

**SRI SANKARA ARTS AND SCIENCE COLLEGE
(AUTONOMOUS)**

ENATHUR, KANCHIPURAM - 631561

M.B.A

REGULATION & SYLLABUS

(Effective from the academic year 2022 - 2023)

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. Programme Specific Outcomes

PSO 1: Prepare graduates to become a successful marketing professional in the current industrial scenario from developing the presentation skills, understanding the industrial needs and formulating suitable strategy in marketing both domestic and Internationally.

PSO 2: Developing the graduates in all marketing areas such as market research, new product development, new product launch, promotion and distribution strategies.

PSO 3: Preparing graduates with an exposure of opportunities in various industries and segments.

PSO 4: Grooming the students as a Human Resource professional and develop the graduates with an exposure of Recruitment, Selection and Compensation process.

PSO 5: Developing the graduates with knowledge about various laws and practices followed in the industries.

PSO 6: Make students aware of theoretical underpinnings of development in finance and also gives them the opportunity to implement class room learning through various live projects.

PSO 7: Impart skills to use finance for growth and development process that India is presently witnessing.

PSO 8: Developing students with knowledge about the various economics and the theories and concepts involved in it.

PSO 9: Make graduates with and knowledge about the analytical skills and various research techniques.

PSO 10: Preparing graduates with various laws related with Business operations.

PSO 11: Make Students aware of Database oriented concepts in relation to business environment

PSO 12: Develop the students with knowledge of e-business, Software Development and Decision making tools

PROGRAM OUTCOMES FOR POST-GRADUATE DEGREE

1. Enriching the knowledge in theoretical and practical aspects.
2. Developing research aptitude among the students and encouraging them to take up research projects and publish research papers.
3. Enabling the students to come out successfully in competitive examinations.
4. Developing students' skills, based on current trends by offering Job oriented, Entrepreneurial, certificate courses and Value-added courses.

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|
| PO 1 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| PO 2 | | ✓ | | ✓ | | ✓ | ✓ | | ✓ | | | ✓ |
| PO 3 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| PO 4 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

6. REGULATIONS

M.B.A

Choice based credit system.

FOR FULL TIME COURSE – (2 YEARS)

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.

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 94 CREDITS and fulfilled such conditions as have been prescribed therefore.

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.

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.

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

The total number of subjects of study shall be 27 out of which 13 shall be compulsory subjects and of the remaining 8 will be Electives, 4 will be soft skills and 1 Internship. A Project Work and a Viva-voce will also be in the Final Semester.

The FULL-TIME candidates shall take 7 subjects in the First semester, 8 subjects in the Second Semester, a summer internship, 7 subjects in the Third Semester and 3 Subjects 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

| S.NO | COURSE COMPONENTS | NAME OF COURSE | SEMESTER | INST. HOURS | SELF STUDY HOURS | CREDITS | EXAM DURATION HRS | MAX MARKS | |
|------|-------------------|----------------|----------|-------------|------------------|---------|-------------------|-----------|----------|
| | | | | | | | | CIA | EXTERNAL |
| 1. | CORE MBA 1001 | PAPER 1 | I | 4 HRS | 1 HR | 4 | 3 | 25 | 75 |
| 2. | CORE MBA 1002 | PAPER 2 | I | 4 HRS | 1 HR | 4 | 3 | 25 | 75 |
| 3. | CORE MBA 1003 | PAPER 3 | I | 4 HRS | 1 HR | 4 | 3 | 25 | 75 |

| | | | | | | | | | |
|----|------------------|------------|---|----------|------|---|---|----|----|
| 4. | CORE MBA 1004 | PAPER 4 | I | 4 HRS | 1 HR | 4 | 3 | 25 | 75 |
| 5. | CORE MBA 1005 | PAPER 5 | I | 4 HRS | 1 HR | 4 | 3 | 25 | 75 |
| 6. | CORE MBA 1006 | PAPER 6 | I | 4 HRS | 1 HR | 4 | 3 | 25 | 75 |
| 7. | Soft Skills | PAPER 7 | I | 2 HRS | | 2 | 3 | 25 | 75 |

SECOND SEMESTER

| S.NO | COURSE COMPONENTS | NAME OF COURSE | SEMESTER | INST. HOURS | SELF STUDY HOURS | CREDITS | EXAM DURATION HRS | MAX MARKS | |
|------|---------------------------------|----------------|----------|-------------|------------------|---------|-------------------|-----------|----------|
| | | | | | | | | CIA | EXTERNAL |
| 8. | CORE MBA 1007 | PAPER 8 | II | 4 HRS | | 4 | 3 | 25 | 75 |
| 9. | CORE MBA 1008 | PAPER 9 | II | 4 HRS | | 4 | 3 | 25 | 75 |
| 10. | CORE MBA 1009 | PAPER 10 | II | 4 HRS | | 4 | 3 | 25 | 75 |
| 11. | CORE MBA 1010 | PAPER 11 | II | 4 HRS | | 4 | 3 | 25 | 75 |
| 12. | CORE MBA 1011 | PAPER 12 | II | 4 HRS | | 4 | 3 | 25 | 75 |
| 13. | CORE MBA 1012 | PAPER 13 | II | 4 HRS | | 4 | 3 | 25 | 75 |
| 14. | EXTRA DISCIPLINARY ELECTIVE MBA | PAPER 14 | II | 4 HRS | | 3 | 3 | 25 | 75 |
| 15. | Soft Skills | PAPER 15 | II | 2 HRS | | 2 | 3 | 25 | 75 |

THIRD SEMESTER

| S.NO | COURSE COMPONENTS | NAME OF COURSE | SEMESTER | INST. HOURS | CREDITS | EXAM DURATION HRS | MAX MARKS | |
|------|--|----------------|----------|-------------|---------|-------------------|-----------|----------|
| | | | | | | | CIA | EXTERNAL |
| 16. | CORE MBA 1013 | PAPER 16 | III | 4 HRS | 4 | 3 | 25 | 75 |
| 17. | EXTRA DISCIPLINARY ELECTIVE MBA 002 | PAPER 17 | III | 4 HRS | 3 | 3 | 25 | 75 |
| 18. | ELECTIVE MBA 001 | PAPER 18 | III | 3 HRS | 3 | 3 | 25 | 75 |
| 19. | ELECTIVE MBA 002 | PAPER 19 | III | 3 HRS | 3 | 3 | 25 | 75 |
| 20. | ELECTIVE MBA 003 | PAPER 20 | III | 3 HRS | 3 | 3 | 25 | 75 |
| 21. | ELECTIVE MBA 004 | PAPER 21 | III | 3 HRS | 3 | 3 | 25 | 75 |
| 22. | Soft Skills | PAPER 22 | III | 2 HRS | 2 | 3 | 25 | 75 |
| 23. | Internship ** | | III | | 2 | | | |

**** Internship will be carried out during the summer vacation of the first year and marks should be sent to the University by the College and the same will be included in the Third Semester Marks Statement.**

FOURTH SEMESTER

| S.NO | COURSE COMPONENTS | NAME OF COURSE | SEMESTER | INST. HOURS | CREDITS | EXAM DURATION HRS | MAX MARKS | |
|------|---|----------------|----------|-------------|---------|-------------------|-----------|----------|
| | | | | | | | CIA | EXTERNAL |
| 24. | ELECTIVE MBA 005 | PAPER 23 | IV | 3 HRS | 3 | 3 | 25 | 75 |
| 25. | ELECTIVE MBA 006 | PAPER 24 | IV | 3 HRS | 3 | 3 | 25 | 75 |
| 26. | CORE MBA 1014 (Project work & Viva- Voce) | PAPER 25 | IV | | 8 | | | 200 |
| 27. | Soft Skills | PAPER 26 | IV | 2 HRS | 2 | 3 | 25 | 75 |

SEMESTER I

| S.NO | PAPER | NAME OF THE SUBJECT |
|------|---------|---|
| 1 | PAPER 1 | Management Principles and Business Ethics |
| 2 | PAPER 2 | Quantitative Techniques in Business |
| 3 | PAPER 3 | Accounting for Managers |
| 4 | PAPER 4 | Managerial Economics |
| 5 | PAPER 5 | Organizational Behavior |
| 6 | PAPER 6 | Innovation and Entrepreneurship |
| 7 | PAPER 7 | Soft Skills – 1* |

SEMESTER II

| S.NO | PAPER | NAME OF THE SUBJECT |
|------|----------|--------------------------------|
| 8 | PAPER 8 | Applied Operations Research |
| 9 | PAPER 9 | Human Resource Management |
| 10 | PAPER 10 | Marketing Management |
| 11 | PAPER 11 | Financial Management |
| 12 | PAPER 12 | Operations Management |
| 13 | PAPER 13 | Strategic Management |
| 14 | PAPER 14 | Management Information Systems |
| 15 | PAPER 15 | Soft Skills – 2 * |

SEMESTER III

| S.NO | PAPER | NAME OF THE SUBJECT |
|------|----------|------------------------------|
| 16 | PAPER 16 | Research Methods in Business |
| 17 | PAPER 17 | Legal Systems in Business |
| 18 | PAPER 18 | Elective1*** |
| 19 | PAPER 19 | Elective2*** |
| 20 | PAPER 20 | Elective3*** |
| 21 | PAPER 21 | Elective3*** |
| 22 | PAPER 22 | Soft Skills – 3* |
| 23 | | INTERNSHIP * |

SEMESTER IV

| S.NO | PAPER | NAME OF THE SUBJECT |
|------|----------|---------------------------|
| 24 | PAPER 23 | Elective4*** |
| 25 | PAPER 24 | Elective5*** |
| 26 | PAPER 25 | Project Work & Viva-Voce# |
| 27 | PAPER 26 | Soft Skills – 4* |

* Refer to Soft Skills (PG) Syllabus for soft skills and internship.

*** Students should choose Six Subjects from the following list in consultation with the Head of the Institution.

Project Work & Viva-Voce is equivalent to two core papers (8 credits)

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted with Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits).

ELECTIVE SUBJECTS

ELECTIVES

MARKETING

- 1. CONSUMER BEHAVIOUR**
- 2. ADVERTISING MANAGEMENT AND SALES PROMOTION**
- 3. TOURISM MANAGEMENT**
- 4. EVENT MANAGEMENT**
- 5. CUSTOMER RELATIONSHIP MANAGEMENT**
- 6. DIGITAL AND SOCIAL MEDIA MARKETING**
- 7. RURAL MARKETING**

FINANCE

- 1. BANKING AND INSURANCE**
- 2. TAX MANAGEMENT**

- 3. MERCHANT BANKING AND FINANCIAL SERVICES**
- 4. CORPORATE FINANCE**
- 5. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**
- 6. DERIVATIVES MANAGEMENT**
- 7. INTERNATIONAL FINANCE**

HUMAN RESOURCE

- 1. HUMAN RESOURCES DEVELOPMENT**
- 2. PERFORMANCE MANAGEMENT**
- 3. ORGANISATIONAL DEVELOPMENT**
- 4. INDUSTRIAL AND LABOUR RELATIONS**
- 5. COMPENSATION MANAGEMENT**
- 6. SOCIAL PSYCHOLOGY**
- 7. INTERNATIONAL HUMAN RESOURCE MANAGEMENT**
- 8. HR METRICS AND HR ANALYTICS**

SYSTEMS

- 1. DATABASE MANAGEMENT SYSTEMS**
- 2. SYSTEM ANALYSIS AND DESIGN**
- 3. DECISION SUPPORT SYSTEM**
- 4. E-BUSINESS**
- 5. ENTERPRISE RESOURCE PLANNING**

OPERATIONS

- 1. SUPPLY CHAIN MANAGEMENT**
- 2. LOGISTICS MANGEMENT**
- 3. TOTAL QUALITY MANAGEMENT**
- 4. OPERATIONS STRATEGY**
- 5. INVENTORY MANAGEMENT**
- 6. START-UP MANAGEMENT**

5. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTERS

- 5.1. 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.
- 5.2. Attendance: All Students must earn 75% and above of attendance for appearing for the University Examination. (Theory/Practical)
- 5.3. Condonation of shortage of attendance: If a Student fails to earn the minimum attendance (Percentage stipulated), the Principals shall condone the shortage of attendance upto 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.
- 5.4. 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 wisetogether 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.
- 5.5. 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.

- 5.6. 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.
- 5.7. 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.
- 5.8. 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.
- 5.8.1. 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.
- 5.8.2. The marks obtained in the courses will be converted and grades will be assigned as per the University norms.
- 5.8.3. The transfer students are eligible for classification.
- 5.8.4. The transfer students are not eligible for Ranking, Prizes and Medals.
- 5.8.5. Students who want to go to foreign Universities upto 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. 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 94 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.

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.

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.

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.

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)

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.

13. TRANSITORY PROVISION:

Candidates who have undergone the course of study prior to the academic year 2022 – 2023 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 2025 Examination only under the Regulations then in force.

SEMESTER I
MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

| Syllabus | | | | |
|-----------------|---|--------------|-------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Nature of Management – The Evolution of Management Thought – Tasks of a Professional Manager – Approaches to Management – Levels in Management. | 10 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | 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) – Decision Making Process. | 12 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Impact of Technology on Organizational design – Mechanistic vs. Adaptive Structures – Emerging trends in corporate structure – Formal and Informal Organization - Co-ordination: Need for Co-ordination – Techniques of Securing Co-ordination - Control: Concept of Control – Span of Control – An Integrated Control system in an Organization – Management by Exception (MBE) | 15 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Business Ethics: Importance of Business Ethics – Morals and ethics - Ethical Issues and Dilemmas in Business – Ethical Decision Making and Ethical Leadership - workplace Ethics – Issues faced by an individual in work place – Bribery, immoral entertainment, unfair pricing, dishonest advertising, Discrimination in hiring, glass ceiling, tax evasion and misuse of official funds. | 15 | CO4, CO5 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|---|---|-------------|------------------------------|
| 5 | Social Responsibility - Social Accountability-8000 – Ethics Audit – Environmental Ethics –Sustainable Business Practices – CSR initiatives in the corporate sector. | 8 | CO4, CO5 | K1, K2, K3, K4, K5, K6 |
|---|---|---|-------------|------------------------------|

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1. Certo, S C. and Certo, T, Modern Management, 12th Edition, Prentice Hall, January 2011.
2. DeGeorge, R., Business Ethics, 7th Edition, Pearson, 2011.
3. Govindarajan M., and Natarajan S., Principles of Management, PHI Learning Pvt. Ltd., 2009.
4. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2012.
5. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8th Edition, Tata McGraw Hill Education Private Ltd., July 2009.
6. Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
7. Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, January 2011.
8. Schmerhorn, J.R., Management, 11th Edition, Wiley, July 2012

| | |
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| CO1 | Understand the meaning of Management, Functions and various levels of Management |
| CO2 | Applying planning and managerial decision making skills |
| CO3 | Outline plans and different organization structures |
| CO4 | Applying value based management and ethical practices. |
| CO5 | Understand to connect between the corporate, ethics and society |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | ✓ |
| Unit 5 | | | | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | ✓ | | | | | | | ✓ | | | | |
| CO2 | ✓ | | | | | | | | ✓ | | | |
| CO3 | | ✓ | | ✓ | | | | | | | | |
| CO4 | ✓ | | | | | | | | | ✓ | | |
| CO5 | | | | | | | | | | ✓ | | |

QUANTITATIVE TECHNIQUES IN BUSINESS

Problems:70% and Theory: 30%

| Syllabus | | | | |
|----------|---|-------|---------------------------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | <p>PROBABILITY AND BAYE’S THEOREM</p> <p>Probability: Rules of Probability, Binomial, Poisson and Normal Distribution – their Applications in Business and Industrial Problems – Baye’s theorem and its Applications</p> | 12 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 2 | <p>UNIVARIATE ANALYSIS AND BIVARIATE ANALYSIS</p> <p>Data analysis - Editing and Coding of Data- Central Tendencies: Mean, Median Mode, Dispersion – Standard Deviation, Mean Deviation, Range, Coefficient of Range, Coefficient of Variation – Application in Business Situations - Correlation and Regression analysis.</p> | 12 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 3 | <p>PARAMETIRC TESTS</p> <p>Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way</p> | 12 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|---|----|---------------------------------|------------------------------|
| 4 | NON-PARAMETRIC TESTS Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test. | 12 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 5 | MULTIVARIATE ANALYSIS Multivariate analysis: Elementary Concepts of factor analysis, Multiple regression analysis, Discriminant analysis, Cluster analysis and Conjoint analysis in marketing problems – Statistical packages. | 12 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |

REFERENCES:

1. Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8th Edition, 2017.
2. Prem. S. Mann, Introductory Statistics, Wiley Publications, 9th Edition, 2015.
3. T N Srivastava and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3rd Edition 2017.
4. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
5. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran, Statistics for business and economics, 13th edition, Thomson (South – Western) Asia, Singapore, 2016.
6. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2017.

COURSE OUTCOMES

| | |
|-----|---|
| CO1 | To facilitate objective solutions in business decision making |
| CO2 | To understand and solve business problems |
| CO3 | To apply statistical techniques to data sets, and correctly interpret the results |
| CO4 | To develop skill-set that is in demand in both the research and business environments |
| CO5 | To enable the students to apply the statistical techniques in a work setting |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 2 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 3 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 4 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 5 | ✓ | ✓ | ✓ | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| CO2 | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| CO3 | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| CO4 | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| CO5 | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ |

ACCOUNTING FOR MANAGERS

Problems: 60% and Theory: 40%

| Syllabus | | | | |
|----------|---|-------|--------------------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction Management Accounting – Meaning and purpose Financial Accounting: Accounting Principles – Preparation of Journal, Ledger and Trial Balance - Preparation of Final Accounts (Simple Problems) | 10 | CO1 CO2 CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 2 | Ratio Analysis: Uses and Limitations – Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio | 15 | CO1 CO2 CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 3 | Fund flow Statement – Statement of Changes in Working Capital – Computation of Fund from Operations – Working for Computation of various sources and uses – Preparation of Fund Flow Statement - Cash Flow Statement Analysis – Distinction between Fund Flow and Cash Flow Statement | 15 | CO1 CO2 CO3 CO4 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|--|----|------------|------------------------|
| 4 | Budgetary Control – Nature and Objective of Budgetary Control – Classification of budgets - Cash budget, sales budget, production budget, fixed and flexible budgets – Zero-base budgeting – Limitations. | 10 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Marginal Costing – Cost volume – Profit relationship – Break – Even Analysis – Direct costing vs. Absorption costing. Target Costing and ABC Costing - Reporting to Management – Uses of Accounting information in Managerial decision-making. | 10 | CO4 CO5 | K1, K2, K3, K4, K5, K6 |

REFERENCES:

1. Atkinson, A., Kaplan, R.S., Young, M., Matsumura, E.M., and Arunkumar G., Management Accounting, Pearson, 2009.
2. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 4th Edition, Pearson, 2012.
3. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 14th Edition, Pearson, 2008.
4. Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.

| | |
|-----|--|
| CO1 | Understand and apply accounting concepts, principles and conventions for their routine monetary transaction |
| CO2 | To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company |
| CO3 | Imbibe critical thinking skills to analyze financial statements |
| CO4 | Apply the concepts and calculations and come up with solutions for real life problems in corporate financial area |
| CO5 | Value the concepts of marginal costing and its application in managerial decision making |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | ✓ | ✓ | |
| Unit 2 | ✓ | ✓ | ✓ | ✓ | |
| Unit 3 | ✓ | ✓ | ✓ | ✓ | |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | | | | | | ✓ | ✓ | | | | | |
| CO2 | | | | | | | | | ✓ | | | |
| CO3 | | | | | | ✓ | | | ✓ | | | |
| CO4 | | | | | | | | | ✓ | | | |
| CO5 | | | | | | ✓ | | ✓ | ✓ | | | |

MANAGERIAL ECONOMICS

| Syllabus | | | | |
|----------|---|-------|-----|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equimarginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle. | 12 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | 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. | 12 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with | 12 | CO3 | K1, K2, K3, K4, |

| | | | | |
|---|--|----|-----|------------------------|
| | Two Variable Inputs – Production Isoquants – Cobb Douglas Function – Isocost Lines Estimating Production Functions – Cost Concepts. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods. | | | K5, K6 |
| 4 | National Income – Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment – Business Cycles – Role of Fiscal Policy – Indian Fiscal Policy | 13 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium - Monetary Policy – Inflation – Deflation – Role of Economic Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. | 11 | CO5 | K1, K2, K3, K4, K5, K6 |

REFERENCES:

1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2. Dean, J., Managerial Economics, PHI Learning Pvt. Ltd., 2009.
3. Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
4. Froeb, L.M., McCann, B.T., Managerial Economics: A Problem Solving Approach, South Western, 2008.
5. Hirschey, M., Managerial Economics: An Integrative Approach, South Western, 2010.

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| CO1 | Understand the relative importance of Managerial Economics and the modern managerial decision rules and optimization techniques |
| CO2 | Enabling the importance of Demand and Supply and Consumer Equilibrium |
| CO3 | Illustrating Production and Cost function in managerial economics, Analyze the perfect and imperfect market conditions to enhancing market knowledge |
| CO4 | Awareness of the National income concepts and the Measurement of national income |
| CO5 | Understand the monetary policies and Government Policy towards Foreign Capital |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | ✓ | | | ✓ | | ✓ | ✓ | | | |
| CO2 | ✓ | ✓ | | | ✓ | | | ✓ | | ✓ | | |
| CO3 | | ✓ | | | ✓ | | | ✓ | | | | |
| CO4 | | | | | | | ✓ | ✓ | | | | |
| CO5 | | | | | ✓ | | ✓ | ✓ | | ✓ | | |

ORGANISATIONAL BEHAVIOUR

| Syllabus | | | | |
|-----------------|---|--------------|------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction to Organizational Behavior: Historical background of OB – Relevance of OB to management functions – Contributing disciplines – Challenges Personality: Determinants – Assessment – Trait Theories – Psychoanalytical social learning – Personality-Job fit. Perception: Process – Distortions – Factors influencing perception – Significance of employee perception and work place. | 12 | CO1 CO2 | K1, K2, K3, K4, K5, K6 |
| 2 | Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Emotions and Emotional Intelligence Attitudes and Values: Attitude-Behaviour Relationship – Sources of Attitude – Work related Attitudes. Motivation: Early Theories and | 12 | CO2 CO3 | K1, K2, K3, K4, K5, K6 |

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|---|--|----|------------|------------------------|
| | Contemporary theories - Motivation at work - Designing Motivating Jobs. | | | |
| 3 | Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance – Group Decision making - Intergroup relations. Interpersonal Communication – Communication Process – Barriers to Communication – Guidelines for Effective Communication. | 12 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Leadership – Trait, Behavioural and Contingency theories - Power and Politics: Sources of Power – Political Behaviour in Organisations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process. | 12 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organisational Culture and Climate: Concept – Creating and Sustaining Culture – Types of Organisational Culture Organisational Change and Development: Managing Planned Change – Basic Organisational Development Model, OD Interventions, Organisational Learning. | 12 | CO5 | K1, K2, K3, K4, K5, K6 |

REFERENCES:

1. Blanchard, K.H., Hersey, P. and Johnson, D.E., Management of Organizational Behavior: Leading Human Resources, 9th Edition, PHI Learning, 2008.
2. Khanka, S.S., Organisational Behaviour, 4th Edition, S. Chand, 2010.
3. Luthans, F. Organizational Behavior, 12th Edition, Tata McGraw Hill Education, 2011.26
4. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Newstrom, J.W., Organizational Behavior, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.

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| CO1 | Ability to understand the evolution of Organizational Behaviour and relevance of OB to Managerial Roles |
| CO2 | Ability to apply the knowledge of Individual behavior and its influence on achieving organizational objectives |
| CO3 | Ability to analyze the importance of Group Behavior and its effect on Organizational Outcomes |
| CO4 | Analyzing the Leadership skills, Power and politics impact to the growth of the organization |
| CO5 | Understanding the Organizational dynamics in the perspective organization culture and organizational change |

| | | | | | |
|--------|-----|-----|-----|-----|-----|
| | CO1 | CO2 | CO3 | CO4 | CO5 |
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | | ✓ | ✓ | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | ✓ | ✓ | |
| Unit 5 | | | | | ✓ |

| | | | | | | | | | | | | |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| CO1 | | | ✓ | ✓ | | | | | | | | |
| CO2 | | | ✓ | ✓ | | | | | | | | |
| CO3 | | | ✓ | ✓ | | | | | | | | |
| CO4 | | | ✓ | ✓ | | | | | | | | |
| CO5 | | | ✓ | ✓ | | | | | | | | |

INNOVATION AND ENTREPRENEURSHIP

| Syllabus | | | | |
|----------|--|-------|------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction – meaning of innovation - Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – The Technological | 12 | CO1 CO2 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|---|----|------------|------------------------------|
| | Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms. | | | |
| 2 | Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur. | 12 | CO1 CO3 | K1, K2, K3, K4, K5, K6 |
| 3 | New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility | 12 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation. | 12 | CO1 CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Financing the New Venture - Institutional Finance to Small Industries – Government schemes to promote micro small and medium enterprises – MUDRA – Micro Units Development & Refinance Agency Ltd. – Pradhan Mantri Mudra Yojana (PMMY) – National skill development corporation – functions – Entrepreneurship skill development Programmes by MSME – ASPIRE scheme – Digitization in small and medium businesses. | 12 | CO5 | K1, K2, K3, K4, K5, K6 |

REFERENCES:

1. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
2. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.

3. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
4. Drucker, P., Innovation and Entrepreneurship, 4th Edition, Harper Collins, 2006.
5. Morris, M., and Kuratko, D., Entrepreneurship and Innovation in Corporations, Cengage Learning, 2008.

| | |
|-----|---|
| CO1 | To understand the meaning, types and importance of innovation, business, business plan, entrepreneurs and intrapreneurs in the business world |
| CO2 | To enable the students to know the qualities and characteristics of a successful entrepreneur and get aware of case histories of successful entrepreneurs. |
| CO3 | To familiarize the students about the feasibility study of the business and screening of the business opportunities / ideas through various techniques and also get the licensing & patent rights |
| CO4 | To guide the students to prepare the business plan and its presentation. |
| CO5 | To analyse the various financial institutions and government agencies supporting the entrepreneurs financially. |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | ✓ | | ✓ | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | ✓ | | | ✓ | |
| Unit 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | | | | | | | | | | |
| CO2 | | ✓ | | | | ✓ | | | | | | |
| CO3 | | ✓ | | | | | | | | ✓ | | |
| CO4 | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | |
| CO5 | | | | | ✓ | | ✓ | | | ✓ | | |

SEMESTER II
APPLIED OPERATIONS RESEARCH

| Syllabus | | | | |
|-----------------|---|--------------|-------------------------------------|------------------------------|
| Unit | Content | Hours | COs | Cognitive Level |
| 1 | Introduction: Origin and Development of Operations Research (OR) – Applications of OR – Concept, Methodology and Scope of Operations Research Linear Programming: Formulation of a Linear Programming Problem – Graphical Method – Simplex Method – Big M Method – Application in Management | 12 | CO1, CO2, CO3, CO4, CO5 | K1, K2, K3, K4, K5, K6 |
| 2 | Transportation Problem: North West Corner Solution – Least Cost Method – Vogel’s Approximation Method (VAM) – MODI Method for Optimal Solution. Assignment Problem: Hungarian Method of Optimal Assignment | 12 | CO1, CO2, CO3, CO4, CO5 | K1, K2, K3, K4, K5, K6 |
| 3 | PERT / CPM: Network Scheduling by PERT / CPM – Network and Basic Components – Rules of Network Construction – CPM Analysis – PERT – Distinction between PERT and CPM. | 12 | CO1, CO2, CO3, CO4, CO5 | K1, K2, K3, K4, K5, K6 |
| 4 | Queuing Theory: Introduction – Elements of Queuing system – Characteristics of Queuing System - Techniques - Single Server Models – Multi Server Models | 12 | CO1, CO2, CO3, CO4, CO5 | K1, K2, K3, K4, K5, K6 |
| 5 | Game Theory: Games and Strategies – Pure and Mixed Game - Principle of Dominance Replacement Theory: Replacement of items that deteriorate gradually – replacement of items that fails suddenly – Individual Replacement vs. Group Replacement | 12 | CO1, CO2, CO3, CO4, CO5 | K1, K2, K3, K4, K5, K6 |

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|--|--|--|--|
| Decision Making under Risk and Uncertainty: Minimax, Maximin and Regret criteria – Hurwitz and Laplace criteria in Business Decision Making – Decision tree. | | | |
|--|--|--|--|

REFERENCE BOOKS:

1. Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 13th Edition, South Western, 2012.
2. Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2012.
3. Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 9th Edition, Tata McGraw-Hill Publishing Co. Ltd., 2011.
4. Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 2nd Edition, PHI Learning Pvt. Ltd., 2012.
5. Panneerselvam, Operations Research, 2nd Edition, PHI Learning Pvt. Ltd., 2009.
6. Sharma, J. K., Operations Research: Problems and Solutions, MacMillan India Ltd., 4th Edition, 2009.
7. Taha, H.A., Operations Research: An Introduction, 9th Edition, Pearson, 2014.
8. Vohra, N.D., Quantitative Techniques in Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd., 2010.

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|-----|--|
| CO1 | Understanding the Concept, Methodology and Scope of Operations Research and its application in management. |
| CO2 | Finding out the Transportation and assignment problems and then its optimal solutions |
| CO3 | Describing the nature of PERT and CPM and its differences |
| CO4 | Analysing the elements, characteristics and models of Queuing theory. |
| CO5 | Acquiring the knowledge of strategies of games and replacements on Game theory and Replacement Theory |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 2 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 3 | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | |
|--------|---|---|---|---|---|
| Unit 4 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 5 | ✓ | ✓ | ✓ | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| CO2 | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| CO3 | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| CO4 | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| CO5 | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ |

HUMAN RESOURCE MANAGEMENT

| Syllabus | | | | |
|----------|--|-------|-------------|------------------------------|
| Unit | Content | Hours | COs | Cognitive Level |
| 1 | <p>Introduction of Human Resources Management: Definition, Importance of Human Resources, Objectives of Human Resources Management, Qualities of a good personnel manager – Evolution and growth of Personnel Management in India.</p> <p>Human Resource Policies: Need, type and scope – Advantage for a written policy - Human Resources policies and work Culture</p> | 12 | CO1, CO2 | K1, K2, K3, K4, K5, K6 |
| 2 | <p>Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description and Job Specification.</p> <p>Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods; Personnel Search, Selection Instruments, Reduction of recruitment costs.</p> | 16 | CO1, CO2 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|--|----|---------------|------------------------|
| | Functions of Human Resources Management from Procurement to Separation: Placement, Induction, Transfers, Promotions, Disciplinary actions, Termination of Services: Resignation, Dismissal, Retrenchment and Voluntary Retirement Schemes, Exit Interviews, Prevention of employee turnover – Attrition and Retention. | | | |
| 3 | Job evaluation, Criteria for Promotions and job enrichment. – Employee Engagement- 10Cs of Employee Engagement – Levels of Engagement | 10 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Rewards Management: Wage and Salary Administration: Meanings, Components of Employee Rewards, Allowances, Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria - Methods of Performance appraisal. | 12 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | HR Audit: Nature and Scope – Approaches to HR Audit Introduction to Industrial Relations – Current Trends and Issues in HRM and Case Studies. | 10 | CO1, CO2, CO5 | K1, K2, K3, K4, K5, K6 |

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1. Ashwathappa, K., Human Resource Management: Text and Cases, Seventh edition, Tata McGraw- Hill Education Pvt. Ltd., 2013.
2. DeCenzo, D.A. and Robbins, S.P., Human Resource Management, 10th Edition, Wiley India Pvt. Ltd., 2011.
3. Dessler, G., Human Resource Management, 12th Edition, Pearson, 2011.
4. Ivancevich, J.M., Human Resource Management, 10th Edition, Tata McGraw- Hill Education Pvt. Ltd., 2010.
5. Mamoria, C.B. and Gaonkar, S.V., Personnel Management, Himalaya Publishing House, 2017.
6. Mathis, R.L., Jackson, J. and Johnson, R., Human Resource Management, 10th Edition, South Western, 2010.

7. Noe, R.A., Hollenbeck, Gerhart and Wright, Fundamentals of Human Resource Management, 3rd Edition, McGrawHill Education Ltd., 2012.
8. Vance, C.M. and Paik, Y., Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, PHI Learning, 2009.

| | |
|-----|---|
| CO1 | Define and Describe the nature, scope, objectives, importance and functions of Human Resource Management, Human Resource Manager, Various HRM Functions and HR Auditing. |
| CO2 | Understand the Functions of Human Resources Management from Procurement to Separation and current trends in HRM. |
| CO3 | Apply of Job evaluation and its methods on Recruitment, Promotion and Job enrichment of employees. |
| CO4 | Classify the rewards system of the organization such as financial and non-financial rewards. Analyse the impact of reward system on Employees performance and productivity. |
| CO5 | Introduce the Industrial relation concepts and emerging HRM Trends. |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | ✓ | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | |
| Unit 5 | ✓ | ✓ | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO2 | | | ✓ | ✓ | | | | | ✓ | | | |
| CO3 | | | ✓ | ✓ | | | | | | | | |
| CO4 | | | ✓ | | | | | | | | | |
| CO5 | | | | | ✓ | | | | | | ✓ | |

MARKETING MANAGEMENT

| Syllabus | | | | |
|----------|--|-------|-------------|------------------------------|
| Unit | Content | Hours | COs | Cognitive Level |
| 1 | Introduction: Marketing Management Philosophies – Meaning – The concepts of marketing.- E-Marketing – Social Media Marketing – Green marketing | 12 | CO1, CO2 | K1, K2, K3, K4, K5, K6 |
| 2 | Strategic Planning – Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, Developing Marketing Mix Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting – Techniques | 12 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Buyer behaviour: Factors Influencing Buying Behaviour – Buying Situation – Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning - Competitive Marketing Strategies | 12 | CO1, CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Product Policies – Consumer and Industrial Product Decisions, Branding, Packaging and Labeling – New Product Development and Product life Cycle Strategies. Pricing – Pricing strategies and approaches | 12 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Promotion Decisions: Promotion Mix - Advertising – Sales Promotion - Sales Force decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling –Consumer Protection – Awareness of Consumer Rights in the Market Place – Physical Distribution | 12 | CO5 | K1, K2, K3, K4, K5, K6 |

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1. Balakrishna, S., Case Studies in Marketing, Pearson, 2011.
2. Kotler, P., and Keller, K.L., Marketing Management, 15th Edition, Pearson Education, 2015.

3. Kotler, P., Agnihotri, P.S. and Haque, E.U., Principles of Marketing: A South Asian Perspective, 14th Edition, Pearson, 2012.
4. Mullins, Marketing Management: A Strategic Decision Making Approach, 7th Edition, McGraw-Hill, 2010.
5. Pillai, R.S.N. and Bhagavathy, Marketing Management, S. Chand Publishing, 2010.
6. Ramaswamy, V.R., Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan India Pvt. Ltd., 2009
7. Kumar, R.S., Case Studies in Marketing Management, Pearson, 2012.
8. Saxena, R., Marketing Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
9. Srinivasan, R., Case Studies in Marketing: Indian Context, 5th Edition, PHI Learning, 2012.
10. Winer, R.S., Marketing Management, 4th Edition, Pearson, 2010.

| | |
|-----|---|
| CO1 | Introducing the concepts and philosophies of Marketing Management, Marketing Mix, Consumer behavior, E Marketing, Social Media Marketing and Green Marketing |
| CO2 | Understanding the process of Marketing Management, Marketing Research, Marketing Mix and STP (Segmentation, Targeting and Positioning). |
| CO3 | Classifying the consumer and industrial buying behavior. Analysing the factors influencing the buying behavior of commercial and Industrial buyers in the market. |
| CO4 | Creating the strategies of product, pricing, distribution and promotion. Knowing the concepts of product branding, packaging and labelling. |
| CO5 | Making awareness of products/services to the customers by the promotion mix. Making aware of consumers rights in the market. |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | ✓ | | ✓ | | |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | ✓ | ✓ | | | | | | | ✓ | | | |
| CO2 | ✓ | ✓ | | | | | | | | | | |
| CO3 | ✓ | | | | | | | | | | | |
| CO4 | ✓ | ✓ | | | | | | | ✓ | | | |
| CO5 | ✓ | ✓ | | | | | | | ✓ | ✓ | | |

FINANCIAL MANAGEMENT

| Syllabus | | | | |
|----------|--|-------|-------------|------------------------------|
| Unit | Content | Hours | COs | Cognitive Level |
| 1 | Introduction: Nature and Scope of Financial Management - Finance Function — Finance Decision, Investment Decision, Dividend Decision - Its relationship with Other Functions – Finance Organization – Role and Functions of the Financial Manager – Objectives of Financial Management. | 12 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Concept of Time Value of Money, compounding, discounting, present value, future value, and annuity; capital budgeting –meaning, features; applications of discounting in capital budgeting –NPV, IRR, calculation of NPV and IRR | 10 | CO1, CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Working Capital Management: Definition and Objectives – Working Capital Policies – Factors Affecting Working Capital Requirements – Forecasting Working Capital Requirements (Problems) – Cash Management – Cash management techniques (Lock box, concentration banking) (theory only) - Receivables Management – Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors | 16 | CO5 | K1, K2, K3, K4, K5, K6 |

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|---|---|----|-----|------------------------|
| | Outstanding and Ageing Analysis – Sources of Working Capital - Implications of Various Committee Reports | | | |
| 4 | COst of Capital – Basic concepts, rational and assumptions – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - Capital structure decision of the Firm – Compositions and Sources of Long-term Funds – Factors Determining Funds Requirements – Capital structure theories – Net Income, Net Operating Income, Traditional and MM approaches - EBIT- EPS analysis | 12 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Dividend Policy – Types of Dividend Policy – Dividend Policy and Share valuation – CAPM – Dividend Decisions Theories (Walters - MM - Gordon Models) - Leverage Analysis Introduction to Financial Information System | 10 | CO3 | K1, K2, K3, K4, K5, K6 |

REFERENCE BOOKS:

1. Berk, J., DeMarzo, P. and Thampy, A., Financial Management, Pearson 3rd Edition, 2016.
2. Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 12th Edition, Cengage Learning India, 2011.
3. Chandra, P., Financial Management: Theory and Practice, 8th Edition, Tata McGraw-Hill Education Pvt. LTd., 2012.
4. Chandra, P., Fundamentals of Financial Management, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Pandey, I.M., Financial Management, 11th Edition, Vikas Publication House, 2015.
6. Periasamy, P., Financial Management, 3rd Edition, Tata McGraw-Hill Education Pvt. Ltd., 2012.
7. Rustagi, R.P., Financial Management: Problems and Solutions, Taxmann Publication, 2011.
8. Van Horne, J.C., Financial Management and Policy, 12th Edition, Pearson, 2012.

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|-----|---|
| CO1 | Understand both the theoretical and practical role of financial management in the business firm |
| CO2 | To apply the analytical skills that would facilitate the decision making in Business situations |
| CO3 | To understand and solve practical problems relating to capital structure and dividend decisions |
| CO4 | To understand the concept of Cost of Capital |
| CO5 | To solve the practical problems on Working Capital Management |

| | | | | | |
|--------|-----|-----|-----|-----|-----|
| | CO1 | CO2 | CO3 | CO4 | CO5 |
| Unit 1 | ✓ | | | | |
| Unit 2 | ✓ | ✓ | | | |
| Unit 3 | | | | | ✓ |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | ✓ | | |

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|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
| CO1 | | | | | | ✓ | ✓ | | | | | |
| CO2 | | | | | | ✓ | ✓ | | ✓ | | | |
| CO3 | | | | | | ✓ | ✓ | | ✓ | | | |
| CO4 | | | | | | ✓ | ✓ | | ✓ | | | |
| CO5 | | | | | | ✓ | ✓ | | ✓ | | | |

OPERATIONS MANAGEMENT

| Syllabus | | | | |
|----------|--|-------|-----|------------------------------|
| Unit | Content | Hours | COs | Cognitive Level |
| 1 | Introduction: Nature and Scope of Operations Management Production design & Process planning: Plant Capacity - Capacity Planning – Make or Buy Decisions | 12 | CO1 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|--|----|----------|------------------------|
| | Plant location: Factors to be considered in Plant Location – Choice of General Region, Particular Community and Site – Multiple Plant Location Decision – Plant Location Trends. | | | |
| 2 | Layout of Manufacturing facilities: Principles of a Good Layout – Layout Factors – Basic Types of Layout – Service Facilities – Principles of Materials Handling – Materials Handling Equipment. Human Factors in Job-Design: Consideration of Man and Machine in Job-Design, Adaptation of Machine to Man – Ergonomics – Working Environment – Worker Safety | 12 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Production and Inventory Control: Basic types of production, Intermittent, Batch, Continuous – Routing, Scheduling, Activating and Monitoring – Basic Inventory Models – Economic Order Quantity, Economic Batch Quantity – Reorder point – Safety stock – Classification and Codification of stock - ABC classification – Procedure for Stock Control, Materials Requirement Planning (MRP). JIT. Implications for Supply Chain Management. Maintenance: Preventive vs. Breakdown Maintenance – Break-down Time Distribution – Maintenance of Cost Balance – Procedure for Maintenance | 14 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Methods Analysis and Work Measurement: Methods Study Procedures – The Purpose of Time Study – Stop Watch Time Study – Performance Rating – Allowance Factors – Standard Time – Work Sampling Technique. Dynamic Purchasing: Purchasing Function – Selection of Materials and Vendors – Purchasing Organisation – Concept of Value Analysis. Introduction to Quality control - Purposes of Inspection and Quality Control | 14 | CO3, CO4 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|---|----|-------------|------------------------------|
| 5 | Service Operations Management: Introduction – Types of Service – Service Encounter - Service Facility Location – Service Facility Design and Layout - Service Operations Planning and Control - Resource Utilization - Managing Waiting Lines – Service Processes and Service Delivery. | 10 | CO4, CO5 | K1, K2, K3, K4, K5, K6 |
|---|---|----|-------------|------------------------------|

REFERENCE BOOKS:

1. Buffa, E.S. and Sarin, R., Modern Productions / Operations Management, 8th Edition, Wiley, 2007.
2. Chary, S.N., Production and Operations Management, 5th Edition, Tata McGraw-Hill, 2012.
3. Fitzsimmons, J.A. and Fitzsimmons, M., Service Management, 7th Edition, Tata McGraw Hill Education, 2013.
4. Gore, A. and Panizzolo, R., Operations Management, Cengage Learning India, 2012.
5. Heizer, J., Render, B. and Rajashekhar, J., Operations Management, 9th Edition, Pearson, 2009.
6. Metters, R., King-Metters, K.H., Pullman, M. and Walton, S., Successful Service Operations Management, Cengage Learning, 2nd Edition 2012.
7. Panneerselvam, R., Production and Operations Management, 3rd Edition, PHI Learning, 2012.
8. Stevenson, W., Operations Management, 9th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009

| | |
|-----|--|
| CO1 | Knowing the meaning, nature, scope and basic concepts of operations management (both production and Services) |
| CO2 | Making decisions on important operations management decisions like product design, process planning, product layout, plant location, job design, etc |
| CO3 | Analysing the different techniques of production control, inventory control, Methods Analysis, Work Measurement and Quality control. |
| CO4 | Getting aware of maintenance required in the production plant in order to make workplace safe and secure. |
| CO5 | Evaluating the materials and vendors/ suppliers of the organization through various techniques. |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | ✓ | ✓ | |
| Unit 5 | | | | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | ✓ | | ✓ | | | | | ✓ | | |
| CO2 | | | | | | | | | | | | |
| CO3 | | | | | | | | | ✓ | ✓ | | |
| CO4 | | | | | ✓ | | | | | | | |
| CO5 | | | | | | | ✓ | ✓ | | | | |

STRATEGIC MANAGEMENT

| Syllabus | | | | |
|-----------------|---|--------------|------------|------------------------|
| Unit | Content | Hours | COs | Cognitive Level |
| 1 | Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision - Setting Objectives – Crafting Strategy – Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework – Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills | 12 | CO1, CO4 | K1, K2, K3, K4, K5, K6 |
| 2 | Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility | 10 | CO5 | K1, K2, K3, K4, K5, K6 |
| 3 | Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT | 12 | CO3, CO4 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|--|----|----------|------------------------|
| | Audit – Stockholders’ Expectations – Scenario planning | | | |
| 4 | Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix – Business Strategy – Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies. | 12 | CO1 | K1, K2, K3, K4, K5, K6 |
| 5 | Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Strategic Leadership - Reaching Strategic edge: Business process Reengineering, Bench marking, Six sigma. Strategic Control: 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 | 14 | CO2, CO5 | K1, K2, K3, K4, K5, K6 |

TEXT BOOKS:

1. R Srinivasan, Strategic Management - The Indian Context, 3rd Edition, PHI, 2008.
2. Strategic Management and Business policy by Azar Kazmi, Tata Mcgraw Hill – www.tatamcgrawhill.com
3. An integrated approach to strategic Management, Charles W Hill. Gareth R. Jones, Indian Edition, Cengage learning – www.cengage.co.in

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1. David, F.R., Strategic Management – Concepts and Cases, 13th Edition, Prentice-Hall, 2008.
2. Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 3rd Edition, Tata McGraw-Hill, 2009.
3. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
4. Hitt, Ireland, Hoskisson and Manikutty, Strategic Management, 9th Edition, Cengage Learning, 2012.

5. Kazmi, A., Strategic Management and Business Policy, 3rd Edition, Tata McGraw-Hill Education, 2008.

| | |
|-----|---|
| CO1 | Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process, nature, purpose and CSR Activities |
| CO2 | To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making |
| CO3 | Assess the internal & external environment of business using SWOT analysis and Porter's Five Force analysis |
| CO4 | Develop a strategic plan to achieve the vision/mission, Evaluate and Justify competitive strategies of an organization |
| CO5 | Evaluate and improve the strategies using Balance Scorecard, 7s, Benchmarking & BPR |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | ✓ | |
| Unit 2 | | | | | ✓ |
| Unit 3 | | | ✓ | ✓ | |
| Unit 4 | ✓ | | | | |
| Unit 5 | | ✓ | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | | | | | | | | | | |
| CO2 | | ✓ | ✓ | | | | ✓ | | | | | |
| CO3 | | ✓ | ✓ | | | | | | | | | |
| CO4 | | | | ✓ | | | | | | | | |
| CO5 | | | | | | | | | ✓ | | | |

MANAGEMENT INFORMATION SYSTEMS

| Syllabus | | | | |
|-----------------|---|--------------|-------------|------------------------------|
| Unit | Content | Hours | COs | Cognitive Level |
| 1 | Introduction: Definition of System – Information System – Information System Activities And Resources – Types of Information Systems – Managerial Challenges of Information Technology – Strategic Uses of Information Technology. | 12 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Database and Information Management: Organizing Data in Traditional File Environment – The Database Management Approach – Data warehousing – Data Mining – Database Structures Telecommunication Networks: Business Use of the Internet – Role of Intranets and Extranets – Types of Telecommunication Networks | 12 | CO2, CO4 | K1, K2, K3, K4, K5, K6 |
| 3 | Developing Business/IT Solutions: Systems Development Life Cycle – Prototyping – Feasibility Studies - System Analysis – Systems Design – End user Development Functional Business Systems: Marketing Systems – Manufacturing Systems – Human Resource Systems – Accounting Systems – Financial Management Systems | 12 | CO5 | K1, K2, K3, K4, K5, K6 |
| 4 | Decision Support Systems: Decision Making Process - DSS Components – What-if Analysis – Sensitivity Analysis – Goal-seeking Analysis Artificial Intelligence Technologies in Business: Overview of Artificial Intelligence – Neural Networks – Fuzzy Logic Systems – Genetic Algorithms – Expert Systems – Virtual Reality | 12 | CO3 | K1, K2, K3, K4, K5, K6 |
| 5 | Security and Ethical Challenges: Information Systems Controls – Risks of Online Operations – Security Measures – Systems Controls and Audits – Ethical | 12 | CO6 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|--|--|--|--|
| | Responsibility of Business Professionals: Business Ethics and Technology Ethics – Ethical Guidelines | | | |
| REFERENCE BOOKS: | | | | |
| <ol style="list-style-type: none"> 1. Azam, M., Management Information System, McGraw-Hill Education, 2012. 2. Kendall, K. and Kendall, J., Systems Analysis and Design, 7th Edition, PHI Learning, 2009. 3. Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010. 4. Mohapatra, S., Cases in Management Information Systems, PHI Learning, 2008. 5. Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011. 6. O’Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009. 7. Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009. | | | | |

| | |
|------|--|
| CO1 | Describe the role of information technology and information systems in business |
| CO2 | Articulate the theoretical relational database model and develop the skills necessary to construct a relational database model |
| CO3 | Understand the concept of DSS & BPO |
| CO4 | Deploy the principles of basic file types |
| CO5 | Develop an understanding of the principles and techniques used in the System Development Life Cycle |
| CO 6 | Recognize potential vulnerabilities and threats and be able to counteract those vulnerabilities with a secure system design |

| | CO1 | CO2 | CO3 | CO4 | CO5 | CO 6 |
|--------|-----|-----|-----|-----|-----|------|
| Unit 1 | ✓ | | | | | |
| Unit 2 | | ✓ | | ✓ | | |
| Unit 3 | | | | | ✓ | |
| Unit 4 | | | ✓ | | | |
| Unit 5 | | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | | | ✓ | | | | | | | | | |
| CO2 | | ✓ | | ✓ | | | | | | | | |
| CO3 | | | | | | | | | | | | |
| CO4 | ✓ | | | | ✓ | | | | | | | |
| CO5 | ✓ | | | | | ✓ | | | | | | |
| CO 6 | | ✓ | | | | | ✓ | ✓ | | | | |

SEMESTER III

RESEARCH METHODS IN BUSINESS

| Syllabus | | | | |
|----------|---|-------|---------------------------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research. | 12 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 2 | Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument. | 12 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 3 | Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – | | CO1 CO2 | K1, K2, K3, K4, |

| | | | | |
|---|--|----|---------------------------------|------------------------------|
| | Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods. | 12 | CO3 CO4 CO5 | K5, K6 |
| 4 | Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Data Processing. | 12 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 5 | Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – Ethics in research – Subjectivity and Objectivity in research. | 12 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |

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1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
5. Panneerselvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.

COURSE OUTCOMES

| | |
|-----|---|
| CO1 | To understand and appreciate scientific inquiry |
| CO2 | To know how to write research proposals |

| | |
|-----|--|
| CO3 | To undertake a systematic outlook towards business situations for the purpose of objective decision making, and the method of conducting scientific inquiry to solve organizational problems |
| CO4 | To analyze data and find solutions to the problems |
| CO5 | To prepare research reports |

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|--------|-----|-----|-----|-----|-----|
| | CO1 | CO2 | CO3 | CO4 | CO5 |
| Unit 1 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 2 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 3 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 4 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 5 | ✓ | ✓ | ✓ | ✓ | ✓ |

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|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| CO1 | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | |
| CO2 | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | |
| CO3 | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | |
| CO4 | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | |
| CO5 | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | |

LEGAL SYSTEMS IN BUSINESS

| Syllabus | | | | |
|----------|--|-------|-----|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | The Law of Contracts: Definition of Contact 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 Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of | 12 | CO1 | K1, K2, K3, K4, K5, K6 |

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|---|--|----|------------|------------------------------|
| | 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- Quasi contract. | | | |
| 2 | 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 | CO1 CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Kinds of Companies – Comparison of Private and Public Companies – One person company and Section-8 companies - Formation of Companies – Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies– Quorum - Resolutions — Winding up of Companies – Different Modes of Winding Up. | 12 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employee’s Compensation Act, Payment of Bonus Act – Eligibility for bonus. | 12 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | ESI Act, Contributory Provident Fund Act 1952, Employees Family Pension Scheme, 1971, Payment of Gratuity Act 1972 – calculation of gratuity. Intellectual Property Rights: Types of Intellectual Property – Patents, Copyrights, Trademarks – International Copyright Order, 1999 | 12 | CO4 CO5 | K1, K2, K3, K4, K5, K6 |

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10. Tannan, M.L., Tannan's Banking Law and Practice in India, 26th Edition, Lexis-Nexis India, 2017.

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|-----|---|
| CO1 | Acquire a sound understanding of the legal aspects of the laws affecting businesses |
| CO2 | To understand basic requirements of Negotiable Instruments Act |
| CO3 | Enabling the importance of legal techniques to apply the same in business and Partnership firm |
| CO4 | Enhance necessary critical thinking skills in order to evaluate different labour laws for harmonious employee – management relations. |
| CO5 | Familiarity with various act like payment of wages act, Bonus act, Minimum wages act Industrial disputes Act |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | |
| Unit 2 | ✓ | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | | ✓ | ✓ |

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|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
| CO1 | | | | | | | | | | | ✓ | |
| CO2 | | | | | | | | | | | ✓ | |
| CO3 | | | | | | | | | | | ✓ | |
| CO4 | | | | | ✓ | | | | | | | |
| CO5 | | | | | ✓ | | | | | | | |

ELECTIVES
MARKETING
CONSUMER BEHAVIOUR

| Syllabus | | | | |
|-----------------|---|--------------|------------|------------------------------|
| Unit | Content | Hours | Cos | Cogniti ve Level |
| 1 | Introduction to consumer Behavior - Diversity of consumer behavior - Concept and need for studying consumer behavior and marketing management, factors influencing consumer buying behaviour, consumer buying process | 8 | CO1 CO2 | K1, K2, K3, K4, K5, K6 |
| 2 | Consumer Modeling:- The economic model - Learning model- psychoanalytic model - The sociological model- The Howard Sheth model of buying behavior - The Nicosia model- The Engel -Kollat-Blackwell Model. . Individual Determinants of Consumer behavior- Perception, Meaning of perception- the perceptual process- Factor responsible for perceptual Distortion,. Learning -what is Learning?-components or elements of learning process. | 10 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 3 | Individual Determinant of Consumer Behavior- Personality- Meaning and Nature- Characteristics of Personality- Stages in the development of personality, personality influences and consumer behavior -self- | 9 | CO3 | K1, K2, K3, K4, K5, K6 |

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|---|--|---|------------|------------------------------|
| | concept or self-image. Attitude and behavior- The concept of Attitude-Relationship between Attitude and behavior- Factors involved in Attitude formation- Motivation- What is Motivation? Needs And goals- The Dynamic Characteristic of Motivation. | | | |
| 4 | Influence of Social class -Definition and meaning of social stratification -factors responsible for social stratification -characteristic features of social classes- Social influence on consumer behavior. Group Dynamics and Consumer Reference Groups- Definition and Meaning of Group- Reasons For formation of group - Types of Groups relevents to consumer behavior - Family life cycle- Friendship Group Formal social clubs- Shopping Friends groups- Work group-Reference group | 9 | CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 5 | Consumer Satisfaction and Relationship Marketing- Customerisation- Working towards enhancing Customer satisfaction-Sources of customer dissatisfaction- Relationship marketing Meaning Understanding the economics of customer retention- Market emphasis in relationship marketing. | 9 | CO4 CO5 | K1, K2, K3, K4, K5, K6 |

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2. Marketing Management- William Stanton.
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5. Kumar, R., Consumer Behaviour and Branding: Concepts, Readings and Cases – The Indian Concept, Pearson, 2009.
6. Loudon, D. and Bitta, A.D., Consumer Behavior: Concepts and Applications, 4th Edition, Tata McGraw-Hill Education, 2001.
7. Majumdar, R., Consumer Behaviour: Insights from Indian Market, PHI Learning, 2010.

8. Schiffman, L.G, Kanuk, L.L. and Kumar, R., Consumer Behavior, 10th Edition, Pearson, 2010.
9. Solomon, M.R., Consumer Behavior: Buying, Having and Being, 8th Edition, PHI Learning, 2010.

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|-----|---|
| CO1 | Demonstrate how knowledge of consumer behaviour can be applied to marketing |
| CO2 | Identify and explain factors which influence consumer behaviour. |
| CO3 | Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make. |
| CO4 | Models of consumer and industrial buying |
| CO5 | The decision making process |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | | | ✓ | ✓ | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | ✓ |
| Unit 5 | | | | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | ✓ | ✓ | | | | | | | | | | |
| CO2 | ✓ | ✓ | | | | | | | | | | |
| CO3 | ✓ | ✓ | | | | | | | | | | |
| CO4 | ✓ | ✓ | | | | | | | | | | |
| CO5 | ✓ | ✓ | | | | | | | | | | |

ADVERTISING MANAGEMENT AND SALES PROMOTION

| Syllabus | | | | |
|-----------------|--|--------------|------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development. | 7 | CO1 CO3 | K1, K2, K3, K4, K5, K6 |
| 2 | Media: Mass Media - Selection, Planning and Scheduling – Web Advertising – Integrated programme and budget planning – Social Media. | 12 | CO2 CO5 | K1, K2, K3, K4, K5, K6 |
| 3 | Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation. | 8 | CO4 Co6 | K1, K2, K3, K4, K5, K6 |
| 4 | Sales Promotion: Importance of Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns. | 10 | CO5 | K1, K2, K3, K4, K5, K6 |
| 5 | Measurement of Advertising effectiveness – Ethics, Economics and Social Relevance. | 8 | Co6 | K1, K2, K3, K4, K5, K6 |

REFERENCES:

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2. Bhatia, T.K., Advertising and Marketing in Rural India, 2nd Edition, Macmillan India Ltd., 2007.
3. Hackley, C., Advertising and Promotion: An integrated communications approach, 2nd Edition, Sage Publications, 2010.
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5. Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.
6. Mullins, R., Sales Promotions: How to create, implement and integrate campaigns that really work, 5th Edition, Kogan Page, 2011.
7. Ogilvy, D., Ogilvy on Advertising, Research Press, 2007.

8. Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4th Edition, Oxford University Press, 2012.
9. Pricken, M., Creative Advertising: Ideas and Techniques from the World's Best Campaigns, 2nd Edition, Thomas and Hudson, 2008.
10. Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8th Edition, Cengage Learning India, 2012.

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|------|---|
| CO1 | Understand the process involved in Advertising and Market segmentation. |
| CO2 | Analyze the expanding environment of media and communication techniques. |
| CO3 | Examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program. |
| CO4 | Develop creative strategies for advertising. |
| CO5 | Learn about the media selection and budget planning. |
| CO 6 | Assess strategic uses of sales promotion |

| | CO1 | CO2 | CO3 | CO4 | CO5 | CO 6 |
|--------|-----|-----|-----|-----|-----|------|
| Unit 1 | ✓ | | ✓ | | | |
| Unit 2 | | ✓ | | | ✓ | |
| Unit 3 | | | | ✓ | | ✓ |
| Unit 4 | | | | | ✓ | |
| Unit 5 | | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | ✓ | ✓ | | | | | | | | | | |
| CO2 | ✓ | ✓ | | | | | | | | | | |
| CO3 | ✓ | ✓ | | | | | | | | | | |
| CO4 | ✓ | ✓ | | | | | | | | | | |
| CO5 | ✓ | ✓ | | | | | | | | | | |
| CO 6 | ✓ | ✓ | | | | | | | | | | |

TOURISM MANAGEMENT

| Syllabus | | | | |
|---|---|--------------|------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Basic concepts of Tourism services- Tourism marketing-meaning – components of Tourism product – Users of Tourism services – Behavioral profile of users- Tourist Life cycle -Thrust areas of Tourism. | 8 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Product planning and Development – market segmentation for Tourism – Bases – Growth of Tourism services in India. – problems and prospects of tourism services. | 12 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Marketing Information system for Tourism – Tourist organization – marketing mix – product mix- formulation of marketing mix for the Tourist organization. | 9 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Types of Indian Tourism – Eco tourism – Medical tourism – adventure tourism – Pilgrimage tourism – cultural Tourism – Tourist Life cycle. | 8 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Promotion mix for Tourism product – price mix – place mix – channel distribution- people – Travel Agents-guides- channel distribution - people- Travel agents – Guides- Airline services – Travel Service- Seven Cs of Travel Service Marketing-(Marketing Challenges for services) – Railway Services Marketing – Factors influencing passenger fares and freight rates. | 8 | CO5 | K1, K2, K3, K4, K5, K6 |
| REFERENCES: | | | | |
| <ol style="list-style-type: none"> 1. Tourism Marketing – S.M. Jha – Himalaya Publishing House.2nd edition, 2011 2. Services Marketing – Ravishankar – Excel Books, 2010 3. Tourism Marketing – Manjula Chaudhary, Oxford University Press, 2010 4. Tourism Marketing – Devashish Das Gupta, Pearson Education, 2011 5. Marketing for Hospitality and Toruism – Philip Kotler, 2016 | | | | |

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|-----|---|
| CO1 | Understanding the concept of Tourism Marketing |
| CO2 | Planning and Differentiating Tourism as a product |
| CO3 | Applying Marketing Mix in Tourism |
| CO4 | Differentiating different Tourism in Indian context |
| CO5 | Planning Channel of distribution and mix |

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|--------|-----|-----|-----|-----|-----|
| | CO1 | CO2 | CO3 | CO4 | CO5 |
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | | | ✓ |

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|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| CO1 | ✓ | ✓ | | | | | | | | | | |
| CO2 | ✓ | ✓ | | | | | | | | | | |
| CO3 | ✓ | ✓ | | | | | | | | | | |
| CO4 | ✓ | ✓ | | | | | | | | | | |
| CO5 | ✓ | ✓ | | | | | | | | | | |

EVENT MANAGEMENT

| Syllabus | | | | |
|----------|--|-------|-----|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction- Definition, Need and Importance of Event - Event Management Procedures- Event Management - Activities in Event Management, Sustainable - Event Management - Conceptualizing - Creating and Developing Events - Understanding the structure of event industry, economy, culture and trends - Events Team Management | 8 | CO1 | K1, K2, K3, K4, K5, K6 |

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|---|--|----|------------|------------------------|
| 2 | Event Feasibility and Legal Compliance- Resources- Feasibility - Swot Analysis - Selecting an Event - Legal Compliance- Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis | 12 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Planning for Events and Event Proposal- Event Planning - Key Factors , Steps, Tools used for planning, Strategic Planning , Role of Event Planner- Preparation of Event Proposal - Corporate Event Planning - Organizing and Staging a Special Event - Staffing - Selection of Resource, Preparing Job Description, education and training of Staff. | 10 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Event promotion - Five Ps of Event Marketing, Campaign for sports cultural - Entertainment - Formal functions – Event advertising – Establishment – Festivals – Conventions – Exhibitions - Public relations – Interpersonal relationship – Media management – Internet Event Marketing - Publicity - Marketing and Publicizing the event, Branding , Print ,Design and Production - Advertising | 8 | CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 5 | Financial Management - Break Even Analysis - Cash Flow of Event - Pricing strategies - Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal | 7 | CO5 | K1, K2, K3, K4, K5, K6 |

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2. Lieberman, PatriciaEsgate, Pat Esgate, The Entertainment Marketing Revolution: Bringing the Moguls, the Media, and the Magic to the world, FT Press, 2002.
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4. Allison Saget, The Event Marketing Handbook: Beyond Logistics & planning, Kaplan Publishing, 2006.
5. Judy Allen, Event Planning, Wiley India, 2007.
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7. Hoyle, Event Marketing-Wiley India.
8. The Business of Events Management Pearson Learning Series; 1st Edition 2014.

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| CO1 | Identifying and Visualizing various Events and requirements for events |
| CO2 | Designing the events and strategic planning for events |
| CO3 | Ability to negotiate for event |
| CO4 | Organize and Plan various Events |
| CO5 | Surveying and adapting to new situations in organizing the events |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | ✓ |
| Unit 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | ✓ | ✓ | | | | | | | | | | |
| CO2 | ✓ | ✓ | | | | | | | | | | |
| CO3 | ✓ | ✓ | | | | | | | | | | |
| CO4 | ✓ | ✓ | | | | | | | | | | |
| CO5 | ✓ | ✓ | | | | | | | | | | |

CUSTOMER RELATIONSHIP MANAGEMENT

| Syllabus | | | | |
|-----------------|---|--------------|------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Customer Relationship Management – Management requires Measurement – Qualitative Measurement Methods – Quantitative Measurement Methods – Calculating Relationship Indices. | 7 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Customer Relationship Survey: Research Design – Statistical Analysis of Customer Survey – Using Customer Relationship Survey Results. | 12 | CO2 CO4 | K1, K2, K3, K4, K5, K6 |
| 3 | Relationship Marketing: Relationship Concepts – Relationship Drivers – Lasting Relationships | 10 | CO4 | K1, K2, K3, K4, K5, K6 |
| 4 | Partnerships: Customer Partnerships – Internal Partnerships – Supplier Partnerships – external partnerships | 9 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | The Technological Revolution: Relationship Management – Changing Corporate Cultures | 7 | CO2 CO3 | K1, K2, K3, K4, K5, K6 |

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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. Peppers, D. and Rogers, M., Managing Customer Relationships, 2nd Edition, John Wiley and Sons, 2011.
6. Shanmugasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.
7. Sheth, J.N. and Parvatiyar, A., Handbook of Relationship Marketing, Response Books, 2002.

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|-----|---|
| CO1 | Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented. |
| CO2 | Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals. |
| CO3 | Implement various technological tools for data mining and also successful implementation of CRM in the Organizations |
| CO4 | Design customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations. |

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|--------|-----|-----|-----|-----|
| | CO1 | CO2 | CO3 | CO4 |
| Unit 1 | ✓ | | | |
| Unit 2 | | ✓ | | ✓ |
| Unit 3 | | | | ✓ |
| Unit 4 | | | | ✓ |
| Unit 5 | | ✓ | ✓ | |

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|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| CO1 | ✓ | ✓ | | | | | | | | | | |
| CO2 | ✓ | ✓ | | | | | | | | | | |
| CO3 | ✓ | ✓ | | | | | | | ✓ | | ✓ | |
| CO4 | ✓ | ✓ | | | | | | | | | | |

DIGITAL AND SOCIAL MEDIA MARKETING

| Syllabus | | | | |
|-----------------|--|--------------|-------------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction to Digital Marketing, Evolution of Digital Marketing from traditional to modern era, Role of Internet; Current trends, Info-graphics, implications for business & | | CO1 CO2 CO3 | K1, K2, K3, K4, K5, K6 |

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|---|---|----|---------------------------------|------------------------------|
| | society; Emergence of digital marketing as a tool; Drivers of the new marketing environment; Digital marketing strategy; P.O.E.M. framework, Digital landscape, Digital marketing plan, Digital marketing models. | 9 | CO4 CO5 | |
| 2 | Internet Marketing and Digital Marketing Mix – Internet Marketing, opportunities and challenges; Digital marketing framework; Digital Marketing mix, Impact of digital channels on IMC; Search Engine Advertising: - Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating Ad Campaigns, Campaign Report Generation Display marketing: - Types of Display Ads - Buying Models - Programmable Digital Marketing - Analytical Tools | 12 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 3 | Introduction to SEO, SEM, Web Analytics, Mobile Marketing, Trends in Digital Advertising– - Introduction and need for SEO, How to use internet & search engines; search engine and its working pattern, On-page and off-page optimization, SEO Tactics - Introduction to SEM. | 9 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 4 | Social Media Marketing – Role of Influencer Marketing, Tools & Plan– Introduction to social media platforms, penetration & characteristics; Building a successful social media marketing strategy Facebook Marketing: - Business through Facebook Marketing, Creating Advertising Campaigns, Adverts, Facebook Marketing Tools Instagram and Snapchat: - Digital Marketing Strategies through Instagram and Snapchat Mobile Marketing: - Mobile Advertising, Forms of Mobile Marketing, Features, Mobile Campaign Development, Mobile Advertising Analytics Introduction to social media metrics. | 8 | CO1 CO2 CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 5 | Blogging- Building Blogs, Content Creation, Video Contents, EBooks and Info graphics | 7 | CO1 CO2 CO3 CO4 | K1, K2, K3, K4, K5, K6 |

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|---|--|--|-----|--|
| | | | CO5 | |
| REFERENCES: | | | | |
| 1. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015 | | | | |
| 2. Simon Kingsnorth , Digital Marketing Strategy, An Integrated Approach to Online Marketing, Kogan Page., 2019. | | | | |
| 3. Pricken, M., Creative Advertising: Ideas and Techniques from the World’s Best Campaigns, 2 nd Edition, Thomas and Hudson, 2008. | | | | |
| 4. Stephanie Diamond and Shiv singh, Social Media Marketing For Dummies, Edition 4 - John Wiley & Sons. | | | | |

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|-----|---|
| CO1 | Students gain an overall understanding of Digital Marketing. |
| CO2 | Develop insight on Current Trends – Digital and Social Statistics (Infographics) |
| CO3 | Provide an introduction to Digital Marketing Platforms like Facebook, Twitter, YouTube |
| CO4 | Introduction to the basics of Search Engine Optimization (SEO) and Mobile Marketing |
| CO5 | Introduction to various strategies involved in Marketing products and Services Digitally. |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 2 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 3 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 4 | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unit 5 | ✓ | ✓ | ✓ | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | ✓ | ✓ | | | | | | | ✓ | | ✓ | ✓ |
| CO2 | ✓ | ✓ | | | | | | | ✓ | | ✓ | ✓ |
| CO3 | ✓ | ✓ | | | | | | | ✓ | | ✓ | ✓ |
| CO4 | ✓ | ✓ | | | | | | | ✓ | | ✓ | ✓ |

RURAL MARKETING

| Syllabus | | | | |
|-----------------|---|--------------|------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Rural Marketing Management Perspectives – Challenges to Indian Marketer. Rural – Urban Disparities – Policy Interventions Required – Rural Reforms – Towards Cyber India. | 9 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Rural Marketing: Concept – Scope- Nature – Taxonomy Attractiveness. Urban Vs. Rural Marketing. Rural Consumer Behaviour: Buyer Characteristics – Decision Process – And Behaviour Patterns – Evaluation Procedure – Brand Loyalty – Innovation Adoption. | 10 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Information System for Rural Marketing: Concepts – Significance- Internal Reporting System – Marketing Research System – Decision Support System. Selecting and Attracting Markets – Concepts and Process – Segmentation – Degrees – Bases and Guide for Effective Segmentation – Targeting And Positioning. | 9 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 4 | Product Strategy for Rural Markets: Concept and Significance – Product Mix and Product Item Decisions – Competitive Product Strategies. Pricing Strategy in Rural Marketing: Concept – Significance – Objectives – Policy And Strategy. | 9 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Promotion Aimed at Rural Audience: Exploring Media – Profiling Target Audience – Designing Right Promotion Strategy and Campaigns. Rural Distribution: Channels – Old Setup – New Players – New Approaches – Coverage Strategy. Case Studies | 8 | CO5 | K1, K2, K3, K4, K5, K6 |

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2. Dogra, B. and Ghuman, K., Rural Marketing: Concepts and Practices, Tata McGraw-Hill Education, 2007.
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4. Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing: An Integrated Approach, Pearson, 2008.
5. Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2nd Edition, Pearson, 2011.
6. Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2nd Edition, Response Books, 2007.

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| CO1 | Understand the concept of Rural marketing |
| CO2 | Differentiate Rural and urban marketing and evaluate the consumer behavior |
| CO3 | Develop the analytical perspective and Strategy formulation |
| CO4 | Classify different markets |
| CO5 | Design, Analyze and Evaluate various channels of distribution |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | ✓ | |
| Unit 4 | | | ✓ | ✓ | |
| Unit 5 | | | | | ✓ |

| | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| CO1 | ✓ | ✓ | | | | | | | | | | |
| CO2 | ✓ | ✓ | | | | | | | | | | |
| CO3 | ✓ | ✓ | | | | | | | | | | |
| CO4 | ✓ | ✓ | | | | | | | | | | |
| CO5 | ✓ | ✓ | | | | | | | | | | |

FINANCE
BANKING AND INSURANCE

| Syllabus | | | | |
|-----------------|--|--------------|------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Indian Financial System: Introduction to Financial System – Business of Banking – Organizational Structure of Indian Financial System – Role of Government & Reserve Bank of India As Regulators of Banks – Role & Functions of Banks – Regulatory Provisions/Enactments Governing Banks – Various Committees on Banking & Their Impact – Recent Developments in Indian Financial System – Financial Sector Reforms in India & Their Impact – Post-Reforms Regulations in Banks | 6 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Basics of Banking: Basic Concepts in Banking – Banker-Customer Relationships – Know Your Customer Guidelines – Negotiable instruments – Bankers’ Duties and Responsibilities – Types of Customers & Various Types of Accounts – Deposit Products – Services Rendered by Banks – Principles of Lending – Approach to Lending & Steps in Lending – Credit Management & Credit Monitoring – Priority Sector Lending in Banks – Lending to Agriculture, Micro, Small & Medium Enterprises, Self Help Groups, Financial inclusion – Sectors / Targets/ Products & Services / Problems – Recovery & Modes of Recovery and Management of Non – Performing Assets – Basics of Risk Management in Banks | 12 | CO2 | K1, K2, K3, K4, K5, K6 |

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|---|---|----|-----|------------------------|
| 3 | <p>Electronic Banking: Current Trends and Role of information & Communication Technology in Banking – Core Banking Solutions vis-a-vis Traditional Banking – Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc – Products and Impact – Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) – Global Trends in Banking Technology - IT Security in Banks & Disaster Management</p> <p>Marketing of Banking Services: Marketing of Banking Services – Meaning, Importance and Functions – Market Research & Product Development - Factors influencing Marketing of Banking Products</p> | 12 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | <p>Insurance: Meaning – Nature and Importance – Risk Management: Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability</p> <p>Insurance Regulation: IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.</p> | 8 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | <p>General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance – Medical Insurance – Social Security Insurance</p> <p>Life Insurance: Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution</p> <p>Products: Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.</p> | 7 | CO5 | K1, K2, K3, K4, K5, K6 |
| <p>REFERENCES:</p> <ol style="list-style-type: none"> 1. Bhattacharya, H., Banking Strategy, Credit Appraisal and Lending Decisions, 2nd Edition, Oxford University Press, 2011. 2. Heffernan, S., Modern Banking, John Wiley and Sons, 2005. | | | | |

3. Imam, A., Principles and Practice of Life Insurance in India, Anmol Publisher, 2011.
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6. Mittal, R.K, Saini, A.K. and Dhingra, S., Emerging Trends in the Banking Sector, Macmillan Publishers India, 2008.
7. Muraleedharan, Modern Banking: Theory and Practice, PHI Learning, 2009.
8. Rose P. and Hudgins, S., Bank Management and Financial Services, 7th Edition, Tata McGraw-Hill, 2010.
9. Suresh, P. and Paul, J., Management of Banking and Financial Services, 2nd Edition, Pearson, 2010.
10. Tripathy, M., Mishra, S. and Mishra, K.C., General Insurance Business Operations and Decision Making, Cengage Learning, 2009.
11. Varshney, P.N., Banking Law and Practice, Sultan Chand and Sons, 2009

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| CO1 | Understand the role of banking in financial system |
| CO2 | Understand the various services offered by banking institution |
| CO3 | To aware of innovations in banking |
| CO4 | Describing the importance of insurance |
| CO5 | Comparing and Evaluating various insurance |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO2 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |

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|-----|--|--|---|--|--|---|---|---|---|--|--|--|
| CO3 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO4 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO5 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |

TAX MANAGEMENT

| Syllabus | | | | |
|---|---|-------|------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Income Tax – Assessment of Individuals, Firms (including LLP), Co-operative Societies, Trusts, Charitable and Religious Institutions, Companies. E-filing of returns. | 8 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Return of Income and procedure of Assessment - Income of other persons included in Assessee's Total Income; Aggregation of Income - Deductions in computing Total Income; Rebates & Reliefs; Applicable Rates of Tax and Tax Liability. | 12 | CO1 CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Introduction to GST – Levy & Collection of Tax – Value of Supply – Input & Output tax credit. | 10 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Tax Invoice- Debit & Credit Note – Registration – Procedure – Dealers & Non Dealers- Payment & Returns of Tax – Refund. | 8 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Liability of Tax in GST – Offences of Penalty – Appeals & Revision. Customs Act – Custom Area – Customs Registration & procedure – Documentations involved. | 7 | CO4 | K1, K2, K3, K4, K5, K6 |
| REFERENCES: | | | | |
| <ol style="list-style-type: none"> 1. Ahuja, G. K., & Gupta, R. Systematic Approach to Income Tax. Allahabad Bharat Law House. 2. Iyengar, A C., Sampat Law of Income Tax. Allahabad, Bharat Law House. 3. Kanga, J. B. and Palkhivala, N.A., Income Tax. Bombay, Vol.1–3, N.M. Tripathi. 4. Indirect Taxes – Bare act books. | | | | |

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| CO1 | Understand the fundamental principles of Income tax |
| CO2 | Find various incomes which are exempted from Income tax & computation of Income under five heads |
| CO3 | Understand the concept of GST |
| CO4 | Tax Liability under GST and Customs Procedure |

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|--------|-----|-----|-----|-----|
| | CO1 | CO2 | CO3 | CO4 |
| Unit 1 | ✓ | | | |
| Unit 2 | ✓ | ✓ | | |
| Unit 3 | | | ✓ | |
| Unit 4 | | | | ✓ |
| Unit 5 | | | | ✓ |

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|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| CO1 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO2 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO3 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO4 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |

MERCHANT BANKING AND FINANCIAL SERVICES

| Syllabus | | | | |
|----------|---|-------|------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Financial Services in India –Investment Banking, Retail Banking, Online Share trading, Depository Services, Merchant Banking – An overview – Recent developments and challenges ahead in Merchant Banking– Institutional Structure – Functions of Merchant Banking. | 8 | CO2 CO3 | K1, K2, K3, K4, K5, K6 |

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|---|---|----|------------|------------------------|
| 2 | Legal & Regulatory Framework and Relevant Provisions of Companies Act, SERA, SEBI guidelines, FERA, etc., - Relation with stock exchanges, OTCEI and NSE. | 9 | CO1 | K1, K2, K3, K4, K5, K6 |
| 3 | Issue Management – Appraisal of projects, Designing capital structure and instruments – Issue pricing – Preparation of prospectus – Offer for sale – Selection of Bankers, Advertising consultants, etc., - Role of Registrars – underwriting arrangements, Placement with FIs, MFs, FIISs, etc. Issue Marketing – Advertising strategies – Brokers and Investors, NRI Marketing Dealing with Bankers to the issue, underwriters, Registrars, brokers, etc., - Post issue activities – Private placement – Bought out deals – Off-shore issues – GDRS, etc. | 12 | CO2 CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Mergers and Acquisitions, Portfolio Management Services, Leasing and Hire purchase, Bills discounting, Credit syndication. | 8 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Financial Services – Recent developments in Factoring & Forfeiting, Consumer finance – Credit cards – Venture Capital, Mutual Funds, ETF Real Estate Financing, and Credit Rating. | 8 | CO4 | K1, K2, K3, K4, K5, K6 |

REFERENCES:

1. Vij and Dhawan, Merchant Banking and Financial Services, Tata McGraw-Hill Education.
2. Machiraju, Merchant Banking, 4th Edition, New Age International, 2010.
3. Chapman, S., The Rise of Merchant Banking, Routledge, 2009.
4. Gurusamy, Merchant Banking and Financial Services, 3rd Edition, Tata McGraw-Hill Education, 2009.
5. Suresh, P. and Paul, J., Management of Banking and Financial Services, 2nd Edition, Pearson, 2010.
6. Khan, M.Y., Financial Services, 6th Edition, Tata McGraw-Hill Education, 2011.
7. Gurusamy, Essentials of Financial Services, 2nd Edition, Tata McGraw-Hill Education, 2009.

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| CO1 | Understand features of the current structure and regulation of the Indian financial services sector. |
| CO2 | Demonstrate an awareness of the variety of financial instruments. |
| CO3 | Critically evaluate the role and function of the financial system in reference to the macro economy. |
| CO4 | Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry. |

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| | CO1 | CO2 | CO3 | CO4 |
| Unit 1 | | ✓ | ✓ | |
| Unit 2 | ✓ | | | |
| Unit 3 | | ✓ | ✓ | |
| Unit 4 | | | ✓ | ✓ |
| Unit 5 | | | | ✓ |

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|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| CO1 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO2 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO3 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO4 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |

CORPORATE FINANCE

| Syllabus | | | | |
|-----------------|--|--------------|------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Corporate Finance – Nature and Scope - Role of Financial Institution – Time Value of Money - Valuation of the Firm. | 8 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Investment Decision: Investment Analysis – Risk Analysis - Probability Approach - Certainty equivalent of cash flows and Risk adjusted discount rate - Risk analysis in the context of DCF methods using Probability information - | 12 | CO2 | K1, K2, K3, K4, K5, K6 |

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|---|---|---|-----|------------------------|
| | nature of cash flows - Sensitivity analysis - Simulation and investment decision, Decision tree approach in investment decisions. Business Failures, Mergers, Consolidations and liquidation. | | | |
| 3 | Capital Markets –Government Regulations affecting Capital Market – Role of SEBI – Fiscal Policies - Stock Markets. | 9 | CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Lease Financing – Venture Capital – Mutual Funds – Types of Mutual funds – Inflation and Financial Decisions. Derivatives – Futures and Options. | 8 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Foreign Collaboration – Business Ventures Abroad - International Financial Institutions & Multinational Corporations. | 8 | CO5 | K1, K2, K3, K4, K5, K6 |

REFERENCES:

1. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 10th Edition, Tata McGraw-Hill Publishers, 2012.
2. Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012.
3. Damodaran, A., Corporate Finance: Theory and Practice, 2nd Edition, Wiley India Pvt Ltd., 2007.
4. Ehrhardt, M.C. and Brigham, E., Corporate Finance: A Focused Approach, South Western, 2008.
5. Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.
6. Madura, J., International Corporate Finance, 10th Edition, Cengage Learning, 2012.
7. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K., Corporate Finance, 8th Edition, Tata McGraw-Hill Education, 2008.
8. Viswanath, S., Cases in Corporate Finance, Tata McGraw-Hill Education, 2009.

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| CO1 | Apply Discounting and Compounding Technique to determine the time value of money |
| CO2 | Determine, Compare and Evaluate various projects using capital budgeting techniques |
| CO3 | Evaluate the various source of finance and understand the regulations regarding Capital market |

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| CO4 | Compare various sources of finance and understand about the factoring, leasing, Venture capital |
| CO5 | Understand about the Foreign investment |

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| | CO1 | CO2 | CO3 | CO4 | CO5 |
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | | | ✓ |

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| | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| CO1 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO2 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO3 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO4 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO5 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

| Syllabus | | | | |
|----------|---|-------|-------------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Security Analysis - Meaning of security – Types of securities – Meaning of security analysis – Risk and Return – Computation of return – Meaning and definition of risk – Types: (Systematic risk- Market risk, Purchasing power risk, Interest rate risk, Unsystematic risk- Business risk (Internal, External), Financial risk) – Minimizing risk exposure. | 8 | CO1 CO2 CO3 | K1, K2, K3, K4, K5, K6 |
| 2 | Fundamental Analysis – Economic analysis: Economic forecasting and stock-investment decisions – Types of economic forecasts - Industry analysis: Industry | 9 | CO2 CO4 | K1, K2, K3, K4, K5, K6 |

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|---|--|----|------------|------------------------------|
| | classification schemes –Classification by product and according to business cycle – Key characteristics in industry analysis – Industry life cycle – Sources of information for industry analysis- Company analysis: Sources of information for company analysis (Internal, External) – Factors in company analysis – Operating analysis – Management analysis – Financial analysis. | | | |
| 3 | Technical Analysis - Market Hypotheses Market cycle model and basic trend identification, different types of charting, support and resistance, price patterns, moving averages, Bollinger Bands, momentum analysis – Behaviour of stock prices. | 9 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 4 | Derivatives – Futures and Options – Trading in Derivatives- Financial derivatives – stock futures, stock options, index futures, index options - Option valuation techniques : Binomial model, Black Scholes Option Pricing Model. | 10 | CO5 | K1, K2, K3, K4, K5, K6 |
| 5 | Portfolio Analysis – Meaning of portfolio – Selection and Management - Reasons to hold portfolio – Diversification analysis – Markowitz’s Model – Assumptions – Specific model – Risk and return optimization – Efficient frontier – Sharpe’s Single Index model - CAPM Model – Capital Market Line (CML) – Security Market Line (SML). | 9 | CO5 | K1, K2, K3, K4, K5, K6 |

REFERENCES:

1. Chandra, P., Investment Analysis and Portfolio Management, 4th Edition, Tata McGraw-Hill Education, 2012.
2. Damodaran, A., Damodaran on Valuation – Security Analysis for Investment and Corporate Finance, 2nd Edition, Wiley India, 2008.
3. Fischer, D.E. and Jordan, R., Security Analysis and Portfolio Management, 6th Edition, Pearson Education, 1995.
4. Graham, B., and Dodd, D.L., Security Analysis, 6th Edition, Tata McGraw-Hill Education, 2008.
5. Kevin, S., Security Analysis and Portfolio Management, PHI Learning, 2009.

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8. Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, 10th Edition, Cengage Learning, 2012.

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| CO1 | Student will understand capital market and various investment avenues |
| CO2 | The learner will be able to assess the risk and return associated with investments and methods to value securities |
| CO3 | The Student will be able to evaluate various investment. |
| CO4 | The student will be able to analyse the Economy, Industry and Company framework for Investment Management |
| CO5 | The Student will learn about Portfolio and create their own portfolio |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | ✓ | | |
| Unit 2 | | ✓ | | ✓ | |
| Unit 3 | | | ✓ | ✓ | |
| Unit 4 | | | | | ✓ |
| Unit 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO2 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO3 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO4 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO5 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |

DERIVATIVES MANAGEMENT

| Syllabus | | | | |
|-----------------|---|--------------|-------------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Derivatives defined – products – participants & functions – types of derivatives – development of exchange traded derivatives – global derivatives markets – exchange trade Vs OTC Derivatives – Derivatives market in India. | 7 | CO1 CO2 | K1, K2, K3, K4, K5, K6 |
| 2 | Options – development of options markets – call options – put options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits – exchanges on which options trade – options traders. | 10 | CO2 CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 3 | Forward contracts – Futures contracts – structure of forward & futures markets – development of futures markets – organized futures trading – futures exchanges – Futures traders. | 9 | CO4 | K1, K2, K3, K4, K5, K6 |
| 4 | 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. | 10 | CO1 CO5 | K1, K2, K3, K4, K5, K6 |
| 5 | Risk Management: The impetus for Risk management – benefits – dealers & other participants – managing market risk – Delta – Theta - Gamma – Vega hedging – value at risk – derivatives in the organisation – accounting and tax for derivatives – avoiding derivative losses – regulations. | 9 | CO3 CO5 | K1, K2, K3, K4, K5, K6 |

REFERENCES:

1. Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 2008.
2. Chugh, A. and Maheshwari, D., Financial Derivatives: The Currency and Rates Factor, Pearson, 2012.

3. Gupta, S.L., Financial Derivatives: Theory, Concepts and Problems, PHI Learning, 2009.
4. Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, 7th Edition, Pearson, 2009.
5. Parasuraman, Fundamentals of Financial Derivatives, 2nd Edition, Wiley India Pvt. Ltd., 2011.
6. Rangunathan and Rajib, P., Stock Markets, Investments and Derivatives, 3rd Edition, Tata McGraw-Hill Education, 2007.
7. Somanathan, Derivatives, Tata McGraw-Hill Education, 2011

Note- The question paper should consist 60% problems and 40% theory questions

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|-----|---|
| CO1 | Understand the purpose of derivative instrument. |
| CO2 | Students will be able to analyze the risks in different financial markets. |
| CO3 | Acquire the ability to selection of various options and then can apply them to specific markets. |
| CO4 | The student will be able to strategically manage the financial derivatives. |
| CO5 | The student will be able to analyze various models in order to take wise decisions for improving their wealth |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | | ✓ | ✓ | ✓ | |
| Unit 3 | | | | ✓ | |
| Unit 4 | ✓ | | | | ✓ |
| Unit 5 | | | ✓ | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO2 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO3 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO4 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |
| CO5 | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | | | |

INTERNATIONAL FINANCE

| Syllabus | | | | |
|-----------------|---|--------------|------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Overview and Evolution of International Finance – Institutions for International Finance –Internationalization process –International Monetary and Financial System – Balance of Payments – Developments in International Monetary System: Specie Commodity Standard – Gold-Standard – Bretton Woods System of Exchange Rate – Exchange Rate Regime Since 1973-International Liquidity – IMF Solution for Financial Crisis. Exchange rate and money supply – International parity relations – Purchasing power parity –interest rate parity – Forward rate parity. | 7 | CO1 CO2 | K1, K2, K3, K4, K5, K6 |
| 2 | Foreign Exchange Market: Features – Major Participants – Spot Market – Forward Market Exchange Rate Mechanism: Exchange Rate Quotations – Nominal, Real and Effective Exchange Rate – Determination of Exchange Rate in Spot Market and Forward Market – Factors Influencing Exchange Rate – Theories of Exchange Rate Behaviour - Need for Forecasting Exchange Rates – Forecasting Techniques – Forecasting in a Controlled Regime.Introduction to Institutions of the Foreign Exchange Interbank Market - Foreign Exchange Spot Transactions – forward market — Hedging and Speculation - Hedging FX Transaction Exposure The Eurocurrency market – international banking – structure and instruments. | 10 | CO2 | K1, K2, K3, K4, K5, K6 |

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| 3 | <p>Process of overseas expansion – Reasons for cross-border investing – The theory of investment –techniques of project evaluation - Approaches for investment under uncertainty - FDI – Measuring and Managing Risk – International M&A – Financial Techniques in M&A – Regulations of M&A in major countries.</p> <p>Foreign Exchange Exposure Management: Translation Exposure Meaning –Methods of Translation Exposure – Functional Versus Reporting Currency – Four Translation Methods – Measurement of Transaction Exposure – Transaction Exposure Based on Currency Variability – Managing Transaction Exposure – Currency Forwards, Futures, Options and Swaps - Measurement of Currency Variability – Transaction Exposure Vs Economic Exposure – Measuring Economic Exposure – Managing Economic Exposure – Corporate Philosophy for Exposure.</p> | 9 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 4 | <p>Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Eurocredits – ADR – GDR – Managing interest rate risk – Bond prices and yields – Bond Management – tools and techniques.</p> <p>Theories of Foreign Direct Investment – Cost and Benefits of FDI – Strategy for FDI – Control of MNCs – Evaluation Criteria in International Capital Budgeting – Computation of Cash Flow – Cost of Capital – Adjusted Present Value Approach – Sensitivity Analysis – Real Options and Project Appraisal –Evaluating M & A – Non financial factors in Capital Budgeting – Introduction to International Portfolio Investment - Benefits, Problems and Modes of International Portfolio Investment -Concept and Identification of Optimal International Investment Portfolio.</p> | 10 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | <p>Country and political risk analysis – benefits and risks of international portfolio investment –assessing country</p> | 9 | CO1 CO5 | K1, K2, K3, K4, |

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| | creditworthiness – futures markets and instruments – option markets and instruments – option pricing – option pricing theory in financial risk assessment. | | | K5, K6 |
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1. Dora Hancock, 2018, International Finance for Non-Financial Managers, Kogan Page.
2. Maurice D. Levi, 1996, International Finance, 3rd Ed., Mc Graw Hill.
3. Alan C. Shapiro, 1996, Multinational Financial Management, 4th Ed., Prentice Hall India.
4. Cheol S. Eun, Bruce G. Resnick, 1998, International Financial Management, 2nd Ed., Tata McGraw Hill.
5. Apte, P.G., 1998, International Financial Management, 2nd Ed., Tata McGraw Hill
6. Madhu Vij, 2005, International Financial Management, 2nd Edition, Excel Books.
7. Vyuptakesh Sharan, 2009, International Financial Management, 5th Edition, PHI Learning Private Limited, New Delhi.
8. Jeff Madura, 2015, International Financial Management, 12th Ed., Cengage Learning.
9. Geert Bekaert, Robert Hodrick, 2017, International Financial Management, 3rd Edition, Cambridge University Press.

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| CO1 | Understand the nature and scope of International finance. |
| CO2 | Understand the sources of finance and developments in international monetary system. |
| CO3 | Understand the various methods and uses of Exposure. |
| CO4 | Know the various sources of foreign exchange exposure management. |
| CO5 | Take international investment decision by incorporating financial and non-financial factors |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | ✓ | |
| Unit 4 | | | ✓ | ✓ | |
| Unit 5 | ✓ | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| CO2 | | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| CO3 | | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| CO4 | | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| CO5 | | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | |

HUMAN RESOURCE

HUMAN RESOURCES DEVELOPMENT

| Syllabus | | | | |
|----------|---|-------|-------------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | <p>Introduction: Definition, Evolution of HRD from Personnel Management – 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.</p> | 10 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | <p>Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour.</p> <p>Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.</p> | 10 | CO1 CO2 CO5 | K1, K2, K3, K4, K5, K6 |

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| 3 | <p>Developing Human Capacity: Aptitude – Knowledge – Values – Skills of Human Relations – Responsiveness – Loyalty and Commitment – Transparency – Leadership Development.</p> <p>Evaluating HRD: Human Resource Accounting – HR Audit and Benchmarking – Impact Assessment of HRD initiatives on the bottom-line of an organization.</p> | 8 | CO 6 | K1, K2, K3, K4, K5, K6 |
| 4 | <p>Training and Development: Meaning and Scope of training – education and development; Training need analysis – Types of training Internal and external – Outbound Training – Attitudinal training – Principles Involved in Selection of Training Method – Techniques of Training Different Levels – Training effectiveness.</p> | 10 | CO3 | K1, K2, K3, K4, K5, K6 |
| 5 | <p>Career Planning and Succession Planning. – Recent Trends in HRD: Training for trainers and HRD professionals – Promoting Research in HRD.</p> | 7 | CO4 CO 6 | K1, K2, K3, K4, K5, K6 |

REFERENCE BOOKS:

1. Gibb, S., Human Resource Development: Foundations, Process, Context, 3rd Edition, Palgrave Macmillan, 2011.
2. Haldar, U.K., Human Resource Development, Oxford University Press India, 2009.
3. Mankin, D., Human Resource Development, Oxford University Press USA, 2009.
4. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
5. Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
6. Rishipal, Training and Development Methods, S. Chand, 2011.
7. Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
8. Sheikh, A. M., Human Resources Development and Management, 3rd Edition, S.Chand, 2007.
9. Werner, J.M. and DeSimone, R.L., Human Resource Development, 5th Edition, Cengage Learning, 2012.

10. Journals - Indian Journal of Training and Development , HRD News Letter (NHRD Network),. American Journal of Training and Development.

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| CO1 | To learn the basic concepts of Human resource development, different approaches to HRD, HRD styles, structures and competencies |
| CO2 | To understand the concepts of organizational learning and developing core competencies by implementing HRD practices |
| CO3 | To deliver the idea and relevance of qualitative HR practices in the field of training and development |
| CO4 | To learn the skills of developing a detailed plan for need and implementation of HRD program in the organization |
| CO5 | To learn role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems. |
| CO 6 | To develop a perspective of HRD beyond organizational realities including Career Planning, Sucession Planning, HR Audit and HR Accounting |

| | CO1 | CO2 | CO3 | CO4 | CO5 | CO 6 |
|--------|-----|-----|-----|-----|-----|------|
| Unit 1 | ✓ | | | | | |
| Unit 2 | ✓ | ✓ | | | ✓ | |
| Unit 3 | | | | | | ✓ |
| Unit 4 | | | ✓ | | | |
| Unit 5 | | | | ✓ | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO2 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO3 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO4 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO5 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO 6 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |

PERFORMANCE MANAGEMENT

| Syllabus | | | | |
|-----------------|--|--------------|--------------------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Definition of Performance Management – History of Performance Management - Dimensions of Performance Management – Role of Performance Management Systems in Organizations – Characteristics of an ideal Performance Management Systems – Dangers of a Poorly Implemented Performance Management System. | 10 | CO1 CO5 CO 6 | K1, K2, K3, K4, K5, K6 |
| 2 | 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 | 10 | CO3 CO5 CO 6 | K1, K2, K3, K4, K5, K6 |
| 3 | Performance Planning: Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance Analysis Process. | 6 | CO2 CO3 CO5 | K1, K2, K3, K4, K5, K6 |
| 4 | 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 | CO1 CO2 CO3 CO4 | K1, K2, K3, K4, K5, K6 |

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|---|---|----|-----|------------------------|
| 5 | Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry. | 10 | CO2 | K1, K2, K3, K4, K5, K6 |
|---|---|----|-----|------------------------|

REFERENCE BOOKS:

1. Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, Prentice Hall India, New Delhi, 2008
2. Robert Cardy, PERFORMANCE MANAGEMENT, Prentice Hall India, New Delhi, 2004
3. Srinivas Kandula, PERFORMANCE MANAGEMENT, Prentice Hall India, New Delhi, 2006

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| CO1 | To gain an understanding on the various aspects of performance management, its purpose, principles, concerns, ethical backgrounds etc. |
| CO2 | To give students practical insights regarding management of employee performance and reward |
| CO3 | To gain knowledge in the concepts of Performance appraisal, Potential appraisal, MBOetc. |
| CO4 | To understand the importance of employee performance to achieve the organisational goals |
| CO5 | To understand the key stages of performance management cycle and differentiate between performance management and performance appraisal. |
| CO 6 | To understand the organizations performance management process |

| | CO1 | CO2 | CO3 | CO4 | CO5 | CO 6 |
|--------|-----|-----|-----|-----|-----|------|
| Unit 1 | ✓ | | | | ✓ | ✓ |
| Unit 2 | | | ✓ | | ✓ | ✓ |
| Unit 3 | | ✓ | ✓ | | ✓ | |
| Unit 4 | ✓ | ✓ | ✓ | ✓ | | |

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|--------|--|---|--|--|--|--|
| Unit 5 | | ✓ | | | | |
|--------|--|---|--|--|--|--|

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO2 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO3 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO4 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO5 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO 6 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |

ORGANISATIONAL DEVELOPMENT

| Syllabus | | | | |
|----------|--|-------|--------------------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Approaches to Understanding Organisations: Key Organizational Designs – Procedures – Differentiation & Integration – Basic Design – Dimensions Determination of Structure – Forces Reshaping Organisation – Life Cycles in Organisation | 10 | CO1 CO5 | K1, K2, K3, K4, K5, K6 |
| 2 | Organisational culture – Key Role of Organisational Culture – Functions & Effects of Organisational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organisational Culture | 8 | CO1 CO2 CO3 CO5 | K1, K2, K3, K4, K5, K6 |
| 3 | Work Groups & Teams – Preparing for the world of work Group Behaviour – Emerging issues of Work Organisation and Quality of Working life – Career stage model – Moving up the career ladder | 9 | CO1 CO3 | K1, K2, K3, K4, K5, K6 |

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|---|--|----|------------|------------------------------|
| 4 | Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress – Prevalent Stress Management – Managerial implications | 8 | CO1 CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Organisational Development and Change: Organisational Development - Alternative Interventions - Change Agents : Skills - Resistance to change- Managerial the resistance - Levin’s change model – Organisational reality | 10 | CO1 CO5 | K1, K2, K3, K4, K5, K6 |

REFERENCE BOOKS:

1. Anderson, D., Organization Development: The Process of Leading Organizational Change, Sage Publication 2009.
2. Brown, D. and Harvey, D., An Experiential Approach to Organization Development, 7th Edition, Pearson, 2006.
3. Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner’s Guide for OD and HR, Kogan Page, 2011.
4. Cummings, T., Theory of Organization Development and Change, 9th Edition, South-Western, 2011.
5. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Edition, Pearson Higher Education, 2006.
6. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.

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| CO1 | To familiarise the concepts and techniques of OD |
| CO2 | To understand the need and philosophy of organization change and development in the changing times |
| CO3 | To learn how Work groups and teams works in organisation |
| CO4 | To understand the consequence of stress and various measures to coping up with stress |
| CO5 | To explore the role of OD in addressing issues relating to globalization, OD research-practice interface and challenges faced by OD |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | ✓ |
| Unit 2 | ✓ | ✓ | ✓ | | ✓ |
| Unit 3 | ✓ | | ✓ | | |
| Unit 4 | ✓ | | | ✓ | |
| Unit 5 | ✓ | | | | ✓ |

| | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO | PSO |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| CO1 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO2 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO3 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO4 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO5 | | | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | |

INDUSTRIAL AND LABOUR RELATIONS

| Syllabus | | | | |
|-----------------|--|--------------|------------|------------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Industrial Relations: The changing concepts of Industrial relations – Factors affecting employee stability. Application on Psychology to Industrial Relations. | 6 | CO1 CO5 | K1, K2, K3, K4, K5, K6 |
| 2 | Industrial Harmony and Conflict: Harmonious relations in industry – importance and means; cause of industrial disputes – Machinery for settling of disputes – Negotiation – Conciliation – Mediation – Arbitration and Adjudication – Strikes – Lock-outs – Layoff and Retrenchment codes of discipline – Grievance procedure – Labour management co- operation; Worker’s participation in management. | 10 | CO4 | K1, K2, K3, K4, K5, K6 |

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|---|---|----|------------|------------------------------|
| 3 | <p>Labour Relations: Changing concept of management labour relations – Statute laws – Tripartite conventions – development of the idea of social justice – limitation of management prerogatives increasing labour responsibility in productivity.</p> <p>Joint Consultation: Principal types – Attitude of trade unions and management – Joint consultation in India.</p> | 10 | CO2 CO5 | K1, K2, K3, K4, K5, K6 |
| 4 | <p>Trade Unions: Trade Unions and their growth – economic – social and political conditions leading to the development of trade unionism – Theories of trade unionism – Aim and objectives of trade unions – Structure and governing of trade unions.</p> <p>Problems and Role of Indian Trade Unions: Recognition and leadership – Finances and Membership – Compulsory versus free membership – Political activities – Welfare – Legislation – Majority and Minority unions – Social responsibilities – positive role in economic and social development.</p> | 9 | CO2 | K1, K2, K3, K4, K5, K6 |
| 5 | <p>Collective Bargaining: Meaning – Scope – Subject matter and parties – Methods and tactics – Administrations of collective bargaining agreements – Fair and unfair labour practice.</p> <p>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.</p> <p>Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry</p> | 10 | CO3 | K1, K2, K3, K4, K5, K6 |

REFERENCE BOOKS:

1. Bray, M. and Walsh, J., Industrial Relations: A Contemporary Approach, Tata McGraw Hill Education, 2011.

2. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.
3. Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan Publishers India, 2009.
4. Sinha, S.I. and Sankar, P., Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2003.
5. Sivarethinamohan, Industrial Relations and Labour Welfare, PHI Learning, 2010.
6. VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2006.

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| CO1 | To familiarize students with the basic concepts of industrial relations, its philosophy, origin and development |
| CO2 | To develop knowledge on trade unions and its formation, structure, functions and legal framework |
| CO3 | To gain insight into the process of collective bargaining, its origin and development and legal Mechanisms |
| CO4 | To gain understanding on industrial disputes, its causes, manifestation and effects |
| CO5 | To provide exposure of theories, techniques and approaches to manage Industrial Relations |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | ✓ |
| Unit 2 | | | | ✓ | |
| Unit 3 | | ✓ | | | ✓ |
| Unit 4 | | ✓ | | | |
| Unit 5 | | | ✓ | | |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | ✓ | ✓ | ✓ | | | | ✓ | | | |
| CO2 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO3 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO4 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO5 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |

COMPENSATION MANAGEMENT

| Syllabus | | | | |
|---|---|--------------|------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction to Compensation: Compensation Defined, Goals of Compensation System, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation – Attendance and pay roll procedures. | 12 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Compensation for Workers: Wage Theories, Evolution of Modern Day Labor Force, Incentive Plans, ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market, Quality in Labor Market. | 12 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Compensation for Chief Executives and Other Employees: Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package. | 12 | CO2 CO3 | K1, K2, K3, K4, K5, K6 |
| 4 | Job Evaluation Job Description and Job Specification: Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management | 12 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Role of Wage Board & Pay Commissions, International Compensation, Knowledge Based Compensation, Team Compensation, Competency Based Compensation. | 12 | CO5 | K1, K2, K3, K4, K5, K6 |
| REFERENCE BOOKS: | | | | |
| 1. Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House, 2 nd Edition, 2016. | | | | |
| 2. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press India, 2 nd Edition, 2014. | | | | |

3. Henderson, Richard I. (2004). Compensation Management: Rewarding Performance. Prentice Hall of India Pvt. Ltd.
4. Bergmann & Thomas, J. (2003). Compensation Decision Making. Harcourt College Publications.
5. Micton, R. (2002). Handbook of Wage and Salary Administration. London.
6. Venkatratnam, C.S. (2002). Rethinking Rewards and Incentive Management. Excel Books.

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| CO1 | To understand the various dimensions of Compensation Management |
| CO2 | To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes |
| CO3 | To be well versed CEO Compensations |
| CO4 | To have understanding of Job Analysis, job evaluation and compensation |
| CO5 | To have insights about the Wage Board, Different approaches of compensation |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | ✓ | ✓ | | |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO2 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO3 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO4 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |
| CO5 | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | |

SOCIAL PSYCHOLOGY

| Syllabus | | | | |
|---|---|--------------|------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Social Psychology – Origin and development – Social behaviour and social thought – Applications in society and business. | 12 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Social perception – Nonverbal communication – Attribution – Impression formation and impression management. | 12 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Social cognition – Schemas – Heuristics – Errors – Attitudes & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem & Social Comparison. | 12 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 4 | Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction. | 12 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Social Influence – Conformity – Compliance – Social Influence - Prosocial behavior – Groups – Social issues and their impact on modern organizations. | 12 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| REFERENCE BOOKS: | | | | |
| <ol style="list-style-type: none"> 1. Baron, Byrne and Brascombe, Social Psychology, 13th Edition, Pearson, 2015 2. David G. Myers, Exploring Social Psychology, Tata McGraw Hill, 9th Edition, 2011. 3. Kalat. J.W 11th Edition 2017. Introduction to Psychology Belmont: Wadsworth, Cengage Learning. | | | | |

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| CO1 | Develop insight and analyze the contribution of social psychologists to the understanding of human society |
| CO2 | Evaluate effective strategies in socialization, group processes (both inter and intra-group) and helping behavior. |
| CO3 | Ability to register the progression of theories in major areas in Social Psychology |
| CO4 | Interpret attitude formation and various methods to be used to change the attitude |

| | CO1 | CO2 | CO3 | CO4 |
|--------|-----|-----|-----|-----|
| Unit 1 | ✓ | | | |
| Unit 2 | | ✓ | | |
| Unit 3 | | | ✓ | ✓ |
| Unit 4 | | | ✓ | ✓ |
| Unit 5 | | | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | | | ✓ | ✓ | ✓ | | | | ✓ | | | |
| CO2 | | | ✓ | ✓ | ✓ | | | | ✓ | | | |
| CO3 | | | ✓ | ✓ | ✓ | | | | ✓ | | | |
| CO4 | | | ✓ | ✓ | ✓ | | | | ✓ | | | |

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

| Syllabus | | | | |
|-----------------|---|--------------|-------------------|---------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC, Human Resources in a Comparative Perspective | 12 | CO1 CO2 CO3 | K1, K2, K3, K4, K5, K6 |
| 2 | International Recruitment and Selection of staff for International Assignment, The role of an expatriate, The role of non-expatriates, the role of the corporate HR functions | 12 | CO2 CO4 | K1, K2, K3, K4, K5, K6 |
| 3 | Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments | 12 | CO3 CO4 | K1, K2, K3, K4, K5, K6 |
| 4 | Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International | 12 | CO5 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|--|----|-----|------------------------|
| | compensation, Patterns in complexity, Expatriation and Repatriation | | | |
| 5 | Performance Management: Introduction, performance management of International employees, performance appraisal of International employees, Industrial Relations in International Context, Managing people in International Context | 12 | CO5 | K1, K2, K3, K4, K5, K6 |

Text Book:

1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)

Reference Books:

1. International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning
2. International Human Resource Management, Tony Edwards, Pearson Education
3. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
4. International Human Resource Management, Monir Tayeb, Oxford

| | |
|-----|--|
| CO1 | Student will understand international approaches to deal with people in organisations |
| CO2 | The learner will be able to assess the finer aspects of international business |
| CO3 | The students will be able to realize that International Business is a combination of multiple disciplines brought together in a systematic manner. |
| CO4 | The student will be able to analyse the comparative and international perspective to deal with complex issues and manifold risks. |
| CO5 | The student will know about broader aspects to look at HRM |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| UNIT 1 | ✓ | ✓ | ✓ | | |
| UNIT 2 | | ✓ | | ✓ | |
| UNIT 3 | | | ✓ | ✓ | |
| UNIT 4 | | | | | ✓ |
| UNIT 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | | | ✓ | ✓ | | | | | ✓ | | | ✓ |
| CO2 | | | ✓ | ✓ | | | | | ✓ | | | ✓ |
| CO3 | | | ✓ | ✓ | | | | | ✓ | | | ✓ |
| CO4 | | | ✓ | ✓ | | | | | ✓ | | | ✓ |
| CO5 | | | ✓ | ✓ | | | | | ✓ | | | ✓ |

HR METRICS AND HR ANALYTICS

| Syllabus | | | | |
|----------|---|-------|-------------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction to HR Analytics: Need for Measuring HR - Evolution of HR Analytics - HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model. | 12 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Diversity Analysis: Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles | 12 | CO1 CO2 CO5 | K1, K2, K3, K4, K5, K6 |
| 3 | Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, finding out selection bias- turnover metrics. | 12 | CO 6 | K1, K2, K3, K4, K5, K6 |
| 4 | Performance Analysis: Predicting employee performance, training requirements, evaluating training and development, Optimizing selection and promotion decisions - Work quality metrics, Work quantity metrics, Work efficiency metrics, Organizational performance metrics. | 12 | CO3 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|---|----|-------------|---------------------------|
| 5 | Monitoring impact of Interventions: Tracking impact interventions, Evaluating stress levels and value-change - Formulating evidence-based practices. | 12 | CO4 CO 6 | K1, K2, K3, K4, K5, K6 |
|---|---|----|-------------|---------------------------|

References:

1. Edwards Martin R, Edwards Kirsten (2016), "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers
2. Fitz-enz Jac (2010), "The new HR analytics: predicting the economic value of your company's human capital investments".
3. https://www.cipd.co.uk/Images/human-capital-metrics-and-analytics-assessing-the-evidence_tcm18-22291.pdf
4. <https://www.emerald.com/insight/content/doi/10.1108/JWAM-03-2020-0020/full/pdf?title=the-hr-analytics-cycle-a-seven-step-process-for-building-evidence-based-and-ethical-hr-analytics-capabilities>
5. Chhinzer, N. I. T. A., & Ghatehorde, G. U. R. D. E. E. P. (2009). Challenging relationships: HR metrics and organizational financial performance. *The Journal of Business*, 8(1), 37-48.

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|------|---|
| CO1 | Introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting. |
| CO2 | Develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making. |
| CO3 | Appreciate the importance of bottom-line focus to the Human Resource function and the trend toward HR accountability |
| CO4 | The student will develop the skill to Interpret statistical output involving HR data. |
| CO5 | Demonstrate how to connect HR results to business results. |
| CO 6 | Develop effective surveys for use in an organizational setting. |

| | CO1 | CO2 | CO3 | CO4 | CO5 | CO 6 |
|--------|-----|-----|-----|-----|-----|------|
| Unit 1 | ✓ | | | | | |
| Unit 2 | ✓ | ✓ | | | ✓ | |
| Unit 3 | | | | | | ✓ |
| Unit 4 | | | ✓ | | | |
| Unit 5 | | | | ✓ | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | | | | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO2 | | | | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO3 | | | | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO4 | | | | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO5 | | | | ✓ | ✓ | | | ✓ | ✓ | | | |
| CO 6 | | | | ✓ | ✓ | | | ✓ | ✓ | | | |

SYSTEMS

DATABASE MANAGEMENT SYSTEMS

| Syllabus | | | | |
|----------|---|-------|-------------------|-----------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Data models – Conceptual Data Modeling – E-R Diagrams – Hierarchical, Network and Relational Models – Normalisation Boyce Codd Normal Form | 9 | CO1 | K1,K2,K3, K4,K5,K6 |
| 2 | Queries: Query Processing and Concurrency Management – Strategies – Representation – Transformation – Relations – Improvements – Concurrent transaction – Controls – Atomicity, recovery | 10 | CO2 | K1,K2,K3, K4,K5,K6 |
| 3 | Forms and Reports: Effective Design of Forms and reports – Form layout – Creating forms – Graphical objects – reports – Procedural language on forms – Programs to retrieve and save data – Error handling. | 9 | CO2 CO3 CO4 | K1,K2,K3, K4,K5,K6 |
| 4 | Introduction to Various Types of Software: IDMAS-IMS-PC, FOCUS DBASE IV etc | 8 | CO5 | K1,K2,K3, K4,K5,K6 |
| 5 | Security: Database Integrity and Security – Database Operation and DBMS Selection and Acquisition – Examples and Case Studies. | 9 | CO5 | K1,K2,K3, K4,K5,K6 |

Reference Books

1. Chopra, R., Database Management Systems, S. Chand, 2010.
2. Gillenson, M.L., Fundamentals of Database Management Systems, Wiley 2008.
3. Gupta, G. K., Database Management Systems, Tata McGraw-Hill Education, 2011.
4. Hoffner, J., Modern Database Management Systems, 9th Edition, Dorling Kindersley India, 2009.
5. Panneerselvam, R., Database Management Systems, 2nd Edition, PHI Learning, 2011.
6. Rob, P., Rao, A. and Coronel, C., Database Management Systems, Cengage Learning, 2011.

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|-----|---|
| CO1 | Understand and evaluate the role of database management systems in information technology applications within organisations |
| CO2 | Understand the SQL data definition and SQL query languages |
| CO3 | Develop sophisticated queries to extract information from large datasets |
| CO4 | Create Forms and reports using queries |
| CO5 | Evaluate various DBMS Softwares and security issues |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | ✓ | ✓ | ✓ | |
| Unit 4 | | | | | ✓ |
| Unit 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO2 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO3 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO4 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO5 | | | | | | | | | ✓ | | ✓ | ✓ |

SYSTEM ANALYSIS AND DESIGN

| Syllabus | | | | |
|-----------------|---|--------------|------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision - Setting Objectives – Crafting Strategy – Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework – Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills | 10 | CO1 CO2 | K1,K2,K3, K4,K5,K6 |
| 2 | Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility | 7 | CO2 CO3 | K1,K2,K3, K4,K5,K6 |
| 3 | Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit – Stockholders’ Expectations – Scenario planning | 10 | CO4 | K1,K2,K3, K4,K5,K6 |
| 4 | Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix – Business Strategy – Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies. | 8 | CO5 | K1,K2,K3, K4,K5,K6 |
| 5 | Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Strategic Leadership - Reaching Strategic edge: Business process Reengineering, Bench marking, Six sigma. Strategic Control: Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic | 10 | CO4 CO5 | K1,K2,K3, K4,K5,K6 |

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|--|---|--|--|--|
| | Management – Future of Strategic Management – Strategic Information System | | | |
|--|---|--|--|--|

Reference Books

1. System analysis and design : Alan Dennis
2. System analysis and design methods : Jeffrey L. Whitten & Lonnie D. Bentley
3. Systems Analysis and Design: Goyal A.
4. System Analysis and Design – Dr. A. Priya

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| CO1 | Understand the role of system in Organization |
| CO2 | Outline the role in software/System development process |
| CO3 | Identify the appropriate tools in system development. |
| CO4 | Developing and evaluating the prototype and implementing |
| CO5 | Evaluating the feasibility of the system |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | | ✓ | ✓ | | |
| Unit 3 | | | | ✓ | |
| Unit 4 | | | | | ✓ |
| Unit 5 | | | | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO2 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO3 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO4 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO5 | | | | | | | | | ✓ | | ✓ | ✓ |

DECISION SUPPORT SYSTEM

| Syllabus | | | | |
|---|--|--------------|------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Decision concept – Steps – Decision Support System – Components – Characteristics – Classifications and Applications | 7 | CO1 | K1,K2,K3,K4,K5,K6 |
| 2 | 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. | 10 | CO2 | K1,K2,K3,K4,K5,K6 |
| 3 | 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 | 10 | CO3 | K1,K2,K3,K4,K5,K6 |
| 4 | Dialog Management: User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface. | 8 | CO4 | K1,K2,K3,K4,K5,K6 |
| 5 | Development of Decision Support System: Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – | 10 | CO5 | K1,K2,K3,K4,K5,K6 |
| Reference Books | | | | |
| 1. Janakiraman, V.S. and Sarukesi, Decision Support Systems, 2 nd Edition, PHI Learning, 2009. | | | | |

2. Marakas, G.M., Decision Support Systems in the 21st Century, 2nd Edition, PHI Learning, 2009.
3. Sauter, V., Decision Support Systems for Business Intelligence, 2nd Edition, John Wiley & Sons, 2011.
4. Taylor, J., Decision Management Systems: A Practical Guide to Using Business Rules and Predictive Analytics, IBM Press, 2011.
5. Turban, E., Delen, E. and Sharda, R., Decision Support and Business Intelligence Systems, 9th Edition, Pearson, 2011.

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| CO1 | Understand the significance of Decision Support System and its application in Management |
| CO2 | Develop and Optimize the model for Decision Making |
| CO3 | Integrate Database Management with Decision Support System |
| CO4 | Understand about the various tools and algorithms |
| CO5 | Testing and validating the model |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO2 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO3 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO4 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO5 | | | | | | | | | ✓ | | ✓ | ✓ |

E-BUSINESS

| Syllabus | | | | |
|--|--|--------------|------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Introduction to World Wide Web – Intelligent Web Designing – Software Tools – IP, TCP, HTTP, HTML, Cryptography – Consumer Interface Technologies – OALP and Data Mining | 9 | CO1 CO2 | K1,K2,K3, K4,K5,K6 |
| 2 | 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 | CO2 | K1,K2,K3, K4,K5,K6 |
| 3 | 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 | CO3 CO4 | K1,K2,K3, K4,K5,K6 |
| 4 | 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 | CO4 CO5 | K1,K2,K3, K4,K5,K6 |
| 5 | E-Commerce Industries: Online Retail Sector – Online Financial Services – Online Travel Services – Online Career Services – Online Publishing – Online Entertainment Consumer Protection: Privacy and | 9 | CO3 CO5 | K1,K2,K3, K4,K5,K6 |
| Reference Books | | | | |
| <ol style="list-style-type: none"> 1. Bajaj, K.K. and Nag, D., E-Commerce, 2nd Edition, Tata McGraw-Hill Education, 2005 2. Chaffey, D., E-Business and E-Commerce Management, 3rd Edition, Pearson, 2009. | | | | |

3. Chan, H., Lee, R., Dillon, T. and Chang, E., E-Commerce: Fundamentals and applications, 2007.
4. Diwan, P. and Sharma, S., E-Commerce: A Manager's Guide to E-Business, Vanity Books International, 2002.
5. Joseph, P.T., E-Commerce: An Indian Perspective, 4th Edition, PHI, 2012.
6. Kalakota, R. and Whinston, A., Frontiers of Electronic Commerce, Pearson, 2011.
7. Laudon, K.C., and Traver, C.G., E-Commerce: Business, Technology, Society, 4th Edition, Pearson, 2008.
8. Schneider, G.P., Electronic Commerce, Cengage Learning, 10th Edition, 2012.
9. Turban, E., King, D. and Lee, J., Electronic Commerce: A Managerial and Social Networks Perspective 2012, Prentice Hall, 2011

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|-----|---|
| CO1 | Understand the Scope of World Wide Web in E-Business |
| CO2 | Compare and classify various tools in information system and approaches to E-Business |
| CO3 | Analyze the traditional business model with e-Business |
| CO4 | Develop new business model using mobile and other electronic platforms |
| CO5 | Analyze the security issues in electronic commerce and legal issues |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | ✓ | |
| Unit 4 | | | | ✓ | ✓ |
| Unit 5 | | | ✓ | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO2 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO3 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO4 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO5 | | | | | | | | | ✓ | | ✓ | ✓ |

ENTERPRISE RESOURCE PLANNING

| Syllabus | | | | |
|---|---|--------------|-------------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction to ERP, Basic Concepts of ERP- Justifying ERP Investments, Risks of ERP, Benefits of ERP- ERP Implementation Challenges, ERP Implementation (Transition) Strategies | 9 | CO1 CO2 CO3 | K1,K2,K3, K4,K5,K6 |
| 2 | ERP Implementation Life Cycle, Pre-implementation Tasks, Requirements Definition, Implementation Methodologies, Package Selection, ERP Project Teams, Process Definition, Vendors and Consultants, Dealing with Employee Resistance-Contracts with Vendors, Consultants and Employees, Training & Education | 10 | CO4 | K1,K2,K3, K4,K5,K6 |
| 3 | Data Migration, Project Management & Monitoring, Post Implementation Activities, Success & Failure Factors of an ERP Implementation- Operation and Maintenance of the ERP System, Measuring the Performance of the ERP System. Maximizing the ERP System | 9 | CO2 CO4 | K1,K2,K3, K4,K5,K6 |
| 4 | Finance Module of an ERP Package-Manufacturing Module of an ERP Package-Human Resources Module of an ERP Package- Materials Management Module of an ERP Package | 9 | CO5 | K1,K2,K3, K4,K5,K6 |
| 5 | Quality Management Module of an ERP Package, Marketing Module of an ERP Package Sales, Distribution & Service Module of an ERP Package | 8 | CO3 CO5 | K1,K2,K3, K4,K5,K6 |
| Text Book: | | | | |
| 1. ERP Demystified Alexis Leon, 2nd Edition Tata McGraw Hill Education Pvt. Ltd | | | | |
| Reference Books: | | | | |
| 1. Enterprise Resource Planning, Mary Sumner, Pearson Education | | | | |

2. ERP Concepts and Planning, Garg & Venkitakrishnan, PHI
3. Enterprise Resource Planning, Rajesh Ray, Tata McGraw Hill Education Pvt. Ltd

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|-----|--|
| CO1 | Student will understand business processes and computer applications across business functions |
| CO2 | The learner will be able to understand how organizations are represented in an ERP system very broadly |
| CO3 | The student will be able to understand the implementation issues and the organization's motivation for implementation such systems |
| CO4 | The learner will be able to assess the various ERP Modules |
| CO5 | The students will comprehend the implementation process and will be able to play a pivotal role in an ERP implementation. |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| UNIT 1 | ✓ | ✓ | ✓ | | |
| UNIT 2 | | | | ✓ | |
| UNIT 3 | | ✓ | | ✓ | |
| UNIT 4 | | | | | ✓ |
| UNIT 5 | | | ✓ | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO2 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO3 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO4 | | | | | | | | | ✓ | | ✓ | ✓ |
| CO5 | | | | | | | | | ✓ | | ✓ | ✓ |

OPERATIONS
SUPPLY CHAIN MANAGEMENT

| Syllabus | | | | |
|-----------------|---|--------------|------------|---------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction to Supply Chain: Understanding Supply Chain - Objectives- importance- Decision phases – Process view of a supply chain – Examples of supply chains – Supply chain performance - An overview: Competitive and supply chain strategies- Achieving strategic fit- Expanding strategic scope. | 9 | CO1 CO2 | K1, K2, K3, K4, K5, K6 |
| 2 | Drivers of Supply Chain Performance : Framework for structuring drivers- Facilities- Inventory- Transportation- Information- Sourcing- Pricing - an overview of Designing distribution network – and overview of Network Design in the Supply Chain - an overview of Network design in Uncertain Environment. | 9 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Aggregate Planning and Managing Supply- Demand and Inventory: Aggregate Planning in a Supply Chain : role- aggregate planning problem- strategies- role of IT- Implementation Responding to predictable variability in supply chain – Managing Supply – Managing Demand – Overview of managing cycle inventory- safety inventory in supply chain – an overview of determination of optimal level of product availability. | 9 | CO2 | K1, K2, K3, K4, K5, K6 |
| 4 | Sourcing and Planning Transportation Networks in Supply Chain: Sourcing decision in supply chain : Role of sourcing – in-house or outsource – Third and Fourth – Party Logistics providers – Supplier scoring and assessment – Transportation in Supply Chain : role- modes- performance characteristics – Logistics - Design options- role of IT- risk – Trade-offs in transportation design. | 9 | CO3 CO5 | K1, K2, K3, K4, K5, K6 |

| | | | | |
|---|---|---|------------|---------------------------|
| 5 | Information Technology in a Supply Chain: Information technology in a supply chain – role – framework – Customer relationship management – Internal supply chain management – Supplier relationship management – Over view of recent trends in Supply Chain: e-SRM- e-LRM- e-SCM. | 9 | CO4 CO5 | K1, K2, K3, K4, K5, K6 |
|---|---|---|------------|---------------------------|

REFERENCE BOOKS:

1. Chopra, S., Meindi, P. and Kalra, D.V., Supply Chain Management, 4th Edition, Pearson, 2010.
2. Closs, D., Bowersox, D. and Cooper, B., Supply Chain Logistics Management, 2nd Edition, Tata McGraw-Hill Education, 2007.
3. Coyle, J., Langley, J., Gibson, B. and Novack, R., A Logistic Approach to Supply Chain Management, Cengage Learning, 2009.
4. Handfield, R. and Monczka, R., Sourcing and Supply Chain Management, 5th Edition, Cengage Learning, 2012.
5. Hugos, M., Essentials of Supply Chain Management, 3rd Edition, John Wiley and Sons, 2011.
6. Liu, J., Supply Chain Management and Transport Logistics, Routledge, 2011.
7. Sinha, A. and Kotzab, H., Supply Chain Management: A Managerial Approach, Tata McGraw-Hill Education, 2011.

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|-----|--|
| CO1 | Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers |
| CO2 | Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization globally |
| CO3 | To highlight the importance of all activities of the supply chain and an understanding of concepts like inbound and outbound logistics, offshore and inshore logistics |
| CO4 | To develop skills for planning, designing the operational facilities of supply chain with the analytical and critical understanding |
| CO5 | To be Aware of advances in Supply chain management & IT |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | ✓ | | | |
| Unit 4 | | | ✓ | | ✓ |
| Unit 5 | | | | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | ✓ | ✓ | | | | | | | | | | |
| CO2 | ✓ | ✓ | | | | | | | | | | |
| CO3 | ✓ | ✓ | | | | | | | | | | |
| CO4 | ✓ | ✓ | | | | | | | | | | |
| CO5 | ✓ | ✓ | | | | | | | | | | |

LOGISTICS MANGEMENT

| Syllabus | | | | |
|-----------------|---|--------------|------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Business logistics and supply chain – importance, objectives and drivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy. | 9 | CO1 | K1, K2, K3, K4, K5, K6 |
| 2 | Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption. | 9 | CO2 | K1, K2, K3, K4, K5, K6 |
| 3 | Inventory–objectives, bullwhip effect, control - Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory. | 9 | CO3 | K1, K2, K3, K4, K5, K6 |

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|---|---|---|-----|------------------------|
| | Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse. | | | |
| 4 | Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging. | 9 | CO4 | K1, K2, K3, K4, K5, K6 |
| 5 | Organisation Structure – need and development. Organizational – Choices, Orientation and positioning. Interfunctional and interorganisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation. | 9 | CO5 | K1, K2, K3, K4, K5, K6 |

TEXT BOOKS:

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.

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1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010
2. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012.
3. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
4. Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications, 2007.
5. Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2010.

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| CO1 | Understanding of fundamentals of logistics |
| CO2 | Ability to design logistic network |
| CO3 | Ability to plan demand based on inventory and supply |

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| CO4 | Understanding the role of logistics in supply chain performance |
| CO5 | Awareness of innovations in logistics |

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|--------|-----|-----|-----|-----|-----|
| | CO1 | CO2 | CO3 | CO4 | CO5 |
| Unit 1 | ✓ | | | | |
| Unit 2 | | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | | ✓ | |
| Unit 5 | | | | | ✓ |

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|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
| CO1 | | ✓ | ✓ | | | | | | ✓ | | | ✓ |
| CO2 | | ✓ | ✓ | | | | | | ✓ | | | ✓ |
| CO3 | | ✓ | ✓ | | | | | | ✓ | | | ✓ |
| CO4 | | ✓ | ✓ | | | | | | ✓ | | | ✓ |
| CO5 | | ✓ | ✓ | | | | | | ✓ | | | ✓ |

TOTAL QUALITY MANAGEMENT

| Syllabus | | | | |
|----------|---|-------|------------|---------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Concept of Quality – Dimensions of Quality - Philosophies of Deming, Juran, Crosby, Ishikawa and Taguchi – Evolution of Total Quality – Frameworks for Quality – Baldrige Award, Deming Award, European Award, ISO 9000 – Comparison of Various Frameworks. | 9 | CO1 CO2 | K1, K2, K3, K4, K5, K6 |
| 2 | Tools and Techniques: Design Tools – Quality Planning Tools – Continuous Improvement Tools - 5S and Kaizen– Lean Concept - Six Sigma: Concepts – Steps | 9 | CO3 | K1, K2, K3, K4, K5, K6 |

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|---|--|---|-------------------|------------------------|
| | and Tools – Define, Measure, Analyse, Improve and Control (DMAIC) Methodology of Six Sigma Implementation – Define, Measure, Analyse, Design and Verify (DMADV) Methodology for High Performance Designs. | | | |
| 3 | Total Quality Management – Principles and Practices ; Customer Satisfaction – Total Employee Involvement – Total Production Maintenance – Total Quality Control – Zero Defect - Quality Assurance – Quality Circle – Quality Audit - House of quality (HOQ), building a HOQ. | 9 | CO4 | K1, K2, K3, K4, K5, K6 |
| 4 | Quality Function Deployment – Failure Mode and Effect Analysis – Taguchi Loss Function Approach and Robust Design - Seven Tools (old & new)- POKA YOKE. | 9 | CO3 CO4 CO5 | K1, K2, K3, K4, K5, K6 |
| 5 | Quality Standards: ISO 9000:2000 – Concepts – Certification Requirements – ISO 9000 in Indian Business Environment - ISO 14000: Concepts and Importance – TQM vs. Six Sigma – Lean Six Sigma – Assessing Readiness for Six Sigma - Six Sigma Certification. | 9 | CO5 | K1, K2, K3, K4, K5, K6 |

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1. Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third Edition, Pearson Education, 2011
2. Besterfield, D.H., Besterfield-Michna, C., Besterfield-Sacre, Besterfield, G.,Urdhwareshe, Total Quality Management, 3rd Edition, Pearson Education, 2010.
3. Charantimath, P., Total Quality Management, 2nd Edition, Pearson, 2011.
4. Dennis, P., Lean Production Simplified: A Plain Language Guide to the World’s Most Powerful Production System
5. Evans, J., and Lindsay, W.M., The Management and Control of Quality, 8th Edition, South Western, 2012.
6. Evans, J., Quality Management, Organization and Strategy, 6th Edition, Cengage International, 2011.

7. George, M.L., Lean Six Sigma, Tata McGraw-Hill Education, 2002.
8. Imai, M., Gemba Kaizen: A Commonsense, Low-Cost Approach to Management, Tata McGraw-Hill Education, 2011.
9. Montgomery, D., Statistical Quality Control – A Modern Introduction, 6th Edition, Wiley India Pvt. Ltd., 2010.
10. Oakland, J., TQM: Text with Cases, 3rd Edition, Routledge, 2003.
11. Pyzdek, T. and Keller, P., The Six Sigma Handbook, 3rd Edition, Tata McGraw-Hill Education Pvt. Ltd, 2010.
12. Urdhwarsh, H., Six Sigma for Business Excellence: Approach, Tools and Application, Pearson, 2010.

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| CO1 | Understanding the evolution of Quality management |
| CO2 | Understanding of quality philosophies and practices |
| CO3 | Ability to apply statistical process control to enhance quality. |
| CO4 | Ability to apply quality tools to enhance organization's quality performance |
| CO5 | Awareness of quality management systems. |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | | | ✓ | | |
| Unit 3 | | | | ✓ | |
| Unit 4 | | | ✓ | ✓ | ✓ |
| Unit 5 | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | | | ✓ | | | | | ✓ | ✓ | | | ✓ |
| CO2 | | | ✓ | | | | | ✓ | ✓ | | | ✓ |
| CO3 | | | ✓ | | | | | ✓ | ✓ | | | ✓ |
| CO4 | | | ✓ | | | | | ✓ | ✓ | | | ✓ |
| CO5 | | | ✓ | | | | | ✓ | ✓ | | | ✓ |

OPERATIONS STRATEGY

| Syllabus | | | | |
|----------|--|-------|-----------------|-----------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | <p>INTRODUCTION TO OPERATIONS STRATEGY</p> <p>Meaning of Operations Strategy - Concept - Definition - Importance and Linkage with Corporate Strategy, Strategies, Values and Services in Operations Management. Operations Strategy Formulation - Hill framework for Operations Strategy Formulation. Strategic Fit - Concept - Classification - A framework for Operations Strategy in Manufacturing.</p> | 9 | CO1 | K1,K2,K3, K4,K5,K6 |
| 2 | <p>METHODOLOGY FOR DEVELOPING OPERATIONS STRATEGY</p> <p>Value as business concept - strategic issues in manufacturing - Value Chain concept Focus, core competence and distinctive capabilities - stake holders & strategy, Checking markets, Outcome of Market debate - Linking manufacturing to Markets - strategic integration - why products sell in the markets - Order Winners, Order Qualifiers.</p> | 9 | CO2 | K1,K2,K3, K4,K5,K6 |
| 3 | <p>OPERATIONS STRATEGY IMPLEMENTATION</p> <p>Technology strategy Issues in New Product development Time to market - strategic nature of process - Business implication of Process choice - Hybrid Process. Change management and Sustainability procedure - company or plant based profiles - decisions for product reallocation - downsizing - Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives - Focused manufacturing - Product or process focus - Lean concept in operation strategy.</p> | 9 | CO3 | K1,K2,K3, K4,K5,K6 |
| 4 | <p>STRATEGIC RESOURCE MANAGEMENT</p> <p>Strategic Resource Management - Concept - Importance, issues involved - organizational issues operational approaches to improving, delivery system. Controlling operations - key</p> | 9 | CO4 , CO5 | K1,K2,K3, |

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|---|---|---|-----|-----------------------|
| | performance Indicators, PQCDMS (Productivity, Quality, Cost, Delivery Time, Safety, Morale). | | | K4,K5,K6 |
| 5 | ROLE OF TECHNOLOGY IN OPERATIONS STRATEGY Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making. | 9 | CO6 | K1,K2,K3, K4,K5,K6 |

REFERENCES:

1. Nigel Slack , Mike Lewis, Operations Strategy, Pearson, 5th Edition, 2017.
2. Terry Hill, Alex Hill, Operations Strategy Design, Implementation and Delivery, Red Globe Press publications, 2017.
3. Nigel Slack, operations strategy, Pearson, 2nd Edition, 2013.
4. Michel Leseure, Key Concepts in Operations Management, SAGE Publication, 2010.
5. Jan A. Van Mieghem, Operations Strategy Principles and Practice, Library of Congress Cataloging-In-Publication Data, 2008
6. operations strategy, Walters, David. Palgrave Macmillan publishers
7. Value Stream Management, Tapping, Don et al. Productivity Press – 2002
8. World Class Manufacturing, Schonberger, Free Press – 2008

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| CO1 | Understand the fundamentals of operations strategy |
| CO2 | Evaluating the various methodologies in operations |
| CO3 | Implement the strategies in organizational issues |
| CO4 | Determine the various lean manufacturing techniques operationally |
| CO5 | Align the strategic resource management |
| CO 6 | Analyze and improve the role of technology in operations strategy |

| | CO1 | CO2 | CO3 | CO4 | CO5 | CO 6 |
|--------|-----|-----|-----|-----|-----|------|
| Unit 1 | ✓ | | | | | |
| Unit 2 | | ✓ | | | | |
| Unit 3 | | | ✓ | | | |
| Unit 4 | | | | ✓ | ✓ | |
| Unit 5 | | | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| CO1 | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| CO2 | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| CO3 | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| CO4 | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |

INVENTORY MANAGEMENT

| Syllabus | | | | |
|-----------------|--|--------------|---------------------|------------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Introduction: Meaning of Inventory, functions, types of inventories, classification of inventories, factors affecting inventory control, advantages and disadvantages of inventory. Material Identification and Stores Systems Introduction, Material Identification, Codification, Standardization, Material Receiving, Inspection and Claims, Warehousing, Receipt System, Preservation of Materials: Labeling and Packaging, Issuing of Material. | 9 | CO1, CO2, CO4 | K1,K2,K3, K4,K5,K6 |
| 2 | Inventory Management and Control: Objectives, Inventory control concept, Inventory cost concept, Inventory control techniques: ABC Analysis, HML Analysis, FSN, VED Analysis, Material Requirement Planning (MRP), MRP Objectives & Methods, MRP System Components, Limitations and Advantages of MRP, Inventory control models: Static and dynamic control models, Lead-Time Analysis. | 9 | CO3 | K1,K2,K3, K4,K5,K6 |
| 3 | Requirement of Material: Safety and Buffer Stock, Standard order quantity, Factors affecting Stock levels, Maximum and Minimum Level, Re-order level, Perpetual Inventory System, Lead Time, Economic Order Quantity (EOQ) with & without shortage, BASIC EOQ Model, EOQ under fluctuating demand, | 9 | CO3 | K1,K2,K3, K4,K5,K6 |

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| | feedback inventory information system, economic production quality, FOQ and FOC System. | | | |
| 4 | Purchasing Management: Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management, Investing Styles and Behavioral Finance. Introduction, Material Handling, Types of Material Handling Equipment, Scrap, Surplus and Obsolete Material, Transportation Functionality and Principles, Transportation Economics Concepts, Transportation Infrastructure Providers. | 9 | CO2, CO3, CO4 | K1,K2,K3, K4,K5,K6 |
| 5 | Materials Management & Warehouse Management: Just in Time (JIT) and Inventory Management, Inventory checking and Accounting, ERP and Inventory Management, Store Management: objectives, receiving procedures and control, identification of materials, storing of materials, Stores location and layout, stores documentation, preservation, Issue control, Stock Valuation & Verification. | 9 | CO4 | K1,K2,K3, K4,K5,K6 |

REFERENCES:

1. Inventory Management by R.S. Chaddha
2. Inventory Management by D. Chandra Bose
3. Inventory Management, Principles & Practices by P Narayan & Jaya Subramanian
4. Prof. L. C. Jhamb, "Materials & Logistic Management", Everest Publications, 2005
5. K. Datta, Materials Management: Procedures, Text and Cases, PHI Learning Pvt. Ltd., 2008

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| CO1 | To understand the Fundamentals of Inventory and analyze on Store Systems |
| CO2 | To know the various concepts and techniques involved in Inventory Control |
| CO3 | To understand the various factors affecting stock levels |
| CO4 | To get an exposure on Materials management and Ware house management |

| | CO1 | CO2 | CO3 | CO4 |
|--------|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | ✓ |
| Unit 2 | | | ✓ | |
| Unit 3 | | | ✓ | |
| Unit 4 | | ✓ | ✓ | ✓ |
| Unit 5 | | | | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| CO2 | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| CO3 | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| CO4 | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |

START-UP MANAGEMENT

| Syllabus | | | | |
|----------|--|-------|----------|--------------------|
| Unit | Content | Hours | Cos | Cognitive Level |
| 1 | Entrepreneur and Entrepreneurship - Evolution of the Concept of Entrepreneur – Characteristics of an Entrepreneur – Distinction Between an Entrepreneur and a Manager – Functions of an Entrepreneur – Types of Entrepreneurs – Concept of Entrepreneurship – Functions – Problems – Entrepreneurial Process – Growth of Entrepreneurship in India – Recent Trends of Women Entrepreneurship – Meaning and Need for Rural Entrepreneurship – Problems and Development of Rural Entrepreneurship. | 9 | CO1, CO2 | K1,K2,K3, K4,K5,K6 |
| 2 | Startup opportunities: The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup – Ideation- Venture Choices – The Rise of The startup Economy -The Six | 9 | CO1, CO2 | K1,K2,K3, K4,K5,K6 |

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| | Forces of Change – The Startup Equation- The Entrepreneurial Ecosystem -Entrepreneurship in India. Government Initiatives. | | | |
| 3 | Institutional finance to entrepreneurs-Commercial Banks – Other Major Financial Institutions such as IDBI – IFCI – IIBI – LIC – UTI – NABARD – SFCs – SISI – SIDCs – SIDBI and EXIM Bank – Need for Institutional Support to Entrepreneurs – Role of NSIC – SSIB – SSICs – MSMEDI – DICs – Industrial Estates – Specialized Institutions and TCOS-Micro Finance Institutions | 9 | CO3 | K1,K2,K3, K4,K5,K6 |
| 4 | Venture Capital Financing Concept and Features – Need – Relevance and Development of Venture Capital Funds – Structure and Regulatory Framework of Venture Capital Financing in India – Investment Process and Evaluation – Conventional Valuation Method – The First Chicago Method – Revenue Multiplier Method – Structuring Venture Capital Financing – Investments Nurturing Methodologies – Valuation of Venture Capital Portfolio – Performance of TDICI and Other Venture Capital Firms in India – Exit Strategies of Venture Capital Financing – Policy Imperatives of VCF Development in India – Role of Private Equity. | 9 | CO3, CO5 | K1,K2,K3, K4,K5,K6 |
| 5 | Startup Survival and Growth: 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. Support for growth and sustainability of the venture. | 9 | CO4, CO5 | K1,K2,K3, K4,K5,K6 |
| REFERENCES: | | | | |
| <ol style="list-style-type: none"> 1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016. 2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010. | | | | |

3. S.R. Bhowmik and 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 Entrepreneurs Road Map, 2e, Routledge, 2017.

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| CO1 | To know about various Startup opportunities |
| CO2 | To understand Legal and other requirements for new ventures |
| CO3 | To understand various Financial Issues of startups |
| CO4 | To identify Sustainability and growth of startups |
| CO5 | To know about various Exit strategies |

| | CO1 | CO2 | CO3 | CO4 | CO5 |
|--------|-----|-----|-----|-----|-----|
| Unit 1 | ✓ | ✓ | | | |
| Unit 2 | ✓ | ✓ | | | |
| Unit 3 | | | ✓ | | |
| Unit 4 | | | ✓ | | ✓ |
| Unit 5 | | | | ✓ | ✓ |

| | PSO 1 | PSO 2 | PSO 3 | PSO 4 | PSO 5 | PSO 6 | PSO 7 | PSO 8 | PSO 9 | PSO 10 | PSO 11 | PSO 12 |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| CO1 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| CO2 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| CO3 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| CO4 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| CO5 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

CERTIFICATE COURSE

Intellectual Property

Unit 1: Introduction to Intellectual Property Rights.

Unit 2: Basics of Indian Copyright Law.

Unit 3: Basics of Indian Trademarks Law.

Unit 4: Basics of Geographical Indications Laws in India.

Unit 5: Basics of Indian Patents Law.

Books

- 1) Law Relating To Intellectual Property Rights, V K Ahuja, LexisNexis
- 2) Intellectual Property Laws, Professional Book Publishers

7. Teaching-Learning Process/ Methodology (TLM):

The teaching-learning process should be aimed at systematic exposition of basic concepts so as to acquire knowledge of Business Administration in a canonical manner. In this context, applications of Business Administration and linkage with the theory constitute a vital aspect of the teaching-learning process. The course offers many modes of learning and assessment methods. Students have great freedom of choice of course which they can study. The various components of teaching learning process are summarized in the following heads.

- a. Class room Lectures: The most common method of imparting knowledge is through lectures. There are diverse modes of delivering lectures such as through blackboard, power point presentation and other technology aided means. A judicious mix of these means is a key aspect of teaching-learning process.
- b. Tutorials: To reinforce learning, to monitor progress, and to provide a regular pattern of study, tutorials are essential requirements. During these tutorials, difficulties faced by the students in understanding the lectures, are dealt with. Tutorials are also aimed at solving problems associated with the concepts discussed during the lectures.
- c. Choice based learning/Open elective: LOCF in this postgraduate programme provides great flexibility both in terms of variety of courses and range of references in each course.
- d. Field based learning: Students may enhance their knowledge through field based learning while understanding the practical importance.
- e. Textbooks learning: A large number of books are included in the list of references of each course for enrichment and enhancement of knowledge.
- f. E-learning: Learner may also access electronic resources and educational websites for better understanding and updating the concepts.
- g. Self-study materials: Self-study material provided by the teachers is an integral part of learning. It helps in bridging the gaps in the classroom teaching. It also provides scope for teachers to give additional information beyond classroom learning.
- h. Assignment/Problem solving: Assignments at regular intervals involving applications of theory are necessary to assimilate basic concepts of courses. Hence, it is incumbent on the part of a learner to complete open-ended projects assigned by the teacher.
- i. Internships: The teaching-learning process needs to be further supported by other activities devoted to subject-specific and interdisciplinary skills, summer and winter internships. During these internships it is expected that a learner will interact with experts and write a report on a topic provided to the learner.

- j. Industrial visits: Industrial visits offer an opportunity to observe applications of scientific concepts. These visits also give an opportunity to realize the power of mathematical ideas and their translation in problem solving.
- k. Training programmes: Training programmes organized by various agencies/institutes provide an opportunity to learn various dimensions of courses.

8. ASSESSMENT:

A range of assessment methods which are appropriate to test the understanding of various concepts of courses will be used. Various learning outcomes will be assessed using time-bound examinations, problem solving, assignments and viva-voce examination. For various courses in this programme, the following assessment methods shall be adopted:

- i. Scheduled/unscheduled tests
- ii. Problem solving sessions aligned with classroom lectures
- iii. Practical assignments
- iv. Semester end comprehensive examination

9. KEY WORDS:

LOCF, Course Learning Outcomes, Employability, Communication Skills, Critical Thinking, Entrepreneurship, Problem Solving and Analytical skills.