
CO3	S	S		S	
CO4	S	S		S	
CO5	S	S	S	S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Competency Mapping	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To recognize and identify importance of competency-based framework										
C2	To comprehend types and methods of competency										
C3	To demonstrate use of competency tools, framework and clusters										
C4	To audit competency implementation cycles and drive high performance										
C5	To steer stakeholders' confidence and implement competency model										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: History and Origin of Competency - KSA Vs Competency - Reasons for Popularity of Competency - Competency & EVA -Criticisms- Iceberg Model of Competency - Operant & Respondent Traits of Competency.							9	C1		
II	Functions: Types: Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies- developing a Competence Matrix.							9	C2		
III	Framework: Sources of competence information- Tools of competencies: Behavioural Event Interview- Behavioural Description Interview- Benchmarking Established Models. Competency Clusters - HR Generic Competency Model -Supervisory Generic Competency Model- Industry Specific Models.							9	C3		
IV	Assessment: HR Competence audit-Role of Assessment centres- Strategies to address the gaps - Integrating the Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession & Career Planning - Competency Based Compensation and Benefits - Competency based Training & Development - Reassess competencies and evaluate ROI.							9	C4		
V	Resistance and Implementation: Understanding Resistance -Strategies to acquire stakeholder confidence- Stakeholder's Map-Resolving resistance. Clarifying Implementation Goals & Standards - Action Plan -							9	C5		

	Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering & Interim Competency Model - Finalize & Validate Competency Model.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Recognize the importance of competency-based framework	PO2 PO5	
CO2	Comprehend types and methods of competency	PO1,PO4 PO5 PO6	
CO3	Demonstrate use of competency tools and clusters	PO1 PO2 PO5 PO7	
CO4	Schematize audit plans for competency implementation cycles	PO1 PO5 PO7	
CO5	Negotiate stakeholders' confidence and implement competency model	PO5,PO7	
Reading List			
1.	Competency Mapping – A Drive For Indian Industries, Rajeshwaree A		
2.	Competency Mapping of the Employees, N. Anisha		
3.	Competency Mapping in Indian Industries -A Case Study, Amey Choudhari		
4.	Competency Measurement Model, Dario russo		
References Books			
1.	Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, SAGE Publications India, 3 rd edition, 2016.		
2.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE Publications India Pvt Ltd, 1 st Edition, 2019.		
3.	Sudhir Warier, Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies, Notion Press, 1 st Edition, 2019		
4.	Mahesh Kuruba, Role Competency Matrix: A Step-By-Step Guide to an Objective Competency Management System, Springer, 1 st Edition, 2019.		
5.	David D Dubious, Competency-Based Human Resource Management: Discover a New System for Unleashing the Productive Power of Exemplary Performers, Davies-Black Publisher, 1 st Edition, 2010.		
6.	Lyle M Spencer, Signe M Spencer, Competence at Work: Models for Superior Performance, Wiley India, 1 st Edition, 2008.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		S			S			
CO 2	S			S	S	S		
CO 3	S	S			S		S	

CO 4	S				S		S	
CO 5					S		S	

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1				S	
CO2	S			S	
CO3		S	S		
CO4		S	S	S	
CO5		S		S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	International HRD	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To summarize and comprehend the expanding role of global corporations										
C2	To demonstrate the functioning of international assignments										
C3	To elucidate development of global IHRM practices										
C4	To interpret compliance norms of global organizations										
C5	To introspect future of sustainable IHRM practices										
UNIT	Details							No. of Hours	Course Objectives		
I	IHRD: Scope of IHRD- Positivist and Interpretive views on Culture, Values, Power-Cross Cultural Management, Model, Dimensions; Comparison between HRD India and Globalization. Learning Theories globally and implications-Career development in multinational and multicultural environment-Schein's career anchors-Holland's vocational preference inventory.							9	C1		
II	Processes: Transfer of employment practices across borders-The four influences framework-IHRM approaches-Factors affection-Implications. International Assignments and Employment practices-motives-Process-Dimensions of success and failure. Expatriation- Developing International Staff and Multinational Teams, Approaches to International Compensation.							9	C2		
III	Development & Practices: Multinational companies and Host companies-Sustainable practices of host and							9	C3		

	divergent country employment arrangements-Global Employment Relations. Training & Development in global environment-Krikpatrick's Taxonomy-Expatriate Training, PMS - Transition of Expats to global leaders-Global and local sourcing-Compliance to Labour Market-Capitalist Vs Socialist Market economies.		
IV	Practices in Economies: PMS in different economies-Total Rewards in International Context-Components-Complexities-approaches. Global Context: EEO-Gender Sensitivity-Diversity-Inclusivity- Onshoring, offshoring, Friendshoring-Models of strategic HRD.	9	C4
V	Sustainability: Repatriation-issues-best practices; Sustainable practices through Ethics and CSR; Green HRD; Ethical Issues-dispute settlement-International labour contract. Knowledge Management-Transfer; Changing and Future Trends: International labour standards, Managing Remote Work -issues-digital privacy and decent work.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Demonstrate IHRM factors influential in global corporations	PO1,PO2, PO4, PO5, PO6	
CO2	Design IHRM elements for global assignments	PO3, PO4, PO5, PO6	
CO3	Critique and conclude developmental strategies for IHRM practices	PO5, PO7	
CO4	Implement and audit compliance IHRM norms	PO1, PO2, PO5, PO6, PO7	
CO5	Predict and appraise sustainable IHRM practices	PO2, PO4, PO6	
Reading List			
1.	International HRD: context, processes and people – introduction Thomas Garavan, Alma McCarthy, and Ronan Carbery		
2.	Theoretical frameworks for comparing HRD in an international context, Jean Woodall		
3.	The Issue of International Values and Beliefs: The Debate for a Global HRD Code of Ethics, Darlene Russ-Eft, Timothy Hatcher		
4.	International Technology Transfer For Competitive Advantage: A Conceptual Analysis Of The Role Of HRD, A. Ahad M. Osman-Gani		
References Books			
1.	K Ashwathappa, International Human Resource Management, TATA McGraw Hill, 2 nd Edition, 2017.		
2.	Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE, 4 th Edition, 2014.		
3.	Thomas Garavan, Alma McCarthy, Ronan Carbery, Handbook of International Human Resource Development: Context, Processes and People, Edward Elgar		

	Publishing, 3 rd Edition, 2017.
4.	Peter J. Dowling Marion Festing Allen D. Engle, International Human Resource Management, CENGAGE INDIA, 7 th Edition, 2017.
5.	Edwards Tony, Chris Rees, International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson Education India, 3 rd Edition, 2016.
6.	Yongsun Paik, Charles M. Vance, Managing A Global Workforce : Challenges And Opportunities In International Human Resource Management, PHI Learning, 2 nd Edition, 2013.

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S		S	M	M		
CO 2			S	S	S	M		
CO 3					M		M	
CO 4	M	M			S	S	S	
CO 5		S		S		S		

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		S	S	
CO2	S	S	S	S	M
CO3		S			M
CO4	S	S	M	S	
CO5	S		M	S	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Compensation and Rewards Management	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of compensation										
C2	To provide insights on compensation planning										
C3	To throw light on compensation Pay										
C4	To elucidate on Executive compensation										

C5	To create awareness and importance of Wage administration in India:		
UNIT	Details	No. of Hours	Course Objectives
I	Compensation: types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic	9	C1
II	Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.	9	C2
III	Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time–off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.	9	C3
IV	Executive Compensation: Elements of executive compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems.	9	C4
V	Wage Administration in India: wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices - Pay for performance for global employees -practices in different industries, Employee benefits around the world, CEO pay in a global context, Beyond compensation.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be familiarized with compensation	PO2,PO5 PO6 PO7	
CO2	Understand Compensation Planning	PO2 PO5 PO6 PO7	
CO3	Design Executive Compensation	PO2,PO5 PO6 PO7	
CO4	Understand Wage administration in India	PO2,PO5 PO6 PO7	

CO5	Be aware of the importance of Wage administration in India	PO2,PO5 PO6 PO7
Reading List		
1.	A Strategic Perspective on Compensation Management, Milkovich, George T.	
2.	Compensation Management, Dipak Kumar Bhattacharyya	
3.	Employees Perception Towards Compensation Management Practices in Software Industry: An Indian Evidence, Dr. Das Kishore Kumar	
4.	Compensation in Organizations, Sara L. Rynes, Barry Gerhart	
References Books		
1.	B. D. Singh ,Compensation and Reward Management ,Excel Books,2012.	
2.	Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,10th Edition, 2011.	
3.	Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 1st Edition, 2009.	
4.	Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011.	
5.	Jerry M. Newman ,Barry Gerhart & George T. Milkovich ,Compensation, McGrawHill,12 th Edition, 2020.	
6.		

Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		S			S	S	S	
CO 2		S			S	S	S	
CO 3		S			S	S	S	
CO 4		S			S	S	S	
CO 5		S			S	S	S	

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2	S	S	S		
CO3	S	S	S		
CO4	S	S		S	
CO5	S	S		S	

SPECIALIZATION COURSES: SYSTEMS MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Data Base Management System	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To provide insights to the database concepts and modeling.										
C2	To throw light on RDBMS and basic structure of SQL.										
C3	To familiarize on integrity & domain constraints and normalization using functional, multivalued, join dependencies.										
C4	To create awareness and importance of object oriented data model.										
C5	To elucidate on database system architectures.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E - R Diagram – Weak Entity Sets – reduction of E- R Diagram to tables.							9	C1		
II	Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.							9	C2		
III	Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition – normalization using functional, multivalued, Join dependencies– Domain – Key Normal form – alternative approaches.							9	C3		
IV	Object Oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects – comparison.							9	C4		
V	Database System Architectures : Centralized Systems, Client server systems, Distributed systems,							9	C5		

	Parallel databases – introduction –inter query –intra query, intra-operation –interoperation parallelism – distributed databases –distributed data storage– network transparency –Query processing – Transaction model–Commit protocols –coordinator selection –concurrency control –deadlock handling – multi database systems.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Summarise the database concepts and modeling.	PO1, PO6, PO7	
CO2	Recall the concept of RDBMS and basic structure of SQL.	PO1, PO6	
CO3	Generalise on integrity & domain constraints and normalization using functional, multivalued, join dependencies.	PO3, PO7	
CO4	Formulate one’s understanding on object oriented data model.	PO1, PO2, PO6	
CO5	Criticise and compare the database system architectures.	PO1, PO2	
Reading List			
1.	T. William Olle, Database management system, Encyclopedia of Computer Science		
2.	Journal of Intelligent Information Systems - Integrating Artificial Intelligence and Database Technologies, Springer		
3.	Knowledge and Information Systems, Springer		
4.	Journal of Network and Systems Management, Springer		
TEXT BOOKS			
1.	C.J. Date, A.Kannan, S.SwamiNadhan, An Introduction to Database systems, , Pearson, 8 th Edition, 2003		
2	Paneerselvam, R; Database Management Systems; PHI; 2018		
3	SatinderBal Gupta; Aditya Mittal; Introduction to Database Management; Laxmi Publication; 2009		
4	Raghu Ramakrishnan;JohannesGehrke; Database management systems; third edition; McGraw Hill; 2000		
5	Rajiv Chopra; Database management sytems: A Practical approach; 5 th edition; S Chand and company; 2008		
References Books			
1.	A Silberschatz, H Korth, S Sudarshan, “Database System and Concepts ”, McGraw-Hill, 6 th Edition, 2013		
2.	Raghurama Krishnan, Johannes Gehrke, Data base Management Systems, McGraw-Hill 3 rd Edition, 2014.		

3.	ElmasriNavathe, Fundamentals of Database Systems, Pearson Education, 7 th Edition, 2015	
4.	Rob, Coronel, “Database Systems”, Seventh Edition, Cengage Learning, 2006.	
	Total	100 Marks

CO – PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S					M	S	
CO 2	S					S		
CO 3			S				S	
CO 4	M	S				S		
CO 5	S	M						

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	
CO2	S	S		S	
CO3	S	M	S		S
CO4	M				
CO5		S	S		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	System Analysis and Design	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
C1	To familiarize the students on the fundamentals of system analysis and design.										
C2	To provide insights on computer-assisted tools and types of automated tools.										
C3	To throw light on review and selection fact-finding techniques.										
C4	To elucidate on the essentials of design designing effective output.										
C5	To create awareness and importance on software design & documentation and case studies on various domains.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		

I	System Analysis Fundamentals: Introduction to System, System Analysis and Design, Need for System Analysis and Design, Role of the System Analyst System Development Strategies: SDLC, Structured Analysis Development Method, System Prototype Method.	9	C1
II	Case Tools: Benefits of Computer-Assisted Tools, Categories of Automated Tools, Case Components Organizations as System: Interrelatedness and Interdependence of System, System Process, Boundaries, System Feedback, Managing Project.	9	C2
III	Review and Selection Fact-Finding Techniques: Interview, Questionnaire, Record Review, Observation Data Flow Diagram: Advantages, Notations, Rules, Leveling, Logical and Physical DFD. Data Dictionary: Importance, Data Elements, Describing Process Specification Structured Decisions: Decision Tree, Decision Tables, Structured English.	9	C3
IV	The Essentials of Design Designing Effective Output: Objectives, Types of Output, Method, Factors to consider - Designing Effective Input: Objectives, Guideline for Form design, Screen and Web Forms, Designing User Interface: Objectives, Types of user interface, Designing Accurate Data – Entry Procedures: Objectives, Effective coding, Data-Entry Method, Ensuring data quality through input validation	9	C4
V	Quality Assurance through Software Engineering - Design of Software, Software design and documentation: Structured Flowcharts, HIPO, Warnier /Orr Diagrams Managing Quality Assurance: Level of Assurance, Level of Test Implementation of Information System: Training Strategies, Conversion, Post Implementation Review - Case Studies - Financial Accounting System - Payroll System – Library System - Inventory System - Online Banking System - Railway Reservation system(Input, Output, DFD)	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Recall the fundamentals of system analysis and design.	P01, P02	

CO2	Describe the computer-assisted tools and types of automated tools.	P02, P06, PO5
CO3	Analyse the review and selection of fact-finding techniques.	P01, P04, PO8
CO4	Formulate the essentials of designing effective output.	P02, P06
CO5	Organise your understanding on software design & documentation and case studies on various domains.	P01, P06, PO7,PO8
Reading List		
1.	Finite Elements in Analysis and Design, Elsevier	
2.	Formal Methods in System Design, Springer	
3.	Journal of Systems and Software, Elsevier	
4.	Telecommunication Systems - Modelling, Analysis, Design and Management, Springer	
Text book		
1	V Rajaraman; Analysis and Design of Information Systems; PHI; 2018	
2	J B Dixit; Structured system Analysis and Design ; Laxmi Publications; 2007	
3	Arunesh Goyal; System Analysis and Design ; PBI Learning; 2011	
4	Dr V k Jain; System Analysis and Design handbook; Dreamtech Press; 2000	
5	Preeti Gupta; Structured System Analysis and Design; Firewall Media; 2005	
References Books		
1.	Hoffer J. A, George J.F, Valacich J.S, Modern Systems Analysis and Design, Pearson Education, 6 th Edition, 2011	
2.	Alan Dennis and Barbara Wixom, Roberta M. Roth, Systems Analysis and Design, Wiley, 2018.	
3.	Whitten J. L, Bentley L. D, Systems Analysis and Design Methods, McGraw Hill, 2005.	
4.	Kenneth E. Kendall, Julie E. Kendall, Systems Analysis and Design, Pearson	
5.	Elias M. Awad, System Analysis and Design, Galgotia Publications Pvt. Ltd, 2010	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S					S		

CO 2		S				S	S	
CO 3	M			S				S
CO 4		M				M		
CO 5	S					S	M	S

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	
CO2		S		S	
CO3	S	M	S		S
CO4	M			S	
CO5		S	S		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Decision Support System	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To provide insights on components and characteristics of DSS.										
C2	To throw light on modeling process, model directory and model base management system.										
C3	To familiarize on data structure and data base languages.										
C4	To create awareness and importance of dialog management, user interface and										
C5	To elucidate on development of decision support system.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Decision concept – Steps – Decision Support System – Components – Characteristics – Classifications and Applications.							9	C1		
II	Model Management: Model – Modeling Process – Types of Models – Optimization – Simulation – Heuristic: Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.							9	C2		

III	Data Management System: Data Base – Sources of Data – Data Directory – Data Structure and Data Base Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.	9	C3
IV	Dialog Management: User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface.	9	C4
V	Development of Decision Support System: Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have insights on components and characteristics of DSS.	P01, P02	
CO2	Possess knowledge on DSS architecture; approaches to development and models in DSS	PO2,PO4	
CO3	Possess knowledge on Group DSS and Executive Information Systems (EIS).	PO1, PO5	
CO4	Have better understanding on AI and expert	PO2, PO6	
CO5	Learn and understand on development of decision support system.	PO1, PO6	
Reading List			
1.	Decision Support Systems and Electronic Commerce, Elsevier		
2.	Decision Support Systems, Science Direct		
3.	Decision Sciences – Wiley Online Library		
4.	Soft Computing - A Fusion of Foundations, Methodologies and Applications Springer		
Text Books			
1	Sitansu S Mitra; Decision Support Systems: Tools and Techniques; Wiley; 1986		
2	RamanathanSugumaran; John Degroote; Spatial Decision Support System: Principles and Practices; Taylor and Francis; 2011		
3	V S Janakiraman; Sarukesi, K; Decision Support Systems; PHI; 2008		
4	B Ravindranath; Decision Support Systems and Data Warehouses; NewAge International; 2003		
References Books			
1.	Efraim Turban, Jay E. Aronson, Ting-Peng Liang, Ramesh Sharda, Decision Support & Business Intelligent Systems, Pearson Education, 8 th Edition, 2007		

2.	Mallach, Efrem G, Decision Support & data Warehouse Systems –McGraw-Hill, 2002
3.	Marakas, George. M, Decision Support Systems in the 21st century – Pearson Education, 1999
4.	Daniel J Power, Decision Support Systems – Concepts and Resources for Managers: Quorum Books, 2002
5.	Efraim Turban, Ramesh Sharda, DursunDelen, Business Intelligence and Analytics – Systems for decision support, Pearson, 2018

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	M						
CO 2		S		S				
CO 3	M				S			
CO 4		M				S		
CO 5	S					M		

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	
CO2		S		S	
CO3	S	M	M		M
CO4	M			S	
CO5		S	S		M

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	E-Business	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To familiarize the students on the web designing software tools.										
C2	To provide insights on data warehousing and application of e-commerce in various sectors.										
C3	To throw light on E-Marketing and ERP tools & modules										
C4	To elucidate on E-security, Internet governance and cyber law issues.										
C5	To create awareness and importance of E-commerce in service sector; and										
SYLLABUS											

UNIT	Details	No. of Hours	Course Objectives
I	Introduction : Introduction to World Wide Web – Intelligent Web Designing – Software Tools – IP, TCP, HTTP, HTML, Cryptography – Consumer Interface Technologies – OLAP and Data Mining	9	C1
II	Principles – Potential – Knowledge Management – Data Warehousing – Application of E-Commerce in Different Sector – Service, Industry, Domestic – Multidisciplinary Approach to E-Commerce, Customer Relation Management.	9	C2
III	Business Model – E-Marketing – Intelligent Agents – Economics in E-Commerce – Equilibrium Price – Supply Chain Management – ERP Tools and Modules – Opportunities and Challenges – Mobile Commerce	9	C3
IV	Online Payment – E-Security – Security Protocols – How sites are hacked – Internet Governance – Firewall Legal Issues: Software Intellectual Property Law – Contract Law for E-Business – Cyber Law Issues - Interpol	9	C4
V	E-Commerce Industries: Online Retail Sector – Online Financial Services – Online Travel Services – Online Career Services – Online Publishing – Online Entertainment Consumer Protection: Privacy and Information Rights – Warranties and New Products.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Summarise the knowledge on the web designing software tools.	P05, P06, P07	
CO2	Describe the application of data warehousing and of e-commerce in various sectors.	P02, P04	
CO3	Explain the tools of E-Marketing and ERP & its modules.	P02, P06	
CO4	Interpret the issues associated with E-security, Internet governance and cyber law.	P02, P03, P06, P07	
CO5	Explain the role of E-commerce in service sector; and privacy & information rights	P04, P06	
Reading List			
1.	Information Systems and e-Business Management, Springer		

2.	Electronic Commerce Research, Springer
3.	Dien D. Phan , E-Business Management Strategies: A Business-To-Business Case Study, Information Systems Management, Taylor & Francis
4.	E-business model design, classification, and measurements, Thunderbird International Business Review, Wiley Online Review
Text Books	
1.	Joseph P T, “E-Commerce: An Indian Perspective”, PHI Publications, 5th Edition, 2015.
2.	UrmiDatta&NehaSomani, “E-commerce and Business Communication”, Oxford University Press, 1st Edition, 2017
3	E commerce: An Introduction;AmirManzoor; Lambert Academic Publishing; 2019
4	MamtaBhusry; E Commerce; Firewall Media; 2005
5	V Rajaraman; Essentials of E Commerce Technology; PHI Learning; 2009
References Books	
1.	David Whiteley, “E-Commerce: Strategy, Technologies and Applications”, Indian Edition, McGraw Hill Publications, 2017.
2.	Jelassi, Tawfik, Martínez-López, Francisco J, “Strategies for e-Business - Concepts and Cases on Value Creation and Digital Business Transformation”,
3.	Kenneth C Laudon and Carol GuercioTraver, “E-Commerce – Business, Technology, Society”, Pearson Publication, 15th Edition, 2019.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1					M	M	M	
CO 2		S		M				
CO 3		M				S		
CO 4		S	S			S	S	
CO 5				M		M		

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		S	S	
CO2		S		S	
CO3	S	M	S		S
CO4	M			S	
CO5		S	S		S

Subject Code	Subject Name	U	a	←	L	T	P	O	U	←	Marks
--------------	--------------	---	---	---	---	---	---	---	---	---	-------

CO2	Comparison on the various models related to IoT architecture.	P02, P04, P05
CO3	Recall the design and building blocks of IoT.	P01, P02, P06, P07
CO4	Assess the importance of data analytics tools for IoT.	P02, P06, P07
CO5	Analyse the IoT related case-studies and real world applications.	P01,P02,P03,P06, P07

Reading List

1.	Internet of Things – Science Direct
2.	International Journal of Internet of Things and Cyber-Assurance, Inderscience
3.	S Li, LD Xu, S Zhao, The internet of things: a survey, , Information systems frontiers, Springer
4.	F Wortmann, K Flüchter ,Internet of things - Business & Information Systems Engineering, Springer

Text Books

1.	ArshdeepBahga, Vijay Madiseti, - Internet of Things – A hands-on approach, University Press, 2015
2	DrKamleshLakhwani; DrHemant Kumar Gianey; Joseph KoftWireko; Internet of Things; BPB Publications; 2020
3	Sunil Cheruvu; Anil Kumar; Ned Smith; Demystufying Internet of Things Security: Successful IoT; Apress; 2019
4	RajkumarBuyya; Amir VahidDastjerdi; IoT: Principles and Paradigms; Elsevier; 2016
5	AbhikChaudhry; Internet of things, for things and by things; Taylor and Francis; 2019

References Books

2.	Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), —Architecting the Internet of Things, Springer, 2011.
3.	Honbo Zhou, —The Internet of Things in the Cloud: A Middleware Perspectivel, CRC Press, 2012.
4.	Jan Holler, VlasiosTsiatsis , Catherine Mulligan, Stamatis , Karnouskos, StefaAvesand. David Boyle, "From Machine-to-Machine to the Internet of Things – Introduction to a
5.	Olivier Hersent, David Boswarthick, Omar Elloumi , —The Internet of Things – Key applications and Protocols, Wiley, 2012
6.	Adrian McEwen and Hakim Cassimally, “Designing the Internet of Things”, John Wiley & Sons, 2013.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		S		
CO 2		M		S	S			
CO 3	S	S				M	M	
CO 4		M				S	S	
CO 5	S	S	S			M	S	

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	
CO2		S		S	
CO3	S	M	S		S
CO4	M			S	
CO5		S	S		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Cloud Computing	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To familiarize the students on the history and models of cloud computing.										
C2	To provide insights on characteristics, challenges and virtualization concepts of cloud computing.										
C3	To throw light on cloud computing applications such as Amazon AWS, Microsoft Azure and Google App Engine.										
C4	To elucidate on cloud access, cloud provenance and cloud security.										
C5	To create awareness and importance of governance and the future of cloud based system in organization.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	History of Cloud Computing: History of Centralized and Distributed Computing - Overview of Distributed Computing, Cluster computing, Grid computing. Technologies for Network based systems- System models for Distributed and cloud computing- Software environments for distributed systems and clouds.							9	C1		
II	Introduction to Cloud Computing: Introduction to Cloud Computing- Cloud issues and challenges - Properties - Characteristics - Service models, Deployment models. Cloud resources: Network and API - Virtual and Physical computational resources - Data-storage. Virtualization concepts - Types of							9	C2		

	Virtualization- Introduction to Various Hypervisors - High Availability (HA)/Disaster Recovery (DR) using Virtualization, Moving VMs .		
III	Cloud Computing Applications: Cloud Programming and Software Environments – Parallel and Distributed Programming paradigms – Overview on Amazon AWS and Microsoft Azure – Overview on Google App Engine – Emerging Cloud software Environment.	9	C3
IV	Cloud Security: Cloud Access: authentication, authorization and accounting - Cloud Provenance and metadata - Cloud Reliability and fault-tolerance - Cloud Security, privacy, policy and compliance Cloud federation, interoperability and standards.	9	C4
V	Governance and the future of Cloud: Organizational Readiness and Change Management in the Cloud Age, Legal Issues in Cloud Computing, Achieving Production Readiness for Cloud Services, How Cloud Will Change Operating Systems, Future of Cloud TV & Cloud-Based Smart Devices, Cloud and Mobile, Home-Based Cloud Computing.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Quote on the history and models of cloud computing.	P04, P06, P07, P08	
CO2	Analyse the characteristics, challenges and virtualization concepts of cloud computing.	P01, P04, P05	
CO3	Comprehend on cloud computing applications such as Amazon AWS, Microsoft Azure and Google App Engine.	P01, P02, P03, P06, P07	
CO4	Compare and contrast on cloud access, cloud provenance and cloud security.	P05, P06, P07. P08	
CO5	Organise your thoughts on governance and the future of cloud based system in organization.	P01,P02,P03,P04, P07	
Reading List			
1.	Journal of Cloud Computing, Advances, Systems and Applications, Springer Open		
2.	Special Issue on Cloud-based Media Computing and Communications, Computer Communications, Elsevier		
3.	L Qian, Z Luo, Y Du, L Guo , Cloud computing: An overview, international conference on cloud computing, 2009 - Springer		

4.	Lizhe Wang, Gregor von Laszewski, Andrew Younge, Xi He, Marcel Kunze, Jie Tao & Cheng Fu, Cloud Computing: a Perspective Study, New Generation Computing, Springer
Text Books	
1.	Kris Jamsa, Cloud Computing, Jones & Bartlett Learning, 2013
2.	Kumar Saurahb, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition, 2012
3.	Rao, M N ; Cloud Computing; Prentice Hall India; 2015
4.	Pandey, U S; Chaudhary, Kavita; Cloud Computing; S chand and company; 2014
5.	Nayan B Ruparelia; Cloud computing; MIT Press; 2016
References Books	
1.	RajkumarBuyya, James Broberg and AndrzejGoscinski, Cloud Computing – Principles and Paradigms, John Wiley & Sons, 2011
2.	Barrie Sosinsky, “ Cloud Computing Bible” John Wiley & Sons, 2011
3.	Tim Mather, SubraKumaraswamy, and ShahedLatif, Cloud Security and Privacy An Enterprise Perspective on Risks and Compliance, O'Reilly, 2009
4.	Kai Hwang, Geoffrey C. Fox and Jack J. Dongarra, Distributed and cloud computing from Parallel Processing to the Internet of Things, Morgan Kaufmann,

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		M	S	S
CO 2	S			M	S			
CO 3	M	S	S			S	M	
CO 4					S	M	S	S
CO 5	S	M	M	S			S	

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2		S		S	
CO3	S	M	S		S
CO4	M			S	
CO5		S	M		S

Subject Code	Subject Name	U	a	r	L	T	P	O	U	I	Marks
--------------	--------------	---	---	---	---	---	---	---	---	---	-------

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Define the basics of ERP models, structures and advantages	P01, P02, P07
CO2	Comprehend and categorize the advancement of IT and data management	P05, P06, P07
CO3	Summarise the ERP marketplace dynamics	P01, P02, P07
CO4	Compare and design implementation of ERP	P01, P02, P05. P06
CO5	Contrast and use open source ERP towards future directives	P03, P04,P05, P07, P08
Reading List		
1.	Business Process Management Journal, Emerald insight	
2.	Journal of Business Research, Elsevier	
3.	T Huang, K Yasud, Comprehensive review of literature survey articles on ERP - Business Process Management Journal, Emerald	
4.	H Klaus, M Rosemann, GG Gable, What is ERP?, Information systems frontiers, Springer	
Text Books		
1.	Enterprise Resource Planning (ERP) Text and Case Studies, Mr. C.S.V. Murthy, Himalaya Publication, 2008.	
2.	Dr. Ashim Raj Singla, Enterprise Resource Planning 2 nd Edition, Cengage Learning, 2019.	
3.	S. Sadagopan, ERP-A Managerial Perspective, McGraw Hill,1999.	
4.	K Ganesh; Sanjay Mohapatra; AnbuShankar,S P; Enterprise Resource Planning: Fundamentals of Design and Implementation; Springer; 2014	
5.	S Parthasarathy; Enterprise Resource Planning: A Managerial and Technical Perspective; NewAge Publications; 2007	
References Books		
1.	Alexis Leon , Enterprise Resource Planning McGraw Hill, 2 nd Edition, 2018	
2.	David L. Olson , Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, 2008.	
3.	F. Robert Jacobs and D. Clay Whybark, Why ERP? A primer on SAP Implementation, McGraw Hill, 2000.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S					M	
CO 2					S	S	M	

CO 3	M	S				S	
CO 4	S	M			S	S	S
CO 5			S	M	M	M	S

S-Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	
CO2		S		S	
CO3	S	M	S		S
CO4	M			S	
CO5		S	M		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Software Project and Quality management	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To comprehend and reflect on overview of project planning, project evaluation, project analysis and technical planning, software estimation										
C2	To elaborate and critically analyze Resource scheduling and management, CMM, key process indicators, process monitoring and control.										
C3	To generate and align Critical Chain Project Management, Test Maturity Model & Six Sigma and collate reports.										
C4	To evaluate existing Adaptive Project Framework and build quality models based on Six Sigma & Lean Process Model.										
C5	To contrast Software configuration management processes and audit quality standardisations.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Project Overview - Traditional Project Management - Scoping the Project - Identifying Project Activities-An overview of project planning, project evaluation, project analysis and technical planning, software estimation. Organizational quality goals, policy, quality plans, certification, accreditation, process measurements, audits.							9	C1		

II	Requirements: Estimating Duration, Resource Requirements and Cost - Constructing and Analyzing the Project Network Diagram - Finalizing the Schedule and Cost Based on Resource Availability - Organizing and Conducting the Joint Project Planning Session. Capability Maturity Model: CMM & CMMI, goals, commitment, ability, measurement & verification, maturity levels, key process areas, key process indicators, process monitoring and control.	9	C2
III	Project Teams: Recruiting Organizing and Managing the Project Team - Monitoring and Controlling Progress - Closing out the Projects - Critical Chain Project Management - Activity planning, project schedules, sequencing and scheduling projects. Test Maturity Model & Six Sigma: Overview, Key Process Areas, TPI framework of test quality, levels of maturity, assessment, analysis, reporting.	9	C3
IV	Framework: Introduction to the Adaptive Project Framework - Version Scope - Cycle Plan - Cycle Build - Client Checkpoint - Post-Version Review - network planning model, shortening project duration, Identifying critical activities. Six Sigma & Lean Process Model: quality criteria, quality metrics, frameworks, process wastages, operational processes, guidelines and templates	9	C4
V	Standardisations: Variations to APF- Software configuration management, Basic functions, Responsibilities, standards configuration management, prototyping, models of prototyping. Organizational Considerations - Project Portfolio Management - Project Support Office Case study - PRINCE Project management standards. Audits: ISO, CMM, People CMM, TMM, Six Sigma.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend and reflect on overview of project planning, project evaluation, project analysis and technical planning, software estimation	P01, P02, P06, P07	
CO2	Critically analyze Resource scheduling and management, CMM, key process indicators, process monitoring and control.	P05, P06, P07	

CO3	Generate and align Critical Chain Project Management, Test Maturity Model & Six Sigma and collate reports.	P01, P02, P06
CO4	Evaluate existing Adaptive Project Framework and build quality models based on Six Sigma & Lean Process Model.	P01, P02, P05. P06
CO5	Contrast and conclude Software configuration management processes and audit quality standardisations.	P04, P05, P07, P08
Reading List		
1.	Software Quality Journal, Springer	
2.	International Journal of Project Management, Elsevier	
3.	MJ Parzinger, R Nath, A study of the relationships between total quality management implementation factors and software quality, Total quality management, Taylor & Francis	
4.	K Kautz, EÅ Larsen Diffusion theory and practice: Disseminating quality management and software process improvement innovations, Information Technology & People, Emerald	
Text Books		
1	Ashfaque Ahmed; Software Project Management: A process driven approach; T& F; 2011	
2	PankajJalote; Software Project Management in Practice; Pearson Education ; 2002	
3	PriyadarshiniTripathy; KshirasagarNaik; Software Testing and Quality Assurance; Wiley Publishing; 2011	
4	Bharat BhushanAgarwal; ShivangiDhall; Software Project Management; Laxmi Publication; 2011	
5	K K Singh; Akansha Singh; software Project management; Umesh Publication; 2011	
References Books		
1.	Richard L. Chamberlain, Planning Quality Project Management of (EMR/EHR) Software Products (HIMSS Book Series), CRC Press, 1 st Edition 2017.	
2.	Ronald Cummings - John, Owais Peer, Leading Quality: How Great Leaders Deliver High Quality Software and Accelerate Growth, ROI Press,1 st Edition 2019.	
3.	Greg Caldwell, Lean Mastery: 8 Books in 1 - Master Lean Six Sigma & Build a Lean Enterprise, Accelerate Tasks with Scrum and Agile Project Management, Optimize with Kanban, and Adopt The Kaizen Mindset, Greg Caldwell Publishing, 1 st Edition 2020.	
4.	Tom C. Witt, IT Best Practices: Management, Teams, Quality, Performance, and Projects, CRC Press,1 st Edition 2018.	
5.	Linda Westfall, The Certified Software Quality Engineer Handbook, ASQ Quality Press, 2 nd Edition, 2017.	

6.	Stephan Goericke, The Future of Software Quality Assurance, 1 st 2020, Springer Open.
----	--

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	M				M	S	
CO 2					S	M	S	
CO 3	M	S				S		
CO 4	S	M			S	S		
CO 5				S	M		S	S

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	S
CO2		S	M		M
CO3	S	M			S
CO4	M			S	
CO5		S	M		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Data Warehousing	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To provide insights to the characteristics and architecture of data warehouse.										
C2	To throw light on the fundamentals, classification and major issues in data mining.										
C3	To familiarize on APRIORI principle & Algorithm and Association rule										
C4	To create awareness and importance of classification techniques, decision tree										
C5	To elucidate on the various clustering techniques.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Data warehouse: Introduction to Data warehouse, Difference between operational database systems and data warehouses, Data warehouse Characteristics, Data warehouse Architecture and its Components, Extraction-Transformation-Loading, Logical(Multi-							9	C1		

	Dimensional), Data Modeling, Schema Design, Star and Snow-Flake Schema, Fact Constellation, Fact Table, Fully Addictive, Semi-Addictive, Non-Addictive Measures; Fact-Less-Facts, Dimension Table Characteristics; OLAP Cube, OLAP Operations, OLAP Server Architecture-ROLAP, MOLAP and HOLAP.		
II	Data Mining: Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Integration of a Data Mining System with a Database or Data Warehouse System, Major issues in Data Mining. Data Preprocessing: Need for Preprocessing the Data, Data Cleaning, Data Integration & Transformation, Data Reduction, Discretization and Concept Hierarchy Generation.	9	C2
III	Association Rules: Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation; APRIORI Algorithm, The Partition Algorithms, FP-Growth Algorithms, Compact Representation of Frequent Item Set- Maximal Frequent Item Set, Closed Frequent Item Set.	9	C3
IV	Classification: Problem Definition, General Approaches to solving a classification problem, Evaluation of Classifiers , Classification techniques, Decision Trees-Decision tree Construction, Methods for Expressing attribute test conditions, Measures for Selecting the Best Split, Algorithm for Decision tree Induction; Naive-Bayes Classifier, Bayesian Belief Networks; K- Nearest neighbor classification- Algorithm and Characteristics, prediction: Accuracy and Error measures, Evaluating the accuracy of a classifier or a predictor, Ensemble methods.	9	C4
V	Clustering: Clustering Overview, A Categorization of Major Clustering Methods, partitioning methods, hierarchical methods, , partitioning clustering-k-means algorithm, pam algorithm; hierarchical clustering-agglomerative methods and divisive methods, Basic Agglomerative Hierarchical Clustering Algorithm, Key Issues in Hierarchical Clustering, Strengths and Weakness, Outlier Detection.	9	C5
	Total	45	
Course Outcomes			

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have insights to the characteristics and architecture of data warehouse.	P05, P06, P07
CO2	Possess knowledge on the fundamentals, classification and major issues in data mining.	P01, P02, P06
CO3	Possess knowledge on APRIORI principle & Algorithm and Association rule generation.	P01, P02, P06, P07
CO4	Have better understanding on classification techniques, decision tree and Bayesian Belief Networks.	P01, P05, P06
CO5	Learn and understand the various clustering techniques.	P04, P05, P07,
Reading List		
1.	Data Mining and Knowledge Discovery, Springer	
2.	International Journal of Information Management, Science Direct	
3.	BH Wixom, HJ Watson, An empirical investigation of the factors affecting data warehousing success, MIS quarterly, JSTOR	
Text Books		
1.	P Chandra, MK Gupta, Comprehensive survey on data warehousing research, International Journal of Information Technology, Springer	
2.	PaulrajPonniah, Data warehousing Fundamentals, Wiley Publications. 2 nd Edition, 2012	
3	Parteek Bhatia; Data mining and data warehousing; Principles and Practical applications; Cambridge University Press; 2019	
4	Arshad khan; Data warehousing 101 : Concepts and Implementation; iUniverse; 2003	
5	Prabhu CSR; Data warehousing: Concepts, Techniques and Products; PHI Universal; 2008	
References Books		
1.	George M. Marakas, Modern Data Warehousing, Mining and Visualization, Pearson Publications. 3 rd Impression, 2009	
2.	Jaiwei Ham and MichelineKamber, Data Mining concepts and techniques, Kauffmann Publishers, 2006	
3.	W.H.Inmon, Building the Data Warehouse, 4th edition Wiley India Pvt. Ltd, 2005.	
4.	Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1					S	M	S	

CO 2	M	S				M		
CO 3	S	S				S	M	
CO 4	S				S	S		
CO 5				S	M		S	

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		S	S	L
CO2		S		S	
CO3	S	M	S		S
CO4	M			M	
CO5		S	S		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Deep Learning And Artificial Intelligence	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To familiarize the students on the modern practices of deep forward networks.										
C2	To provide insights on deep models, optimization techniques and algorithms with adaptive learning rates.										
C3	To throw light on foundation and applications of AI.										
C4	To elucidate on the approaches to knowledge representation.										
C5	To create awareness and importance of applications of expert systems and machine learning paradigms.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Deep Networks: Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.							9	C1		
II	Models: Optimization for Training Deep Models: How Learning Differs from Pure Optimization -Challenges in Neural Network Optimization - Basic Algorithms -							9	C2		

	Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta-Algorithms		
III	Intelligent Systems: Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications -Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.	9	C3
IV	Knowledge Representation: Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems -Knowledge Representation: Introduction - Approaches to Knowledge Representation -Knowledge Representation using Semantic Network - Knowledge Representation using Frames.	9	C4
V	Applications: Expert Systems and Applications: Blackboard Systems – Truth Maintenance Systems – Applications of Expert Systems – Machine-Learning Paradigms: Machine-Learning Systems – Supervised and Unsupervised Learnings.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Identify the modern practices of deep forward networks.	P01, P02, P05, P07	
CO2	Explain the deep models, optimization techniques and algorithms with adaptive learning rates.	P01, P02, P04, P06	
CO3	Summarise on the foundation and applications of AI.	P04, P07	
CO4	Criticise the approaches to knowledge representation.	P02, P06	
CO5	Organise the applications of expert systems and machine learning paradigms.	P04, P05, P07, P08	
Reading List			
1.	Artificial Intelligence – Elsevier		
2.	International Journal of Machine Learning and Cybernetics, Springer		
3.	DM Dimiduk, EA Holm, SR Niezgod, Perspectives on the impact of machine learning, deep learning, and artificial intelligence on materials, processes,		

	and structures engineering, Integrating Materials and and Manufacturing Innovation volume 2018 - Springer
	Text Books
1.	SarojKaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd, 2011
2.	Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education (India) Private Limited, New Delhi, 2013
3.	Elaine Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" 3 rd Edition, McGraw Hill, 2008.
4.	A Sujith, GS Sajja, V Mahalakshmi, S Nuhmani, Systematic review of smart health monitoring using deep learning and Artificial intelligence, Neuroscience Informatics, Elsevier
5.	Kanimozhi S; Suguna; Dhivya; Paiva, Sara; Artificial Intelligence: Recent trends and Applications; CRC Press; 2021
References Books	
1.	Ian Goodfellow, YoshuaBengio, Aaron Courville, "Deep Learning", MIT Press, 2016.
2.	Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing, 2014.
3.	YoshuaBengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning, 2009

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S			S		M	
CO 2	M	S		S		S		
CO 3				M			S	
CO 4		S				S		
CO 5				S	M		M	S

S –Strong M-Medium L-Low

**CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S		
CO2		S			L

CO3	S	M	M		S
CO4	M			S	
CO5		S	S		S

SPECIALIZATION COURSES: ENTREPRENEURSHIP AND FAMILY BUSINESS

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Introduction to Entrepreneurship	Elective	3	-	-	1	3	45	25	75	100
Course Objectives											
C1	To explore the concepts, trends, and challenges of entrepreneurial marketing										
C2	To analyze the opportunities, requirements, and competition.										
C3	To adopt and diffuse innovation strategies										
C4	To ascertain demand forecasting										
C5	To determine strategies to overcome challenges encountered in the planning process for new products and businesses.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Entrepreneurial Marketing, Characteristics of entrepreneurial marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery							9	C1		
II	Opportunities and Competition: Identifying new opportunities, Analysing customer requirements, Analysing competition, Developing a business model. Innovation within Product and Services. Climate for sustained innovation, Ecosystem and stakeholder engagement.							9	C2		
III	Innovation: Adoption and diffusion of innovation, Costing and pricing strategies, Sales strategies, Communication strategies, Marketing challenges in scaling up, building marketing capabilities Designing business processes, Assessing marketing performance							9	C3		
IV	Demand Forecasting: Demand Forecasting, Distribution Strategies and Channel Mix, Managing Sales, Marketing Strategy and Public Policy Management in 21st century, Sales activities, tasks and planning, Call Planning, Presentations and handling objections, follow up,							9	C4		

	Salesmanship and management of sales force, Relationship marketing		
V	Business Development Strategies: Formulating Business Development Strategies, Evaluating Opportunities for Business Development – SWOT Analysis, Selecting Opportunities to Pursue.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Synthesize and use information and knowledge effectively for marketing in the entrepreneurial sector.	PO4, PO6, PO8	
CO2	Design and build an operational marketing strategy for a start-up business or new product, making best use of limited resources to ensure that the firm can establish a viable presence in the market.	PO1, PO2	
CO3	Describe the role innovation can play in developing a market strategy, and how marketing can guide the development of new products and services.	PO5, PO6, PO7	
CO4	Understand entrepreneurship and different market needs of big firms and SMEs and challenges of creating a new business.	PO4, PO5	
CO5	Construct strategies to overcome challenges encountered in the planning process for new products and businesses.	PO3, PO8	
Reading List			
1.	The Entrepreneur by Sophie Boutillier, Dimitri Uzunidis, O'Reily		
2.	“Innovation in large and small firms: An empirical analysis”, <i>American Economic Review</i> , vol. 78, no. 4, pp. 678–690, 1988.		
3.	<u>Entrepreneurship</u> PA Lambing, CR Kuehl - 2003 - baskent.edu.tr		
4.	Entrepreneurship research, D Audretsch - Management decision, 2012 - emerald.com		
References Books			
1.	Mathew J Manimala, Enterprenuership theory at cross roads: paradigms and praxis” 2nd, Edition Dream tech, 2005.		
2.	Khanka. S.S., “Entrepreneurial Development” S. Chand & Co. Ltd., Ram Nagar		
3.	EDII “Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development”, Institute of India, Ahmadabad, 1986.		
4.	Hisrich R D, Peters M P, “Entrepreneurship” 8th Edition, Tata McGraw-Hill, 2013.		
5.	Donald F Kuratko, “Entrepreneurship – Theory, Process and Practice”, 9 th Edition, Cengage Learning, 2014		
6.	Rajeev Roy, Entrepreneurship; 2 Edition, Oxford University Press, 2011.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						

CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Family Business	Elective	3	-	-	1	3	45	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Family Business, Models & Dimensions										
C2	To provide insights on Family Enterprises Evolution and Growth										
C3	To throw light on Family Business Leadership, Responsibilities, Characteristics										
C4	To elucidate on Religion in Family Business family values & Succession Planning										
C5	To create awareness and importance of Building Team among family Members										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction of Family Business – Conceptual Models of Family firms. Three-dimension development Model. Ownership Development Dimension. Family Developmental Dimensions. Business Developmental Dimensions. Modelling for Family Business							9	C1		
II	Family Business types and traditional forms of family business. Founders and the Entrepreneurial experiences. Growth and Evolution of Family Business. Complexity of family enterprise. Diversity of successions.							9	C2		
III	Introduction, Leadership Challenges in Family Business, Evolving Strategies and leadership Role, Leader Legacy, Approaches to Family Leadership, Structure of Family Leadership, Responsibilities of Leadership Job, Difference between Family and Corporate Leadership, Family Democracy vs Meritocracy, Obtaining Honest Feedback, Defining and Measuring Success, Leadership Skills for 21st Century, Case Studies							9	C3		
IV	Leadership and Religion in Family Business, Succession in Family Business through Authentic Leadership, Family Entrepreneurial Leadership Transition to the Second Generation, Challenges of Family Leadership, Familial Values & Professionalization, Structure and next generation Leader's preparation							9	C4		

V	Introduction, Strategies for Building Team, Starting Points. The growing trend toward teams and partnership, Steps to creating a team atmosphere, Sibling Partnerships-Tasks and pitfalls in a sibling partnership, Pros and cons of sibling partnerships, Cousin Consortiums-Building a working relationship among cousins, Husbands and Wives- Common threads of successful spouse teams, Beating the stresses of mom-and-pop partnerships, Case Studies.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will	Program Outcomes	
CO1	To familiarize the students to the basic concepts of Family Business, Models & Dimensions	PO4, PO6, PO8	
CO2	To provide insights on Family Enterprises. Evolution and Growth	PO1, PO2	
CO3	To throw light on Family Enterprises. Evolution and Growth	PO5, PO6, PO7	
CO4	To elucidate on Religion in Family Business family values & Succession Planning	PO4, PO5	
CO5	To create awareness on Building Team among family Members	PO3, PO8	
Reading List			
1.	<u>Family business</u> EJ Poza - 2013 - books.google.com		
2.	<u>The family business: Its governance for sustainability</u> F Neubauer, AG Lank - 2016 - books.google.com		
3.	<u>An overview of the field of family business studies: Current status and directions for the future</u> P Sharma - Family business review, 2004 - Wiley Online Library		
4.	<u>The impact of the family and the business on family business sustainability</u> , PD Olson, VS Zuiker, SM Danes, K Stafford... - Journal of business ..., 2003 - Elsevier		
References Books			
1.	Rajiv S Agarwal Family Business Management Sagec Publications Pvt Ltd, 2022		
2.	Smita Goswamy., Family Run Family Led ,Wings Publication,2022		
3.	Priyanka Gupta Zielinski, The Ultimate Family Business Survival Guide, Pan Publications,2021		
4.	Mark Daniell, Sara Hamilton; Family Legacy and Leadership: Preserving True Family Wealth in Challenging Times; John Wiley and Sons,2010		
5.	R. Srinivasan, C.P. Lodha (2017); Strategic Marketing and Innovation for Indian MSMEs; Springer,2017		
6.	Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent (2007); Family Business on the Couch – A psychological perspective; Wiley Publisher,2007		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			

CO 5			3					3
------	--	--	---	--	--	--	--	---

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Entrepreneurial Marketing & Sales Strategy	Elective	3	-	-	1	3	45	25	75	100
Course Objectives											
C1	To familiarize students with fundamentals of Entrepreneurship										
C2	To enable students, identify entrepreneurial opportunities										
C3	To train students on preparing a feasibility study										
C4	To throw light on venture capital and various sources of financing										
C5	To enable student, understand the challenges in entrepreneurship										
SYLLABUS											
UNIT	Details								No. of Hours	Course Objectives	
I	Nature and Development of Entrepreneurship. Entrepreneurship and Entrepreneurship. Personality Characteristics of Successful Entrepreneurs. Ethics and Social Responsibility of Entrepreneurs. Types of Start-Up Firms. Process of New Venture Creation. Role of Entrepreneurship in Economic Development. Emerging Trends and Issues in Entrepreneurship								9	C1	
II	The Entrepreneurial Process: Identify and Evaluate the Opportunity, develop a Business Plan, Determine the Resources Required, Manage the Enterprise. Managerial Versus Entrepreneurial Decision Making: Strategic Orientation, Commitment to Opportunity, Commitment of Resources, Control of Resources, Management Structure, Entrepreneurial Venturing inside a Corporation, Causes for Interest in Entrepreneurship, Climate for Entrepreneurship, Entrepreneurial Leadership Characteristics.								9	C2	
III	Identify and Recognizing Opportunities: Observing Trends and Solving Problems. Creativity: Concept, Components and Types of Creativity, Stages of Creative Process. Sources of New Venture Ideas. Techniques for Generating Ideas. Stages of Analyzing and Selecting the Best Ideas. Protecting the Idea: Intellectual Property Rights and its Components. Linking Creativity, Innovation and Entrepreneurship. Concept of Feasibility Analysis. Four Forms of Feasibility Analysis and its Issues (Product/Service Feasibility Analysis,								9	C3	

	Industry/Market Feasibility Analysis, Organizational Feasibility Analysis & Financial Feasibility Analysis) Introduction to Business Plan. Guidelines for Writing a Business Plan. Outline of Business Plan.		
IV	Techniques Available to Assess Industry Attractiveness (Study Environment and Business Trends & The Five Competitive Forces Model). Competitor Analysis. Identifying Competitors. Sources of Competitive Intelligence. Recruiting and Selecting Key Employees. Lenders and Investors. Funding Requirements: Sources of Personal Financing. Venture Capital. Commercial Banks. Sources of Debt Financing. Key Marketing Issues for New Ventures.	9	C4
V	Nature of Business Growth, Planning for Growth, Reasons for Growth. Managing Growth: Knowing and Managing the Stages of Growth, Challenges of Growing a Firm. Strategies for Firms Growth: Internal and External Growth Strategies.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the fundamentals of Entrepreneurship	PO4, PO6, PO8	
CO2	Be able to identify entrepreneurial opportunities	PO1, PO2	
CO3	Be able to prepare a feasibility study	PO5, PO6, PO7	
CO4	Be able to identify sources of venture capital and other sources of financing	PO4, PO5	
CO5	Be able to understand the challenges in entrepreneurship and measures to overcome it.	PO3, PO8	
Reading List			
1.	Putting entrepreneurship into marketing: the processes of entrepreneurial marketing D Stokes - Journal of research in marketing and entrepreneurship, 2000 - emerald.com		
2.	<u>International entrepreneurial marketing strategies of MNCs: Bricolage as practiced by marketing managers</u> , M Yang - International Business Review, 2018 - Elsevier		
3.	<u>Entrepreneurial marketing: lessons from Wharton's pioneering MBA course</u> LM Lodish, H Morgan, A Kallianpur - 2002 - books.google.com		
4.	<u>Entrepreneurial marketing: Global perspectives</u> Z Sethna, R Jones, P Harrigan - 2013 - books.google.com		
References Books			
1.	Lodish, L.M., Morgan, H.L., and Amy Kallianpur A., Entrepreneurial marketing; John Wileyand Sons Inc		
2.	Nijssen, E.J., Entrepreneurial Marketing – an effectual approach; Routledge		
3.	Frederick G Crane, F.G.,Marketing for Entrepreneurs; Sage publications		
4.	Afuah, A., Innovation management: strategies, implementation and profits Oxford University Press		
5.	Beaver, G., Small business, entrepreneurship and enterprise development. Pearson Education.		
6.	Lodish, L.M., Morgan, H.L., and Amy Kallianpur A., Entrepreneurial marketing; John Wileyand Sons Inc		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Financial Institutions and Funding For Entrepreneurs	Elective	2	-	1	-	3	45	25	75	100
Course Objectives											
C1	To enable the students to understand the concept of Financial Planning										
C2	To elucidate the meaning, significance and the process of computing Working Capital										
C3	To educate the concept of Institutional Finance										
C4	To enable the students to understand the Concept of GST										
C5	To explain and elucidate the students on Industrial Sickness and how to overcome it.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Need for financial Planning, Sources of finance- Commercial banks, NBFC, small Business grants, venture capital, angel investor and PE funds.							9	C1		
II	Working Capital-Meaning, Significance, assessment of working capital, factors determining the requirement of working capital, sources and management of working capital.							9	C2		
III	IDBI, IFCI, ICICI, IRBI, LIC, SFC'S, SIDC, Small Industrial Bank of India, Export Import Bank of India (EXIM Bank).							9	C3		
IV	GST, Need for tax benefits, tax holidays, tax concession for small-scale industry in rural areas and tax concession for small-scale industry in backward areas.							9	C4		
V	Industrial Sickness- Concepts, Signal and Symptom of Industrial Sickness, Magnitude and Causes and Consequences of Industrial Sickness.							9	C5		
Total							45				
Course Outcomes											

Course Outcomes	On completion of this course, students will	Program Outcomes
CO1	Understand the concept of Financial Planning	PO4, PO6, PO8
CO2	Understand the process of Working Capital	PO1, PO2
CO3	Understand the concept of Institutional Finance	PO5, PO6, PO7
CO4	Understand the Concept of GST	PO4, PO5
CO5	Understand Industrial Sickness	PO3, PO8
Reading List		
1.	<u>Funding accessibility for minority entrepreneurs: An empirical analysis</u> T Bewaji, Q Yang, Y Han - Journal of Small Business and Enterprise ..., 2015 - emerald.com	
2.	Entrepreneurial finance: new frontiers of research and practice: Editorial for the special issue <i>Embracing entrepreneurial funding innovations</i> C Bellavitis, I Filatotchev, DS Kamuriwo... - Venture Capital, 2017 - Taylor & Francis	
3.	Entrepreneurial finance: strategy, valuation, and deal structure J Smith, RL Smith, R Smith, R Bliss - 2011 - books.google.com	
4.	Entrepreneurial finance JC Leach, RW Melicher - 2020 - books.google.com	
References Books		
1.	Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 2005, 3 rd Edition	
2.	SS. KHANKA, Entrepreneurial Development, Third Edition, S. Chand & company, New Delhi 2001.	
3.	Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2007	
4.	Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.	
5.	Jeffry A. Timmons and Stephen Spinelli, —New venture creation, seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009	
6.	Jeffry A. Timmons and Stephen Spinelli, —New venture creation, seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Effective Business Plan Preparation	Elective	3	-	-	1	3	45	25	75	100
Course Objectives											
C1	To learn the basic concepts of team finding, formation, planning and delegation of work										
C2	To understand the significance and components of a business plan and feasibility study.										
C3	To know about the importance of business models and business strategy.										
C4	To have in-depth knowledge about economics, cost and profitability and sources of funding for business venture.										
C5	To know about market plan, financial performance and budgeting.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Finding your team, art of team formation, teamwork planning, chief mentor/ founder & Co founders, team formation, and delegation of work.							9	C1		
II	Meaning and significance of a business plan, components of a business plan, and feasibility study, Iterating the MVP, Digital Presence for Ventures, Clarifying the value proposition, Guidelines for writing BP, pre- requisites from the perspective of investor.							9	C2		
III	The importance and diversity of business model, how business model emerge, potential fatal flaws of business models, components of an effective business model, core strategy, strategic resources, partnership network, customer interface.							9	C3		
IV	Understanding basics of unit economics cost and profitability, Refining the product/service, Establish the success and operational matrix, Starting Operations. Translate Business Model into a Business Plan, Visioning for venture, Take product or service to market, Deliver an investor pitch to a panel of investors, Identify possible sources of funding for your venture – customers, friends and family, Angels, VCs, Bank Loans and key elements of raising money for a new venture.							9	C4		
V	Get to market Plan, Effective ways of marketing for start-ups – Digital and Viral Marketing; Hire and Manage a Team, managing start-up finance: The Concept of Costs, Profits, and Losses, manage your Cash Flow, analyse your Financial Performance, budgeting.							9	C5		
Total							45				
Courses Outcomes											

Course Outcomes	On completion of this course, students will	Program Outcomes
CO1	Learning the basic concepts of team finding, formation, planning and delegation of work	PO4, PO6, PO8
CO2	Understanding the significance and components of a business plan and feasibility study.	PO1, PO2
CO3	Knowledge about the importance of business models and business strategy.	PO5, PO6, PO7
CO4	In-depth knowledge about economics, cost and profitability and sources of funding for business venture.	PO4, PO5
CO5	Knowing about market plan, financial performance and budgeting.	PO3, PO8
Reading List		
1.	<u>The successful business plan: secrets & strategies</u> RM Abrams, E Kleiner - 2003 - books.google.com	
2.	<u>Preparing a winning business plan: how to win the attention of investors and stakeholders</u> M Record - 2003 - books.google.com	
3.	<u>Achieving the 21st Century Educational Outcomes through Group Work: A Case of Business Plan Preparation, Presentation and Assessment</u> G Caleb, M Mazanai, M Collen - Journal of Educational and Social ..., 2014 - mcser.org	
4.	<u>Business Planing, And Service-Learning: Preparing Students For Business Plan Composition And Community Engagement</u> A Kenworthy-U'ren, D Mcstay, B U'ren - 2006 - Wacra.Org	
References Books		
1.	Ramachandran, Entrepreneurship Development, Mc Graw Hill	
2.	Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press	
3.	Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, Butterwort Heinemann	
4.	Byrd Megginson,,Small Business Management An Entrepreneur's Guidebook 7th ed, Mc GrawHill	
5.	Hougaard S. (2005) The business idea. Berlin, Springer	
6.	Dr. Rinkesh Chheda, Ms. Falguni Mathews: Business Planning and Entrepreneurial Management, 1 st Edition, (2019), Himalaya publishing house.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Entrepreneurial Innovation Management & Design Thinking	Elective	2	-	1	-	3	45	25	75	100
Course Objectives											
C1	Expose students to the design process as a tool for innovation.										
C2	Develop students' professional skills in client management and communication.										
C3	Demonstrate the value of developing a local network and assist students in making lasting connections with the business community.										
C4	Students develop a portfolio of work to set them apart in the job market										
C5	Provide an authentic opportunity for students to develop teamwork and leadership skills.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Entrepreneurial Thinking- Innovation Management- Opportunity Spotting- Opportunity Evaluation- Industry and Market Research.							9	C1		
II	Strategy and Business Models- Financial Forecasting- Business Plans- Entrepreneurial Finance- Pitching to Resource Providers- Negotiating Deals- New Venture Creation.							9	C2		
III	Business Model Innovation-White Space and Business Innovation, Four Box Framework- Transforming Existing Markets, Creating New Markets- Dealing with Industry Discontinuity ,Digital Transformation- Design of New Business Models, Model Implementation – Overcoming Challenges							9	C3		
IV	Design Thinking and The Design Process -The Design Brief, Scope and Establishing, Design Criteria. Visualisation, Ethnography, Concept, Assumptions Testing -Co-Creation-Business model and design thinking.							9	C4		
V	Value creation and delivery through innovation- Various types of innovation and firm's strategy-Impact of changing trends and markets -Processes for creating and delivering innovation.							9	C5		
Total							45				
Course Outcomes											
Course Outcomes	On completion of this course, students will							Program Outcomes			
CO1	Understand the implications of digital disruption and the role of innovation							PO4, PO6, PO8			
CO2	Identify and decide on the innovation opportunity to pursue							PO1, PO2			

CO3	Familiarise with the different tools and techniques for design thinking	PO5, PO6, PO7
CO4	Enhance individual and collaborative skills in design-based problem-solving	PO4, PO5
CO5	Develop a system to formally manage and nurture innovation in a corporate setup	PO3, PO8

Reading List

1.	<u>Design thinking for innovation</u> W Brenner, F Uebernickel - Research and Practice, 2016 - Springer
2.	Entrepreneurial ways of designing and designerly ways of entrepreneuring: Exploring the relationship between design thinking and effectuation theory NF Klenner, G Gemser... - ... Innovation Management, 2022 - Wiley Online Library
3.	<u>The handbook of technology and innovation management</u> S Shane - 2009 - books.google.com
4.	<u>Values-based innovation management: Innovating by what we care about</u> H Breuer, F Lüdeke-Freund - 2017 - books.google.com

References Books

1.	Baron, R. A., & Shane, S. A. (2008). Entrepreneurship: A process perspective (1st ed.). Toronto, ON Nelson.
2.	Osterwalder, A., & Pigneur, Y. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken, NJ: Wiley.
3.	Kawasaki, G. (2015). The art of the start 2.0: The time-tested, battle-hardened guide for anyone starting anything. New York, NY: Penguin.
4.	Brown, Tim, and Barry Katz. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. Harper Business, 2009.
5.	Jeanne Liedtka and Tim Ogilvie Designing for Growth: A Design Thinking Tool Kit for Managers (Columbia University Press, 2011)
6.	Design!: The Design of Business: Why Design Thinking is the Next Competitive Advantage, by Roger L. Martin

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Managing Start-Ups	Elective	3	-	-	1	3	45	25	75	100
Course Objectives											

C1	To familiarize the students to the basic concepts of The Entrepreneurial Ecosystem – Entrepreneurship in India, Government Initiatives.		
C2	To provide insights on capital Resource requirements and Estimating start-up cash requirements		
C3	To throw light on Funding with Equity, bootstrapping and strategic alliances.		
C4	To elucidate on Sustaining Enterprising Model & Organizational Effectiveness		
C5	To create awareness on successful Exit Strategies and Selling the business		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Start-up opportunities: Introduction to Innovation and Entrepreneurial Idea Generation and Identifying Business Opportunities, The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices - The Rise of The start-up Economy - The Six Forces of Change- The Start-up Equation – The Entrepreneurial Ecosystem – Entrepreneurship in India, Government Initiatives.	9	C1
II	Start-up Capital Requirements and Legal Environment: Identifying Start-up capital Resource requirements - Estimating start-up cash requirements - Develop financial assumptions, constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Start-up financing metrics - The Legal Environment- Approval for New Ventures, Taxes or duties payable for new ventures.	9	C2
III	Starting up Financial Issues: Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding start-ups with bootstrapping- crowd funding- strategic alliances.	9	C3
IV	Start-up Survival and Growth: Management Skills for Entrepreneurs and Managing for Value Creation, Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures, Scaling Ventures – preparing for change - Leadership succession. Creating and Sustaining Enterprising Model & Organizational Effectiveness, Support for growth and sustainability of the venture.	9	C4
V	Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, Exit Strategies, Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will	Program Outcomes	

CO1	Be Familiar with the basic concepts of The Entrepreneurial Ecosystem – Entrepreneurship in India, Government Initiatives.	PO4, PO6, PO8
CO2	Understand capital Resource requirements and Estimating start-up cash requirements	PO1, PO2
CO3	Be aware of Funding with Equity, bootstrapping and strategic alliances.	PO5, PO6, PO7
CO4	Use Sustaining Enterprising Model & Organizational Effectiveness	PO4, PO5
CO5	Know option related to Exit Strategies and Selling the business	PO3, PO8

Reading List

1.	How start-ups successfully organize and manage open innovation with large companies <u>M Usman, W Vanhaverbeke</u> - ... Journal of Innovation Management, 2017 - emerald.com
2.	<u>A comparative study of new venture top management team composition, dynamics and performance between university-based and independent start-ups</u> <u>MD Ensley, KM Hmieleski</u> - Research policy, 2005 - Elsevier
3.	Harnessing the hidden enterprise culture: Supporting the formalisation of off-the-books business start-ups <u>CC Williams, S Nadin</u> - Journal of Small Business and Enterprise ..., 2013 - emerald.com
4.	<u>Managing high-tech start-ups</u> <u>D MacVicar, D Throne</u> - 2016 - books.google.com

References

1.	Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2.	Anjan Rai chaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
3.	S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
4.	Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5.	Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6.	Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	DESIGNING AND CONFIGURING BUSINESS MODELS	Elective	3	-	-	1	3	45	25	75	100
Course Objectives											
C1	To ideate the proposed business plan using business model canvas										
C2	To understand the significance of segmentation and value proposition										
C3	To make informed choice of the distribution channels										
C4	To optimize the cost model for maximizing revenue										
C5	To understand the resource utilization for enhance efficiency.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to business models The business model canvas (a shared language for describing, visualizing, assessing, and changing business models) – definition of a business model – the 9 building blocks – the business model canvas template.							9	C1		
II	Designing / understanding customer segmentation and value proposition Types of customer segmentation – mass market – niche market – segmented – diversified – multi–sided platforms (or multi–sided markets). value propositions – newness – performance – customization – “getting the job done” – design – brand/status – price – cost reduction – risk reduction – accessibility – convenience/usability							9	C2		
III	Choosing channels and customer relationships to serve the customer Channel types – sales force – web sales – own stores – partner stores – wholesaler. Channel phases – awareness – evaluation – purchase – delivery – after sales. Customer relationships – personal assistance – dedicated personal assistance – self–service – automated services – communities – co–creation.							9	C3		
IV	Key partners and key activities for the business model Key partnership – optimization and economy of sale – reduction of risk and uncertainty – acquisition of particular resources and activities. key activities – production – problem solving – platform/network. choosing revenue streams and cost structures – asset sale – usage fee – subscription fees – leading/renting/leasing – licensing – brokerage fees – advertising.							9	C4		
V	Key resources and key activities to complete the business model Categories of key resources – physical – intellectual –							9	C5		

	human – financial. key activities – production – problem solving – platform/network–social business models.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will	Program Outcomes	
CO1	Be Familiar with the basic proposed business plan using business model canvas	PO4, PO6, PO8	
CO2	Understand the significance of segmentation and value proposition	PO1, PO2	
CO3	Be aware of the distribution channels	PO5, PO6, PO7	
CO4	To develop the cost model for maximizing revenue	PO4, PO5	
CO5	Transform resource utilization for enhance efficiency.	PO3, PO8	
Reading List			
1.	<u>Designing business models for cloud platforms</u> A Giessmann, C Legner - Information Systems Journal, 2016 - Wiley Online Library		
2.	<u>Configuring new business models for circular economy through product–service systems</u> M PP Pieroni, T C. McAloone, D CA Pigosso - Sustainability, 2019 - mdpi.com		
3.	<u>Designing scalable digital business models</u> JJ Zhang, Y Lichtenstein, J Gander - Business models and modelling, 2015 - emerald.com		
4.	<u>Configuring new business models for circular economy: From patterns and design options to action</u> MPP Pieroni, TC McAloone, DCA Pigosso - ... on New Business Models ..., 2019 - orbit.dtu.dk		
References			
1.	John Adair.” Strategic Leadership: How to Think and Plan Strategically and Provide Direction”,Kogan Page,2019.		
2.	Tim Clark and Bruce Hazen. Business Models for Teams. Penguin Publishing Group, 2017		
3.	Osterwalder, Alexander, and Yves Pigneur. Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. Wiley, 2010.		
4.	Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith, Trish Papadacos, Value Proposition Design: How to Create Products and Services Customers Want. Wiley, 2010.		
5.	Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur’s Road Map, 2e, Routledge, 2017.		
6.	Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	M a r k s		
									CIA	External	Total
	INTERNATIONAL BUSINESS VENTURE ENVIRONMENT	Elective	3	-	-	1	3	45	25	75	100
Course Objectives											
C1	To understand contemporary issues in Global Business environment affecting new ventures										
C2	To enable the basic insights of managing ventures in the global business environment										
C3	To know the concept of balance of payment										
C4	To have an idea about transactions of foreign exchange markets										
C5	To get familiarize about the structure and functioning of world trade organization										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Globalization Introduction to the field of Global Business, Significance, Nature and Scope of Global Business, Modes of Global business – Global Business Environment- Social, Cultural, Economic, Political and Ecological factors							9	C1		
II	Theories of International Trade Trading Environment of International Trade - Free Trade Vs ProtectionTariff and Non-tariff Barriers –Trade Blocks							9	C2		
III	Balance of Payment Concept, Components of BOP, Disequilibrium in BOP – Causes for disequilibrium and Methods to correct the disequilibrium in Balance of Payment							9	C3		
IV	Foreign Exchange Market Nature of transactions in foreign exchange market and types of players, Exchange rate determination, Convertibility of rupee – Euro currency market							9	C4		
V	World Trade Organization Objectives, Organization Structure and Functioning, WTO and India, International liquidity: Problems of liquidity; International Financial institutions - IMF, IBRD, IFC, ADB – Their role in managing international liquidity problems							9	C5		
Total								45			
Course Outcomes											

Course Outcomes	On completion of this course, students will	Program Outcomes
CO1	Demonstrate the contemporary issues in Global Business environment affecting new ventures	PO4, PO6, PO8
CO2	enable the basic insights of managing ventures in the global business environment	PO1, PO2
CO3	know the concept of balance of payment	PO5, PO6, PO7
CO4	Describe about transactions of foreign exchange markets	PO4, PO5
CO5	Familiarize about the structure and functioning of world trade organization	PO3, PO8
Reading List		
1.	<u>A theory of cooperation in international business</u> PJ Buckley, M Casson - The multinational enterprise revisited, 2010 - Springer	
2.	<u>International entrepreneurship research: what scope for international business theories?</u> S Young, P Dimitratos, LP Dana - Journal of International ..., 2003 - Springer	
3.	<u>International joint venture partner selection: The role of the host-country legal environment</u> JP Roy, C Oliver - Journal of International Business Studies, 2009 - Springer	
4.	<u>Environmental risks and joint venture sharing arrangements</u> W Shan - Journal of International Business Studies, 1991 - Springer	
References		
1.	Daniel, John D and Rdebanh, Lee H. International Business, 6h ed., New York, Addison Wesley, Ed.2, 201	
2.	Michael R. Czinkota, Iikka A. Ronkainen & Michael H. Moffett., International Business, Cengage Learning, Ed.3, 2018.	
3.	Bhall, V.K. and S. Shivaramu, International Business Environment and Business, New Delhi, Anmol, Ed.2,2020	
4.	Charles W. L. Hill, Irwin , International Business, 3rd Edition, McGraw-Hill, 2020	
5.	Roger Bennett, International Business, Pearson Education, Nlhi, Ed.5,2020	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

SPECIALIZATION COURSES: OPERATIONS MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Project Management	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To enable the students to understand and communicate on the basic concepts of project management										
C2	To enable the students to determine the scope, time and cost of project management										
C3	To learn about the quality, and to classify and analyze the resources, get appraised on the stakeholders and to get appraised on the procurement management										
C4	To appraise the students on the importance of risk and communication management										
C5	To enable the students to adapt, understand, and devise methods used to manage, measure and evaluate the performance of project										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Project management overview: Definition and examples of projects, Key features of projects, Life cycle of projects, Typical project problems, Human issues in Projects, Role of Computers in Projects - Project identification and screening: (Brainstorming, Strength, and weaknesses in the system, environmental opportunities and threats, Identification and screening) – Project Appraisal and Selection							9	C1		
II	Scope, Time and Cost Management: Project Organization Structure, Culture – Scope Management – Defining the Project – SOW - WBS and PBS – Time Management – Network Diagram – Forward Pass and Backward Pass Critical path – PERT and CPM - AOA and AON methods – tools for Project Network – Estimation Techniques - Cost Management – Earned Value Method.							9	C2		
III	Quality, Resource, Stakeholder and Procurement Management: Quality assurance and quality control, project audit and quality audit - Methods of enhancing quality: the different types of testing, inspections, reviews, standards. Management and control of testing - Human Resource Management - Scheduling Resources – Resource Allocation methods - Reducing Project duration: Project Crashing and resource-leveling methods - Leadership styles and skills – Problem-solving skills - Project Manager roles and responsibilities –Stakeholder							9	C3		

	Management: Identify Stakeholders - Plan Stakeholder Management – Manage Stakeholder Engagement - Control Stakeholder Engagement – Procurement Management.		
IV	Risk Management and Communication Management: Risk identification: types of risk, risk checklists-Risk prioritization -Risk management tactics, Including risk avoidance, risk transfer, risk reduction, risk mitigation and contingency planning- Risk registers –Communication Management	9	C4
V	Performance Management: Project Integration - Progress and Performance measurement and evaluation – Project monitoring information system, developing a status report and other control issues - Project audit and closure – audit process, project closure, team, team member and project manager evaluations - International Projects – environmental factors, cross-cultural considerations, selection and training for international projects - Future likely trends in Project management – certain unresolved issues and project management career issues.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand and communicate on the basic concepts of project management	PO1,PO3,PO6,PO7	
CO2	Be able to determine the scope, time and cost of project management	PO1,PO4,PO6,PO8	
CO3	Be to learn about the quality, and to classify and analyze the resources, get appraised on the stakeholders and to get appraised on the procurement management	PO3,PO5,PO7,PO8	
CO4	Be able to appraise the students on the importance of risk and communication management	P01, PO2, PO6	
CO5	Be able to enable the students to adapt, understand, and devise methods used to manage, measure and evaluate the performance of project	PO1,PO2,PO4,PO8	
Reading List			
1.	Joseph Heagney, Fundamentals of Project Management, 5 th Edition, Amacom, 2011		
2.	Judy Payne, Steve Simister, Ellen J. Roden, Managing Knowledge in Project Environments, Routledge, 2019		
3.	International Journal of Project Management, Elsevier		
4.	Project Management Journal, Wiley Online Library		
References Books			

1.	Narendra Singh (2019), Project management & control, first edition, Himalaya publishers.
2.	Project management – A Managerial Approach (2020) by Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr., First edition, Wiley.
3.	James P Lewis, (2012), Fundamentals of Project Management, 4th edition, AMACOM.
4.	Thomas Mochal, Jeff Mochal, (2011), Lessons in Project Management, 2nd edition, Apress.
5.	Project Management Institute, (2013), A Guide to Project Management Body of Knowledge, 5th edition, Project Management Institute, Project Management: A Managerial Approach, 11th Edition.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		S			M	S	
CO 2	S			M		S		M
CO 3			S		M		S	M
CO 4	M	S				S		
CO 5	S	M		M				L

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S			
CO2		S		S	
CO3	S	M	S		S
CO4	M			S	
CO5		S	S		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Total Quality Management	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To provide insights to the students TQM framework and customer focus on quality.										
C2	To throw light and build knowledge on the principles and philosophies of quality management										
C3	To analyze the statistical process control, process capability and reliability concepts in quality management										
C4	To create awareness and importance of QFD process, old and new quality management tools.										
C5	To elucidate on ISO-QMS, formulate quality audits and build TQM culture.										

SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction to Quality Management: Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.	9	C1
II	Principles and Philosophies of Quality Management: Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.	9	C2
III	Statistical Process Control and Process Capability: Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.	9	C3
IV	Tools and Techniques for Quality Management: Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.	9	C4
V	Quality Systems Organizing and Implementation: Introduction to ISO 9001, 9004– quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	

CO1	Have insights to the students TQM framework and customer focus on quality.	P01, P02, P04, P06
CO2	Be able to build knowledge on the principles and philosophies of quality management	P01, P06
CO3	Analyze the statistical process control, process capability and reliability concepts in quality management	P03, P05, P07
CO4	Be able to create awareness and importance of QFD process, old and new quality management tools.	P01,P02,P06
CO5	Elucidate on ISO-QMS, formulate quality audits and build TQM culture.	P01,P02,P08

Reading List

1.	The TQM Journal, Emerald Insight
2.	International Journal of Quality, & Reliability Management, Emerald Publishing
3.	Sanjay L. Ahire,Robert Landeros,Damodar Y. Golhar, Components of successful total quality management, The TQM Magazine, Emerald Insight
4.	Juan José Tarí , Total Quality Management: A Literature Review and an agenda for future research, Wiley Online Library

References Books

1.	Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2014.
2.	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition, 2002.
3.	PoornimaM.Charantimath, Total Quality Management, Pearson Education, 2 nd Edition, 2011.
4.	Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
5.	Dale H.Besterfield et al, Total Quality Management, 3 rd edition, Pearson Education, First Indian Reprints, 2004

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S		S		M	S	
CO 2	S					S		
CO 3			S		S		S	
CO 4	M	S				S		
CO 5	S	M						S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		S	S	
CO2		S		S	S
CO3	S	M	S		S
CO4	M			S	
CO5		S	S		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Six Sigma	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To acquaint the students with the fundamentals of Six Sigma philosophies, techniques and apply the DMAIC approach to improving business processes										
C2	To gain insights and practice process mapping and measurement practices.										
C3	To connect data analysis and statistics to identify root cause of problems along with ways to brainstorm improvement ideas and prioritize them										
C4	To appraise on the scientific tools for quality improvement and demonstrate off-line quality control for quality improvement.										
C5	To develop knowledge of control charts for attributes and process capability analysis.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	OVERVIEW OF SIX SIGMA Underlying concept of variation, the relationships to related Quality Management approaches, basic Six Sigma tools, international ISO standards for Six Sigma, and the nature of Six Sigma improvement projects, DMAIC Methodology Overview, Financial Benefits of Six Sigma, The Impact of Six Sigma to The Organization. Project Definition: Project Charter, developing a Business Case, chartering a Team, Defining Roles and Responsibilities, Gathering Voice of the Customer, Support for Project, Translating Customer Needs into Specific Requirements (CTQs), SIPOC Diagram.							9	C1		
II	MEASURE Process Mapping (As-Is Process), Data Attributes (Continuous Versus Discrete), Measurement System Analysis, Data Collection Techniques, Data Collection Plan, Understanding Variation, Measuring Process Capability, Calculating Process Sigma Level, Visually Displaying Baseline Performance. Statistics, Probability and Probability Distribution, Measurement System Analysis, Process Performance Analysis.							9	C2		
III	ANALYZE Visually Displaying Data (Histogram, Run Chart, Pareto Chart, Scatter Diagram), Detailed (Lower Level) Process Mapping of Critical Areas, Value-Added Analysis, Cause and Effect Analysis (a.k.a. Fishbone, Ishikawa), Affinity Diagram, Data							9	C3		

	Segmentation and Stratification, Verification of Root Causes, Determining Opportunity (Defects and Financial) for Improvement. Data Analysis, Test of Hypothesis, Design of Experiment, FMEA and QFD.		
IV	IMPROVE Design of Experiment, FEMA and QFD, Brainstorming, Multi-Voting, Quality Function Deployment (House of Quality), Selecting a Solution, Failure Modes and Effects Analysis (FMEA), Poka Yoke (Mistake Proofing Your New Process), Piloting Your Solution, Implementation Planning. Control: Assessing the Results of Process Improvement, Statistical Process Control (SPC) Overview, developing a Process Control Plan, Documenting the Process.	9	C4
V	CONTROL Statistical Process Control, Operating Characteristic (OC) Curve for Variable Control, charts Attribute Control charts, Minitab Application, Acceptance Sampling, Design for Six Sigma (DFSS), DMADV, DMADOV and DFX	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Get themselves acquainted with the fundamentals of Six Sigma philosophies, techniques and apply the DMAIC approach to improving business processes	PO1, PO3, PO4, PO6, PO8	
CO2	Gain insights and practice process mapping and measurement practices.	PO2, PO4, PO5, PO7	
CO3	Be able to connect data analysis and statistics to identify root cause of problems along with ways to brainstorm improvement ideas and prioritize them	PO1, PO5, PO7, PO8	
CO4	Be able to appraise on the scientific tools for quality improvement and demonstrate off-line quality control for quality improvement.	PO1, PO6	
CO5	Develop knowledge of control charts for attributes and process capability analysis.	PO2, PO3, PO5, PO7, PO8	
Reading List			
1.	https://www.mtcbh.net/mt-content/uploads/2017/01/6-sigma-handnbook.pdf		
2.	https://www.apo-tokyo.org/00e-books/IS-09_SixSigma/IS-09_SixSigma.pdf		
3.	M.K. Tiwari, Effective Decision Support for Lean and Six Sigma Methodologies, International Journal of Production Research, 2008		
4.	Arnheiter, E.D. and Maleyeff, J., 2005. The integration of lean management and Six Sigma. The TQM Magazine, [e-journal] 17.		
References Books			
1.	Mitra, Amitava. Fundamentals of Quality Control and Improvement, Wiley India Pvt Ltd, third Edition, 2013.		
2.	Montgomery, D C. Design and Analysis of Experiments, Wiley, 10 th Edition,		

	2019.
3.	T. M. Kubiak and Donald W. Benbow, The Certified Six Sigma Black Belt Handbook, Pearson Publication, 3 rd Edition, 2018.
4.	Montgomery, D C. Statistical Quality Control: A modern introduction, Wiley, 7 th Edition, 2013.
5.	Pyzdok, Thomas (2003) “The Six-Sigma Guide for GB, BB and Managers at all levels”, McGraw Hill, New York.
6.	Howard S. Gitlow and David M. Levine, Six Sigma for Green Belts and Champions, Pearson Education, Inc. First Edition, July 2004

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		S	S		S		S
CO 2		S		S	S		S	
CO 3	S				S		M	S
CO 4	M			S		M		
CO 5		S	S		S		S	S

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO’s and CO’s

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	S
CO2		S		M	
CO3	S	M	S		S
CO4	M			S	M
CO5		S	S		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Materials Management	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	Visualize the students on the basic concepts materials management										
C2	Discover the techniques of inventory management										
C3	Learn on the evaluation of vendors and organize procurement										
C4	Learn and evaluate the importance of materials handling										
C5	Inspect and Integrate all the quality management audits										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	INTRODUCTION							9	C1		

	Introduction to Materials Management, Production Planning: Demand Forecasting Aggregate planning, Master Scheduling, BOM, MRP, Capacity Planning, Production Scheduling.		
II	INVENTORY MANAGEMENT Stores and Warehousing, Stock assessment, Cost of Inventory, Selective Inventory Control, MUSIC 3D, JIT Inventory Management.	9	C2
III	PROCUREMENT & VENDOR MANAGEMENT Foundations of Strategic Sourcing and Supply Management, P2P Process, Strategy Development; Procurement: Ordering Quantity, Procurement Types, Steps of Procurement, Tendering & Bid evaluation process, Negotiation & Ordering, Importing, Procurement Cost; Vendor Management: Vendor Development, Vendor Rating, and Selection and Analytics Hierarchy Process (AHP), Supplier Performance Management.	9	C3
IV	MATERIAL HANDLING Material Handling System: Cranes, Conveyors, Feeders, Pipelines, Processing of materials and Cost.	9	C4
V	QUALITY MANAGEMENT Quality Management and Audit; Supply Quality Management; Inspection, Acceptance Sampling, Quality Control of supplies; Supply Base Integration.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Visualize the basic concepts materials management	PO1, PO4, PO6, PO8	
CO2	Discover the techniques of inventory management	PO1, PO2, PO5, PO7	
CO3	Learn on the evaluation of vendors and organize procurement	PO3, PO6, PO8	
CO4	Learn and evaluate the importance of materials handling	PO1, PO4, PO7	
CO5	Inspect and Integrate all the quality management audits	PO2, PO5, PO8	
Reading List			
1.	International Journal of Purchasing and Materials Management - Science gate		
2.	Introduction to materials management - JRT Arnold, SN Chapman - books.google.com		
3.	International Journal of Purchasing and Materials Management		
4.	Handbook of materials management – By Gopalakrishnan.		
References Books			
1.	Saravanavel. P and Kavitha G, (2019) Materials Management, 1 st edition, Margham Publications		
2.	Saravanvel P and Sumathi S, (2019), Production and Materials Management,		

	2nd Edition, Margham Publications
3.	Materials Management: An Integrated Approach. Gopalakrishanan. Paperback
4.	Fred B. Sollish, John Semanik, (2012), The Procurement and Supply Manager's Desk Reference, 2nd edition, NJ: John Wiley & Sons.
5.	Hiroyuki Hirano, (2009), JIT Implementation Manual (Series), 2nd edition, FL: CRC Press.
6.	Robert Handfield, (2006), Supply Market Intelligence, Auerbach Publications (Taylor and Francis).

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S			S		M		S
CO 2	S	S			S		M	
CO 3			S			S		S
CO 4	S			M			M	
CO 5		S			M			S

S –Strong M-Medium L-Low

CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	S
CO2				S	
CO3	S	M	S		S
CO4	M			S	
CO5		S	S		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Service Operations Management	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize and recognize service operations and strategy										
C2	To determine and establish a good service design										
C3	To calculate waiting time and organize efficient waiting time management										
C4	To appraise on the service quality, managing service experience, six sigma for service process improvement, and yield management										
C5	To compile knowledge on queuing models and capacity planning.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		

I	Introduction to Services: Introduction to Services - Service Operations and Strategy-Formulating Strategy-New Service Development and Managing Service	9	C1
II	Service Design: Designing the Service Delivery System - Selecting the Location for a Service Operation-Managing the Service Experience-Service Site Performance Evaluation-Outsourcing and Offshoring	9	C2
III	Waiting Time Management: Waiting Time Management -Front-Office / Back-Office Interface-Team Meeting/Work Time- Using Technology in Service Operations	9	C3
IV	Quality Management - Revenue, Quality - Service Quality & Strategy – SERVQUAL - Managing Service Experience-Six Sigma for service process improvement, Managing Capacity and Demand-Yield Management	9	C4
V	Queuing Models Queuing Models and Capacity Planning-Tools for Managing Service	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;		
CO1	Familiarize and recognize service operations and strategy	PO1, PO6, PO7	
CO2	Determine and establish a good service design	PO1, PO6	
CO3	Calculate waiting time and organize efficient waiting time management	PO3, PO7	
CO4	Appraise on the service quality, managing service experience, six sigma for service process improvement, and yield management	PO1, PO2, PO6	
CO5	Compile knowledge on queuing models and capacity planning.	PO1, PO2	
Reading List			
1.	Stephen Mclaughlin, Service Operations Management, Researchgate		
2.	Johnston Robert, Clark Graham, Shulver Michael, Service Operations Management: Improving Service Delivery, Pearson Education, 2017		
3.	Journal of Service Management, Emerald Insight		
4.	Journal of Operations Management, Wiley Publications.		
References Books			
1.	Collier, Evans, Ganguly, (2016), Operations management– A South Indian Perspective, 3rd edition, Cengage Learning.		
2.	Johnston (2017), Service Operations Management Improving Service Delivery, 4Th Edition, Pearson India.		
3.	Richard D Metters, (2012), Successful Service Operations Management, 2nd edition, Cengage Learning.		
4.	James A. Fitzsimmons, Mona J. Fitzsimmons, (2014), Service Management: Operations, Strategy, Information Technology, 8th edition, McGraw Hill.		

5.	Haksever C, Render B, Russell S. R, Murdick R. G, (2007), Service Management and Operations, 2nd edition, Prentice Hall.
----	---

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S					M	S	
CO 2	S					S		
CO 3			S				S	
CO 4	M	S				S		
CO 5	S	M						

3-Strong 2-Medium 1-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	
CO2		S	S	S	S
CO3	S	M	S		S
CO4				S	
CO5	S	S	S	S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Process Management	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize students with fundamentals of process management										
C2	To provide inputs on the process flow, variability and principles										
C3	To analyze process modelling and simulation										
C4	To summarize innovative manufacturing concepts										
C5	To develop process dash boards, process metrics, benchmarking and employ data analytics.										

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	Introduction: The Process View of Organizations - Service and manufacturing processes – Nature of Service Processes, process structure in services, Process structure in Manufacturing, Value Chain – Core and support processes, adding value with processes; Managing Processes – process strategy – organization perspective, major process decisions; Embedding strategy into Manufacturing Processes - Process Competencies, Process Design – major factors, technology choice	9	C1
II	Process Flow: Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools;	9	C2

	process- Mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows		
III	Process Modeling: Process Modeling - empirical models, deterministic models, stochastic models; simulating business, Process – Application, simulation process, discrete event simulation, computer simulation	9	C3
IV	Process Planning: Constraint Management – theory of constraints, measuring capacity, Utilization, and Performance in /TOC, key principles; Strategic Capacity Management –Tools for capacity Planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous Improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement.	9	C4
V	Process Optimization: Optimizing business process performance, Process Metrics, Business Intelligence, Process Dashboards – creating flexible organizations – optimization process– early management –capability development, sustainability; process benchmarking with data envelopment analysis	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Get familiarized on the fundamentals of process management	PO1, PO4, PO6, PO7	
CO2	Be provided with inputs on the process flow, variability and principles	PO1, PO2, PO4, PO6, PO8	
CO3	Analyze process modelling and simulation	PO3, PO5, PO7	
CO4	Summarize innovative manufacturing concepts	PO1, PO2, PO5, PO6, PO8	
CO5	Develop process dash boards, process metrics, benchmarking and employ data analytics.	PO1, PO2	
Reading List			
1.	Fundamentals of Business Process Management, Springer, 2011		
2.	Business Process Management, Routledge, 2013		
3.	Business Process Management Journal, Emerald Publishing		
4.	International Journal of Business Process Integration and Management, Inderscience Publishers.		
References Books			
1.	Burlton, Roger. Business Process Management: Profiting from Process. Indianapolis, IN: Sams Publishing, May 2001.		
2.	Hammer, Michael, and James Champy. Reengineering the Corporation: A Manifesto for Business Revolution. New York, NY: HarperCollins Publishers, 1993		

3.	Harrington, H.J. Business Process Improvement: The Break-through Strategy for Total Quality, Productivity, and Competitiveness. New York, NY: McGraw-Hill, 1991.
4.	Garvin, David A. Managing Quality: The Strategic and Competitive Edge. New York, NY: Free Press, 1988
5.	Out of the Crisis. Cambridge, MA: MIT Center for Advanced Engineering Study, 1986.
6.	Crosby, Philip. Quality without Tears. New York: McGraw-Hill, 1984.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S			S		M	S	
CO 2	S	S		S		S		M
CO 3			S		S		S	
CO 4	M	S			S	S		L
CO 5	S	M						

3-Strong 2-Medium 1-Low

CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO / PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	M
CO2	S	S	M	S	
CO3	S	M	S		S
CO4	M	S		S	
CO5		S	S	S	S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Product Design	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To enable students understand product design & development with its process, concept generation evaluation										
C2	To interpret the product concept										
C3	To apply the concepts of product data management										
C4	To get appraised with design tools										
C5	To explore and gain knowledge on patent										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	PRODUCT DESIGN & DEVELOPMENT Product design & development - characteristics, duration and cost, challenges; Development Process - Generic Process, Concept development, adapting to product types; Product planning - Process, Understanding customer need, Product Specification;							9	C1		

	Concept Generation Evaluation - decay curve, cost expenditure curve; Technology Life Cycle; Disruptive Technologies.		
II	PRODUCT CONCEPT Concept Selection – Importance, Methodology, concept Screening, Concept Scoring, Concept Testing; Product Architecture - Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.	9	C2
III	PRODUCT DATA MANAGEMENT (PDM) PDM - concept and benefits, functions, Product data and workflow, Product reliability, CIM Data, Architecture of PDM systems, Product data interchange, Portal integration, PDM Acquisition and implementation; Product Life Cycle management - strategy, Change Management for PLM.	9	C3
IV	DESIGN TOOLS Design Approaches - Industrial Design, Design for Manufacturing, Value Engineering, Ergonomics, Robust Design, Design for Excellence; Collaborative Product development-Prototyping, failure rate curve, product use testing-Product development economics, scoring Model, financial analysis.	9	C4
V	PATENTS Intellectual Property and Patents -Definitions, Patent Searches, Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patents.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand product design & development with its process, concept generation evaluation	PO1, PO2	
CO2	Interpret the product concept	PO2, PO8	
CO3	Apply the concepts of product data management	PO1, PO3, PO6	
CO4	Get appraised with design tools	PO1, PO2, PO4, PO5, PO7	
CO5	Explore and gain knowledge on patent	PO1, PO3, PO6, PO8	
Reading List			
1.	Karl Ulrich, Steven Eppinger, Product Design and Development, 5 th edition Mc graw hill		
2.	Rajiv D. Banker, Indranil Bardhan, Ozer Asdemir , Understanding the Impact of Collaboration Software on Product Design and Development informs pubs online		
3.	Karl T. Ulrich, Steven D. Eppinger, product design and development fifth edition, Mc graw hill		
4.	A.J. Peters, E.M. Rooney, J.H. Rogerson, R.E. McQuater, M. Spring, B.G. Dale ,		

	New product design and development: a generic model The TQM Magazine, 1999
References Books	
1.	Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
2.	Kenneth B.Kahn, New Product Planning, Sage, 2010.
3.	A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
4.	Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
5.	Product Design And Manufacturing, Chitale, Avinash K. GUPTA, R. C., SIXTH EDITION, PHI

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	M						
CO 2		M	S		S			S
CO 3	S		M			S		
CO 4	S	S		S	M		S	
CO 5	M		M			M		S

3-Strong 2-Medium 1-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S		S	S
CO2		S	S		
CO3	M	S		M	S
CO4	S	M		S	
CO5		M	S		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Supply Chain Analytics	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To understand the importance of the basics of Supply Chain Analytics and Optimization										
C2	To apply the warehousing using Mathematical Programming Models										
C3	To analyze the various inventory tools and strategies for analytics deployment depending on supply chain drivers.										
C4	To educate on the concept of Transportation Network Models and their applications.										
C5	To evaluate the various techniques for analytics based on the multi criteria decision-making model.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		

I	Introduction: Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map.	9	C1
II	Warehousing Decisions: Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods	9	C2
III	Inventory Management: Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.	9	C3
IV	Transportation Network Models: Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms	9	C4
V	MCDM Models: Analytic Hierarchy Process (AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM.	9	C5
		45	
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the importance of the basics of Supply Chain Analytics and Optimization	PO1, PO2, PO3, PO4, PO5, PO6	
CO2	Apply the warehousing using Mathematical Programming Models	PO4, PO7	
CO3	Analyze the various inventory tools and strategies for analytics deployment depending on supply chain drivers.	PO1, PO3, PO8	
CO4	Get educated on the concept of Transportation Network Models and their applications.	PO2, PO4, PO6, PO8	
CO5	Evaluate the various techniques for analytics based on the multi criteria decision-making model.	PO1, PO3, PO8	
Reading List			
1.	https://scg-lm.s3.amazonaws.com/pdfs/opentext-wp-dummies-guide-to-sca-100318.pdf		
2.	https://library.oapen.org/bitstream/id/4398d7e1-4779-44bb-ab90-d9e7e54f829c/2021_Book_NextGenerationSupplyChains.pdf		
3.	Wendy Tate, Journal of Supply Chain Management,2022		
4.	Yuan Li, Journal of Management Analytics,2021		
References Books			

1.	Chopra S, Meindl P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education, USA, 6th Edition, 2016.
2.	Muthu Mathirajan, Chandrasekharan Rajendran, SowmyanarayananSadagopan, Arunachalam Ravindran, Parasuraman Balasubramanian, Analytics in Operations/Supply Chain Management, I.K. International Publishing House Pvt. Ltd., 1st Edition, 2016.
3.	Feigin G, Supply Chain Planning and Analytics: The right product to the right place at the right time, Business Expert Press, New York, USA, 1st Edition, 2011.
4.	Tayur S, Ganeshan R, Michael, M. Quantitative Models for Supply Chain Management. Kluwer Academic Publishers. 1st Edition, 1999.
5.	Joel D Wisner, G. Keong Leong, Keah-Choon Tan, (2012), Supply Chain Management – A Balanced Approach, 3rd edition Cengage Learning, 3rd Edition, 2012.
6.	Handfield R, Supply Market Intelligence: A managerial handbook for building sourcing strategies, Taylor and Francis Group, Auerbach Publications, New York, USA, 1st Edition, 2006.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S	M	S	S	M		
CO 2				S			S	
CO 3	S		S					S
CO 4		S		S		S		
CO 5	S		S					S

S –Strong M-Medium L-Low
CO-PO Mapping with program specific outcomes
Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	S	
CO2		S		S	
CO3	S	M	S		S
CO4	M			S	
CO5		S	S		S

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Operations Strategy	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize students with the fundamentals of business strategies										
C2	To provide inputs on developing operations strategy										
C3	To orient students on the impact of technology in strategy formulation.										
C4	To enable students, understand strategy implementation										

C5	To acquaint students with financial perspectives in operations strategy.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Role and Objectives of Operations Strategy; Operations Strategy Framework: Incorporating Operations Strategy in the Corporate Strategy; Operations performance essentials; Competition, Competencies & Operations; Defining Operations Strategy in Overall Environment; Process of Operations Strategy Formulation	9	C1
II	Principles of Operations Strategy: Principles and Concepts of Developing Operations Strategy; Methodology of Developing Operations Strategy; Capacity Strategy: Capacity Types, Flexibility & Consolidation, Capacity Timing & Expansion, Capacity Sizing & Investment; Facility Strategy & Globalization: Infrastructure Development; Supply Network Strategy: Capacity Location, Global Network & Off-shoring, Strategic Sourcing, Coordinating the Supply Chain.	9	C2
III	Process Technology Strategy: Effect of Technology Advancement and Technology Management, Integration of Operations Strategy Planning and Technology Planning, Production Implications of Corporate Marketing Decisions; Strategy Development and Practices; Improvement & Innovation; New Product & New Service Development; Product Variety Impact in Operations Strategy; Operations Strategy Process – Sustainable Alignment.	9	C3
IV	Implementation: Implementation of Operations Strategy; Business Implication of Process Choice: Dynamics of process-product life cycles, Product Profiling, Improving Operations Process by Process Positioning; Cross-Cutting Capability; Operations Strategy Process – Implementation; Pre-requisites of Organized and Focused Operations Strategy & Unit; Principles and Concepts of Factory-within Factory; Involvement of Human Aspects	9	C4
V	Operations Redefining & Restructuring; Demand and Revenue Management; Operations Strategy Process – Substitutes: BPR, TQM, Lean, Six Sigma: Business Process Focused Strategies & Organization Development: Quality Planning and Controlling System, Improving Response Time with IT, Operations Audit Approach; Risk Management & Hedging: Accounting & Financial Perspectives and Operations System, Business Continuity Planning, Disaster Recovery strategy.	9	C5
		45	
Course Outcomes	On completion of this course, students will;	Program Outcomes	

CO1	Become familiarized and have good understanding on the fundamentals of business strategies	PO1, PO4, PO6
CO2	Have valuable inputs and understanding on developing operations strategy	PO2, PO6, PO7
CO3	Have an orientation on the impact of technology in strategy formulation.	PO1, PO3, PO4, PO5, PO8
CO4	Have a better understanding on strategy implementation	PO6, PO7
CO5	Be acquainted with financial perspectives in operations strategy.	PO2, PO3, PO8

Reading List

1.	Nigel Slack, Michael Lewis, Mohita Gangwar Sharma, Operations Strategy, Pearson Education, 2018
2.	Robert H. Hayes, Gary P. Pisano, Strategic Operations: Competing Through Capabilities, Free Press, 1996
3.	Journal of Operations and Strategic Planning, Sage Publications
4.	Journal of Operations Management, ScienceDirect

References Books

1.	Beckman / Barry. Operations Strategy: competing in the 21st Century, McGraw-Hill Higher Ed 2007
2.	Brown / Lamming / Bessant / Jones. Strategic Operations Management, Elsevier-India (Butterworth-Heinemann 2004
3.	Hayes / Pisano / Upton / Wheelwright. Operations, Strategy, and Technology: Pursuing the Competitive Edge, Wiley 2011
4.	Lowson. Strategic Operations Management, Routledge, Taylor & Francis, 2015
5.	Jay Heizer, Barry Render, et al. Operations Management Twelfth Edition By Pearson, 2017

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S			S		S		
CO 2		S				S	S	
CO 3	S		M	S	M			M
CO 4						S	S	
CO 5		S	M					M

3-Strong 2-Medium 1-Low

CO-PO Mapping with program specific outcomes

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S		S	S	M
CO2		S		S	
CO3	S	M	S		S
CO4	M			S	
CO5		S	S		S