



Mohamed Sathak Department of Management Studies

MS-DoMS

Creating innovative thinkers and global leaders

Mohamed Sathak - Department of Management Studies (MS-DoMS)

Creating innovative thinkers and global leaders

Curriculum and Syllabus

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30	Supply Chain Management	Elective Course	
31	Principles and Practice of Logistics Management	Elective Course	
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33	Leadership and Team Building Skills	Soft Skills - III	
34	Computing Skills	Soft Skills -IV	
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Vision

To enhance management discipline and create innovative thinkers within a global environment who are responsible business leaders.

Mission

To integrate management and technology to strengthen our position as a premier, all-inclusive management institution and expand our reputation throughout the world for high-quality educational opportunities.

To impart innovative concepts and insightful analysis to students through academic study, instruction, and professional and volunteer work.

Motto

Creating innovative thinkers and global leaders

Value

A culture of accountability and respect for one another will direct our efforts.

We provide challenging academic programmes in a range of specialisations, preparing our students for rewarding employment in their fields of interest.

Our goal is to develop corporate leaders who are responsible, moral, civic-minded, and valuable members of their communities.

We are committed to giving students with various backgrounds and abilities opportunity and assistance.

By supporting innovative projects and business endeavours that involve and profit the many stakeholders in our management department, we foster an entrepreneurial culture.

Program Specific Outcomes:

PSO1 – Placement: To develop students with industry specific knowledge & skills added with right attitude towards becoming a successful professional in corporate world and in Public sector units.

PSO 2 - Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

PSO3 – Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

PSO 4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.

PSO 5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

Program Outcomes:

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

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

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

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

PO5: Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a

team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

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

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

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

APPENDIX - (i)11(R)
UNIVERSITY OF MADRAS
MASTER OF BUSINESS ADMINISTRATION (FULLTIME)
Choice Based Credit System
REVISED REGULATIONS
(w.e.f. 2022-2023)

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Management Principles and Business Ethics	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.										
C2	To provide insights on Planning & Decision Making										
C3	To throw light on Organizing, Managing Change and Innovation										
C4	To elucidate on Leadership, Communication and Controlling.										
C5	To create awareness and importance of Business Ethics and Social Responsibility.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Nature of Management– Concepts and Foundations of Management- Managerial Functions- Management Skills- The Evolution of Management Thought– Tasks of a Professional Manager– Organizational Culture- Environment– Systems Approach to Management – Levels in Management – Disaster Management							12	C1		
II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations –Short Term and Long-Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models							12	C2		

III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization– Interdepartmental Coordinator–emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design– Mechanistic vs. Adoptive Structures– Formal and Informal Organization. Span of control–	12	C3
	Pros and Cons of Narrow and Wide Span of Control–Optimum Span -Managing Change and Innovation.		
IV	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control– Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards– Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –	12	C4
V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and-CSR Models.	12	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8	
CO2	Possess knowledge on planning & decision making.	PO1, PO2	
CO3	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7	
CO4	Learn leadership, communication and controlling skills.	PO4, PO5	
CO5	Have better understanding on business ethics and social responsibility.	PO3, PO8	
Reading List			
1.	https://deb.ugc.ac.in		
2.	http://www.managementconcepts.Com		
3.	International journal of Management Concepts and Philosophy		
4.	Journal of Management, Sage Publications		
References Books			
1.	Certo, S C. and Certo, T, Modern Management, 13 th Edition, Prentice Hall, January 2014.		
2.	Griffin, R. W., Management, 11 th Edition, South-Western College Publication, January 2018.		
3.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 th Edition, Tata McGraw Hill Education Private Ltd., July 2020		
4.	Mukherjee, K., Principles of Management, 2 nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009		
5.	Robbins, S and Coulter, M, 11 th Edition, Management, Prentice Hall, 11 th edition, January 2012		

6.	Shaikh Ubaid, Disaster Management, Technical publications, 1 st edition, 2020

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

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

III	Data Preparation and Analysis: Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis - Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson’s Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.	15	C3
IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7	
CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6	
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6	
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6	
CO5	Be able to present orally their research or a summary of another’s research in an organized, coherent, and compelling fashion.	PO4, PO6	
Reading List			
1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf		
2.	https://study.com/academy/topic/probability.html		
3.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview		
4.	https://hbr.org/1964/07/decision-trees-for-decision-making		
References Books			
1.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017		

2.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill,12th Edition, 2012.										
3.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.										
Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Managing Organizational Behaviour	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
C2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
C3	To throw light on Group Dynamics and Interpersonal Communication										
C4	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
C5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour							12	C1		
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory -							12	C2		

	<p>social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit.</p> <p>Perception: Meaning Process – Factors influencing perception – Attribution theory</p> <p>Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications.</p> <p>Attitudes and Values:– Components, Attitude – Behaviour relationship, formation, values.</p> <p>Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.</p>		
III	<p>Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making</p> <p>Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication</p>	12	C3
IV	<p>Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and</p> <p>Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics.</p> <p>Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.</p>	12	C4
V	<p>Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture.</p> <p>Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.</p>	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Possess the knowledge on the basic concepts of managing Organisational Behaviour in order to aid in understanding how an men behave in an organization	PO4	
CO2	Possess knowledge on Individual Differences,	PO3, PO6	

	perception, learning, Attitudes values and motivation	
CO3	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO5
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organisation.	PO6, PO8

Reading List

1.	www.himpub.com
2.	https://iedunote.com/organisational-behaviour
3.	www.yourarticlelibrary.com/organisation/
4.	Journal of Organizational Behaviour – wiley Online Library

References Books

1.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017
2.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill, 12th Edition, 2012.
3.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.

4.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
5.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
6.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.

Methods of Evaluation

Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons

Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M				
CO 2			S			S		
CO 3		S		S	S			
CO 4					S			
CO 5						S		M

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Accounting For Managers	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
C2	To enable the students to prepare, analyses and interpret financial statements										
C3	To acquaint the students with the tools and techniques of financial analysis										
C4	To enable the students to take decisions using management accounting tools.										
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
UNIT	Details							No. of Hours	Course Objectives		
I	Financial Accounting–Meaning-Objectives-functions. Branches of Accounting: Financial, Cost and Management Accounting- Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS							12	C1		

II	Financial Statement Analysis-Objectives-Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement- Statement of Changes in Working Capital- Preparation of Fund Flow Statement- Cash Flow Statement Analysis-Distinction between Fund Flow and Cash Flow Statement–problem.	12	C2
III	Marginal Costing-Definition- distinction between marginal costing and absorption costing – Breakeven point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key Factor analysis, make or buy decisions, export decision, sales mix decision-Problems.	12	C3

IV	Budget, Budgeting, and Budgeting Control - Types of Budgets – Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.	12	C4
V	Cost Accounting: meaning–Objectives- Elements of Cost–Cost Sheet (Problems) – classification of cost– Cost Unit and Cost Centre – Methods of Costing– Techniques of Costing. Standard costing and variance analysis Reporting to Management– Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.	12	C5
Total		60	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6
CO2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7
CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7
CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8

Reading List	
1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management

References Books	
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5 th Edition, Pearson, 2016.
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8 th Edition, Tata McGraw Hill Education

	Pvt.Ltd., 2021.
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S.N. Corporate Management Consultants Private Limited
4.	Hornngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16 th Edition, Pearson, 2013
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6.	Rustagi, R.P., Management Accounting, 2 nd Edition, Taxmann Allied Services Pvt. Ltd., 2011

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Managerial Economics	Core	4	-	-	-	4	4	25	75	100
Course Objectives											
C1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.										
C2	To understand the concept of utility and demand analysis and demand forecasting										
C3	To know about production function and market structure										
C4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions– the Incremental Concept, Marginalism, Equimarginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle-Micro and Macro Economics.							12	C1		

II	Utility Analysis and the Demand Curve: Elasticity of Demand-Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium	12	C2
III	The Production Function: Production with One Variable Input – Law of Variable Proportions– Production with Two Variable Inputs– Production Isoquants– Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition –Monopoly, Duopoly, Monopolistic Competition–Pricing Methods.	12	C3
IV	Macro Economic Variables – National Income-Concepts – Gross Domestic Product, Gross	12	C4

	National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies–Role of Economic Policy–Indian Economic Planning		
V	Commodity and Money Market: Demand and Supply of Money–Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards ForeignCapital and Foreign Collaborations –Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-IndustrialPolicy in India and its effects on growth.	12	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4	

CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7
CO3	Have better idea and understanding about production function and market structure	PO6, PO7
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7

Reading List

1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857
4.	The Indian Economic Journal - SAGE Journals

References Books

1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand &

	Sons, 2014.
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 th Edition (2021)
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 th Edition, 2020.

Methods of Evaluation

Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
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Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
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Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Entrepreneurship Development	Extra Disciplinary	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To introduce students to entrepreneurship and its growth in India.										

C2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.		
C3	To orient the students on new venture creation		
C4	To enable students to prepare a feasible business plan		
C5	To give inputs on various types of financing available for new ventures.		
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	9	C1
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	9	C2
III	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: Marketing Methods – Pricing Policy and Distribution Channels	9	C3
IV	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; Start-ups and e-commerce Start-ups. Business Model Canvas	9	C4
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to know about growth of entrepreneurship in India	PO4, PO7	
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8	

CO3	Obtain knowledge on new venture creation	PO6, PO7
CO4	Be able to prepare a business plan	PO7, PO8
CO5	Gian knowledge on various types of financing available for new ventures.	PO7, PO8

Reading List

1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf
2.	https://www.cengage.com/highered
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum
4.	The International Journal of Entrepreneurship and Innovation

References Books

1.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018 Pearson
2.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
3.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
4.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
5.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
6.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.

Methods of Evaluation

Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate	Longer essay/ Evaluation essay, Critique or justify with pros and cons

(K5)	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills I - Executive Communication	Soft Skills	-	-	Y	-	2	2	40	60	100
Course Objectives											
C1	To acquire communication awareness they are going to get for the industry.										
C2	To make the customer realize that you can provide them with information and other essential things										
C3	To explore the skill of writing business proposals										
C4	To develop a plan for the meetings and interviews										
C5	To analyze the skills required for non-verbal communication										
UNIT	Details							No. of Hours	Course Objectives		
I	UNIT 1- Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.							6	C1		
II	UNIT 11- Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries,							6	C2		
	Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.										
III	UNIT III- Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.							6	C3		

IV	UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	C4
V	UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts, Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5
Total		30	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6
CO2	Development of skills on developing Business Correspondence	PO4, PO6
CO3	Development of skills on preparing Business Reports and Proposals	PO4, PO6
CO4	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6
CO5	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6

Reading List

1.	https://www.skillsyouneed.com/ips/communication-skills.html
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers
3.	http://skillopedia.com
4.	https://www.habitsforwellbeing.com/9-effective-communication-skills

References Books

1.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.
2.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
3.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.
4.	Chaturvedi, Business Communication, Person, 2 edition, 2011
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

First Year – Second Semester

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Legal Systems in Business	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To create knowledge and understanding on law of contracts										
C2	To describe about sale of goods and Negotiable instrument act										
C3	To have an overall understanding about partnership act and company law.										
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
UNIT	Details							No. of Hours	Course Objectives		

I	<p>The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration –</p> <p>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 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.</p>	12	C1
II	<p>Sale of Goods Act: Definition of a Sale and a Contract of Sale</p> <p>–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.</p> <p>Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes–Definition and Characteristics</p>	12	C2
III	<p>Partnership Act: Evolution–Definition of Partnership–Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners –Dissolution.</p> <p>Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity –</p>	12	C3
	<p>Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies– General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus– Management of Companies -General Idea of Management of Companies – Officers, Meetings – Resolution – Account and Audit– Winding up of Companies– General Idea ofthe Different Modes of Winding Up.</p>		

IV	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules- RTI Act 2005.	12	C4
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008- Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	12	C5
Total		60	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have knowledge on understandings on law of contract.	PO4, PO6, PO7
CO2	Know the sale of Goods & Negotiable instrument act.	PO6
CO3	Have understandings on partnership and company law	PO6, PO7
CO4	Have familiarize with various labour laws.	PO5, PO6, PO7
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8

Reading List

1.	http://www.legalserviceindia.com/article/
2.	http://www.freebookcentre.net/Law/Law-Books.html
3.	https://www.mooc-list.com/course/business-law-wma
4.	https://ilj.law.indiana.edu/

References Books

1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.
5.	Intellectual Property Laws, Universal Law Publishing, 2012.
6.	Daniel Albuquerque, Legal systems in Business, Oxford University Press India, 2 nd Edition, 2015.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

									—	Marks
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Subject Code	Subject Name		L	T	P	O			CIA	External	Total
	Applied Operations Research	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
C3	To learn about various methods adopted in transportation and Assignments models.										
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
C5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Overview of operations research–Origin–Nature, scope & characteristics of OR– Models in OR– Application of operations research in functional are as of management							08	C1		
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem - Graphical method – Simplex method – Artificial variable -- Primal & Dual.							12	C2		
III	Transportation problem: Basic Solution - North/West corner Solution, LCM, VAM, Matrices method – Optimal Solution - Stepping stone method- Vogel’s approximation method-Modimethod– Degeneracy- Imbalance matrix. Assignment model: Hungarian method-Traveling sales men problem.							12	C3		
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models - Replacement model – Sequencing - Brief Introduction to Queuing models. Networking - Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.							18	C4		
	Scheduling.										

V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points– Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6	
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7	
CO3	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7	
CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7	
CO5	Be imparted knowledge on the various methods of game model	PO2, PO7	
Reading List			
1.	www.cbom.atozmath.com		
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_gt.pdf		
3.	http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf		
4.	https://www.journals.elsevier.com/operations-research-perspectives		
References Books			
1.	Anderson,D.R.,Sweeney,D.J., Williams,T.A.andMartin,K.,AnIntroduction toManagementScience:QuantitativeApproachtoDecisionMaking,14 th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019		
2.	Gupta,P.K., and Comboj, Introduction to Operations Research, S.Chand, 2014		
3.	Hiller,F.,Liebermann,NagandBasu,IntroductiontoOperationsResearch,11 th Edition Paperback, TataMcGraw-HillPublishing Co.Ltd., 2021		
4.	Khanna,R.B.,QuantitativeTechniquesforManagerialDecisionMaking,3 rd Edition - Paperback, New Age International Publishers, 2018		
5.	Taha,H.A., OperationsResearch:AnIntroduction,10 th Edition,Pearson, 2019		
6.	Vohra,N.D., Quantitative Techniques in Management, 5 th Edition,TataMcGrawHillEducationPvt.Ltd.,2017.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test		25 Marks
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination		75 Marks

	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Resource Management	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To embark importance of HRM role, functions and need										
C2	To assimilate theoretical and practical implications of HRP										
C3	To critically use appropriate training tools										
C4	To analyze and implement an effective performance management										
C5	To extrapolate and design compensation management techniques										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.							12	C1		
II	Human Resource Planning (HRP): Human Resources Planning: Long- and Short-term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attritionrate- Attrition and retention management							12	C2		

III	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.	12	C3
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IV	Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	
V	Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP- Financial and non-financial incentives, Productivity– linked Bonus, Compensation Criteria, Rewards and Recognition.	
Total		
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Gain an understanding of HRM policies and importance.	
CO2	Implement appropriate HRP in workplace.	
CO3	Apply feasible Training method and manage career progressions.	
CO4	Demonstrate managing performance of human resources.	
CO5	Design and justify compensation framework.	
Reading List		
1.	https://businessjargons.com/performance-management.html	
2.	https://www.hr-guide.com/data/G400.htm	
3.	https://www.managementstudyguide.com/training-development-hr-function.htm	
4.	https://www.tandfonline.com/toc/rjih20/current	
References Books		
1.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 th Edition, Pearson India Pvt. Ltd., 2020.	
2.	Ashwathappa, K., Human Resource Management, 9 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.	
3.	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 th Edition, Wiley India Pvt. Ltd., 2015.	
4.	Ivanecovich, J.M., Human Resource Management, 12 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.	
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 th Edition 2019.	

6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 th Edition 2017.	
Methods of Evaluation		
	Continuous Internal Assessment Test	
	Assignments	

Internal Evaluation	Seminars	25 Marks
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Marketing Management	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
C2	To provide with opportunities to analyze marketing activities within the firm.										
C3	To analyze and explore the buyer behavior pattern in marketing situations.										
C4	To understand the branding, pricing and strategies in marketing a product.										
C5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services - Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing -E-Rural Marketing - International Marketing - Industrial Marketing.							12	C1		
II	Strategic Marketing – Marketing Management Process –Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment MarketingResearch as an Aidto Marketing, Marketing Research Process– Sales Forecasting-Techniques. Marketing Tactics, The Mix Service and Retail Marketing.							12	C2		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation-Marketing Analytics							12	C3		

IV	Buyer Behaviour: Factors Influencing Consumer Behaviour–Buying situation– Buying Decision Process– Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning– Competitive Marketing Strategies. Customer Life Cycle-Customer Lifetime Value, Product Portfolio Management.	12	C4
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling– New Product Development and Product Life Cycle Strategies, Pricing– Pricing Strategies and approaches. Promotion Decisions: Promotion Mix – Integrated Marketing Communication - Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management– Vertical, Horizontal and Multi-Channel Systems Consumer Protection– Awareness of Consumer Rights in the Market Place.	12	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7	
CO2	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6	
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7	
CO4	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7	
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8	
Reading List			
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/		
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html		
3.	https://www.ama.org/ama-academic-journals/		
4.	https://www.emerald.com/insight/publication/issn/0736-3761		
References Books			

1.	Philip Kotler and Keven Lane Keller , Marketing Management, 15 th Edition, Pearson, 2015	
2.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 th Edition, Pearson, 2022	
3.	Warren J. Keegan , Global Marketing Management, 8thEdition, Pearson, 2017.	
4.	Mullins,MarketingManagement:AStrategicDecisionMakingApproach, 7 th Edition,McGraw-Hill,2010.	
5.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.	
6.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 st Edition, 2017	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

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

III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for	12	C3
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	Maintenance.		
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
Total		60	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7

Reading List	
1.	www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf

3.	https://www.emerald.com/insight/publication/issn/0144-3577
4.	https://www.inderscience.com/jhome.php?jcode=ijaom
References Books	
1.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
2.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
3.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2 nd Edition, Himalaya Publishing House, 2021.
4.	Mahadevan B, Operations Management Theory and Practice, 3 rd Edition, Pearson Education, 2015.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 rd Edition,

	McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1 st Edition, Wiley, 2022.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Financial Management	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
C2	To create awareness on the various investment techniques on the investment decision making.										
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
UNIT	Details							No. of Hours	Course Objectives		

I	Introduction: Financial management: Definition and scope – objectives of Financial Management– Profit Maximization-wealth maximization- functions and role of finance manager. Sources of finance–short term–Bank Sources–Long term – Shares – Debentures – Preferred stock – Debt:Hire purchase, Leasing, Venture Capital– Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.	12	C1
II	Investing Decision-Capital Budgeting Process– Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money-DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return-Problems-Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.	12	C2
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital –Cost of debt – Cost of preference – Cost of retained earnings – weighted average cost of capital. EBIT- EPS Analysis-Operating Leverage- Financial Leverage-problems.	12	C3

IV	Capital structure-Factors influencing capital structure- optimal capital structure - capital structure theories –Net Income Approach –Net Operating Income (NOI)Approach–Modigliani-Miller(MM)Approach–Traditional Approach–Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends Dividend policy general, determinants of dividend policy.	12	C4
V	Working Capital Management- Definition and Objectives- Working Capital Policies- Factors affecting Working Capital requirements- Forecasting Working Capital requirements (problems) - Cash Management – Receivables Management and-Inventory Management- Working Capital Financing- Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	12	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7	
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			
1.	S.N.Maheswari, FinanacialManagement, Sulthan Chand & Sons, 15 th Edition, 2019		
2.	I.M.PandeyFinancialManagement, VikasPublishingHousePvt.Ltd., 11th edition, 2018.		

3.	VanHorne,J.C.,FinancialManagementandPolicy,13 th Edition,Pearson,2015.
4.	PrasannaChandra,FinancialManagement,10thedition,TataMcGrawHill,2019

5.	Periasamy,P.,FinancialManagement,4thEdition,TataMcGraw-HillEducationPvt.Ltd.,2017.	
6.	Brigham,E.F.andEhrhardt,M.C.,FinancialManagement:TheoryandPractice,14 th Edition, 2015.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	International Business	Extra Disciplinary	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
C3	To throw light on international trade theories and the management of business functional operations in an international context.										
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
C5	To know about regional economic integration and contemporary issues in international business.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Introduction to International Business: Importance, nature and scope of International business- International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.							9	C1		

II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.	9	C2
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA- Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).	9	C3
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports	9	C4
	by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.		

V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract-Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure forexport of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	C5
Total		45	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7

CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7
CO3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7
CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
CO5	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8

Reading List

1.	www.internationalbusinesscorporation.com
2.	www.business-ethics.org
3.	https://www.jstor.org/journal/jintebusistud
4.	Journal of International Business and Management (JIBM)

References Books

1.	International Business: Competing in the Global Marketplace (SIE) 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2.	International Business Fourth Edition By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills II - Business Etiquette	Soft Skills	-	-	Y	-	2	2	40	60	100
Course Objectives											
C1	To analyze the Business etiquette at workplace										
C2	To determine the Principles of exceptional work behavior										
C3	To explore Tech etiquette in using various telecommunication devices and channels										
C4	To successfully handle Multi-cultural challenges										
C5	To ascertain sensitivity to new and emerging issues in etiquette										
UNIT	Details							No. of Hours	Course Objectives		

I	<p>Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words</p> <p>Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people-Greeting Components- The protocol of shaking hands-Introductions - Introductory scenarios - Addressing individuals.</p>	6	C1
II	<p>Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints.</p> <p>Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.</p>	6	C2
III	<p>Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients</p> <p>Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines</p>	6	C3

IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users	6	C4
	Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.		
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.	6	C5
	Total	30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn using business etiquette at work place	PO4, PO6, PO7	
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noulas: HarperCollins		
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.		

4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Second Year - Third Semester

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Strategic Management	Core	Y				4	4	25	75	100
Course Objectives											
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.										
C2	To provide insights on how business is responsible socially and ethically.										
C3	To highlight on the environmental analysis framework.										
C4	To throw light on strategic formulation and strategic choice.										
C5	To understand strategic implementation and strategic control.										
UNIT	Details						No. of Hours	Course Objectives			
I	Introduction: Strategy– Strategic Management Process– Developing a Strategic Vision–Mission- Setting Objectives–Strategies and Tactics– Importance of Corporate Strategy–the7S Framework–Corporate Governance–						12	C1			
	Board of Directors: Role and Functions– Board Functioning– Top Management: Role and Skills.										
II	Corporate Policy and Planning in India: Importance–Characteristics–Objectives- Policy Formulation and Development– Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility.						12	C2			
III	Environmental Analysis: Environmental Scanning – Industry Analysis – The Synthesis of External Factors -Internal Scanning – Value Chain Analysis –SWOT Audit– Scenario planning-Creating an Industry Matrix.						12	C3			

IV	Strategy Formulation and Analysis: Strategy Formulation–Strategic Factors Analysis Summary Matrix (SFAS)Portfolio Analysis – Business Strategy-TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS	12	C4
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V	Strategy Implementation: Strategy Implementation-Corporate Culture–Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications–Strategic Leadership Strategic Control: Measurement in Performance-Problems in Measurement of Performance- Strategy Audit- Strategic Control Process –Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management– Future of Strategic Management–Strategic Information System.	12	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to frame vision and mission statements.	PO3, PO4, PO7	
CO2	Be social and ethically responsible.	PO3, PO8	
CO3	Possess insights on making environmental analysis.	PO3, PO8	
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7	
CO5	Understanding strategic implementation and control.	PO4, PO5, PO7	
Reading List			
1.	Strategic Management Journal – Wiley online Library		
2.	Journal of strategy and Management – Emerald Insight		
3.	Mastering Strategic Management – WWW.opentextbooks.org.hk		
4.	Mastering Strategic Management – WWW.saylor.org .		
References Books			
1.	V S P Rao, Strategic Management Text and Cases, 2 nd edition 2013.		
2.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8 th Edition, Tata McGraw-Hill, 2018.		
3.	Hill, C. W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9 th Edition, Cengage Learning, 2012.		
4.	Kazmi, A., Strategic Management and Business Policy, 15 th Edition, Tata McGraw-Hill Education, 2018.		
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12 th Edition, McGraw-Hill, 2017.		
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13 th Edition, Pearson, 2012.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test		25 Marks
	Assignments		
	Seminars		

	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Information Systems for Business	Core	Y				4	4	25	75	100
Course Objectives											
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making										
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.										
C3	To manage system applications and data to best support functional areas of business										
C4	To provide insights in securely managing database and information using the process of										
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to information system- The management, structure and activities- Information needs and sources- Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.							12	C1		
II	Transaction Processing information system, Office Automation System (OAS)- Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.							12	C2		
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.							12	C3		

IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance	12	C4
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	of MIS, Database System: Overview of Database-Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security-Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.		
V	Enterprise Resource Planning(ERP)System, Benefits of theERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.	12	C5
Total		60	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6
CO2	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8
CO4	To study the various models and new technologies	PO1, PO2, PO6, PO7
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8

Reading List	
1.	Information Systems for Business and Beyond – opentextbooks.site.
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com
3.	Information systems Journal – Wiley Online Library.
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.

References Books	
1.	Azam, M., Management Information System, McGraw Hill Education, 2012
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11 th Edition, Pearson, 2010.
3.	Murdick, R. G., Ross, J. E. and Claggett, J. R., Information Systems for Modern Management, 3 rd Edition, PHI, 2011.
4.	O'Brien, J. A., Morakas, G. M. and Behl, R., Management Information Systems, 9 th Edition, Tata McGraw-Hill Education, 2009.

5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 rd Edition, Wiley India Pvt. Ltd., 2009.	
6.	Stair, R. and Reynolds, G., Information Systems, 10 th Edition, Cengage Learning, 2012.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills III - Leadership & Team Building Skills	Soft Skills	-	-	Y	-	2	2	40	60	100
Course Objectives											
C1	To understand the characteristics, style, traits of leaders, and theories of leadership.										
C2	To learn more about self-leadership and developing team-building skills through case studies and examples.										
C3	To understand how to form, manage and lead the team.										
C4	To understand the measures of conflict in a team										
C5	To explore team roles & processes in developing and managing a team										
UNIT	Details							No. of Hours	Course Objectives		
I	Leadership Theories: Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership							6	C1		
II	Leadership Styles: Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.							6	C2		
III	Leadership Skills: Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.							6	C3		
IV	Team Work: Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.							6	C4		
V	Exploring team roles & processes: mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings.							6	C5		

	Total	30
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO5, PO6, PO7
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO5, PO6, PO7
CO3	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
CO4	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
CO5	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7
Reading List		
1.	Uday Kumar Halder, Leadership and Team Building,	
2.	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014	
3.	International Journal on Leadership, Publishing India Group	
4.	International Journal of Organizational Leadership, CIKD	
References Books		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noulia: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.	
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	
	Assignments	
	Seminars	
	Attendance and Class Participation	
		25 Marks
External Evaluation	End Semester Examination	
		75 Marks
		Total
		100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	

Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Second Year – Fourth Semester

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills IV – Computing Skills	Soft Skills	-	-	Y	-	2	2	40	60	100
Course Objectives											
C1	To create awareness and understanding on the basic functions of MS Excel										
C2	To elucidate the students on the various advanced functions of MS Excel										
C3	To educate the students on MS Access and its application in database management										
C4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs										
C5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.										
UNIT	Details							No. of Hours	Course Objectives		
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fillcopying and moving cells, inserting and deleting rows,printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.							6	C1		

II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical	6	C2
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.	6	C3
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,	6	C4
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print	6	C5
Total		30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have awareness and understanding on the basic functions	PO4, PO6, PO7	

	of MS Excel	
CO2	Know the advanced functions of MS Excel	PO4, PO6, PO7
CO3	Possess knowledge on MS Access and its application in database management	PO2, PO4, PO6, PO7
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	PO4, PO5, PO6, PO7
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7
Reading List		
1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017	
2.	Richard Rost, Learning MS Access Kindle Edition, 2013	
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021	
4.	Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021	
References Books		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

List of Elective Subjects

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Advanced Marketing Research and Consumer Behaviour	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To create an understanding of market research concepts.										
C2	To create awareness of sampling techniques and its implications on market research.										
C3	To throw light on models of consumer behavior.										
C4	To foster knowledge on determinants of consumer behavior.										
C5	To create awareness on the consumer decision-making process.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.							7	C1		
II	Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research.							9	C2		
III	Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel- Blackwell-Miniard Model, Environment influences on Consumer: Culture – Social Class – Social Groups – Family– Personal Influence and Opinion Leadership.							8	C3		

IV	Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change. Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.	9	C4
V	Multivariate analysis: Discriminant analysis, Factor analysis, Conjoint analysis, Cluster analysis - Multidimensional scaling and Multiple Regression - Model Building, Data Visualization Tools – Usage of forecasting techniques - Time Series Analysis, ARIMA.	12	C5
	Total	45	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the basic concepts of marketing research.	PO4,PO7
CO2	Understand the complexity of sampling techniques and its implications on market research.	PO4, PO6
CO3	Have insights on models of consumer behavior and helps them to develop models.	PO6,PO7
CO4	Possess knowledge on determinants of consumer behavior.	PO6
CO5	Have insights on consumer decision process.	PO2, PO6,PO7
Reading List		
1.	Suja R. Nair , Consumer Behaviour & Marketing Research, Himalaya Publishing, 2015	
2.	S. Sumathi, P. Saravanavel, Consumer Behaviour & Marketing Research , S.Chand,2003	
3.	Rajendra Nargundkar ,Marketing Research: Text and Cases .Tata Mc Graw Hill , 2017	
4.	G.C.Beri, Marketing Research ,Tata Mc Graw Hill,2013	
References Books		
1.	Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11 th Edition, Pearson, 2015.	
2.	Naresh K.Malhotra and Satyabhusan., Marketing Research, 7 th Edition, Pearson, 2019.	
3.	Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7 th Edition, Pearson. 2020.	
4.	Majumdar, Ramanuj , Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020.	
5.	S. Ramesh Kumar. , Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2 rd Edition, 2021.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	

Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
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Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
	Advertising Management and Sales Promotion	Elective	Y	-	-	-	3	3	25	75	100	
Course Objectives												
C1	To introduce students to advertising fundamentals											
C2	To impart knowledge on advertising media and budget.											
C3	To orient students on advertising agencies and its operations.											
C4	To make students understand sales promotion campaigns.											
C5	To enable students understand the relevance of sales promotion											
UNIT	Details							No. of Hours	Course Objectives			
I	Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.							7	C1			
II	Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning.							10	C2			
III	Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.							10	C3			
IV	Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.							10	C4			
V	Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.							8	C5			
Total							45					
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Possess knowledge and good understanding on the fundamentals of advertising							PO4,PO7				
CO2	Have good understanding and knowledge on advertising media and budget							PO2, PO4, PO7				

CO3	Have good orientation on advertising agencies and its operations.	PO5, PO7
CO4	Understand sales promotion campaigns.	PO4, PO5, PO6
CO5	Understand the relevance of sales promotion	PO4, PO6, PO7
Reading List		
1.	S A Chunawalla, Advertising Management and Sales Promotion, Himalaya Publishing, 2015	

2.	Vv Rathna & S L Guptha, Advertising and Sales Promotion Management, Sultan Chand, 2011								
3.	S H H Kazmi & Satish Batra, Advertising and Sales Promotion Management, Excel Books, 2008								
4.	Mishra M N, Sales Promotion and Advertising Management, Mishra M N, Himalaya Publishing 2015								
References Books									
1.	Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12 th edition, McGraw Hill Education, 2021								
2.	Advertising, Promotion, and other aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.								
3.	Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4 th Edition, Oxford University Press, 2012.								
4.	Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8 th Edition, Cengage Learning India, 2012.								
5.	Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition, Tata McGraw-Hill Education, 2009.								
6.	Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.								
Methods of Evaluation									
Internal Evaluation	Continuous Internal Assessment Test							25 Marks	
	Assignments								
	Seminars								
	Attendance and Class Participation								
External Evaluation	End Semester Examination							75 Marks	
	Total							100 Marks	
Methods of Assessment									
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions								
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview								
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain								
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge								
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons								
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations								
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	
CO 1				M			S		
CO 2		S					S		

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

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Security Analysis and Portfolio Management	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.										
C2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.										
C3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.										
C4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.										
C5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.										
UNIT	Details							No. of Hours	Course Objectives		
I	Investment - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.							9	C1		

II	Securities Market - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.	9	C2
III	Fundamental Analysis - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.	9	C3

IV	Technical Analysis - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.	9	C4
V	Portfolio Management -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation	9	C5
Total		45	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Ability to understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7
CO2	Knowledge on apprehend role, functions and key players in the securities market and understand the trading system of the stock market	PO2, PO4, PO6, PO7
CO3	Knowledge to execute better investment decisions by analyzing Economic, Industry and Company factors with the help of fundamental analysis techniques.	PO2, PO4, PO7, PO8
CO4	Clarity to identify the stock price movements and its behavior with the help of technical analysis techniques.	PO4, PO6 PO7
CO5	Understanding on the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7

Reading List	
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009
3.	The Journal of Portfolio Management, Springer
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank
References Books	
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2nd Edition, Pearson, 2015.
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.
Methods of Evaluation	
	Continuous Internal Assessment Test

Internal Evaluation	Assignments	25 Marks
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Brand Management	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	Understand brand equity & assess the equity of a brand by applying brand equity models										
C2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model										
C3	Ability to develop a comprehensive go to market strategy for a brand										
C4	Evaluate various architecture types & examine brand extension strategies for success										
C5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase							9	C1		
II	Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity – Points of Difference –Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.							9	C2		
III	Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands							9	C3		

IV	Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management	9	C4
V	Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand brand equity & assess the equity of a brand by applying brand equity models	PO4,PO7	
CO2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	PO1,PO2, PO6	
CO3	Possess the ability to develop a comprehensive go to market strategy for a brand	PO4, PO6,PO7	
CO4	Evaluate various architecture types & examine brand extension strategies for success	PO1, PO4	
CO5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	PO5, PO6, PO7	
Reading List			
1.	Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2 nd Edition, 2013		
2.	Brand Management, Palgrave Mcmillan, 2021		
3.	Journal of brand management, Palgrave Macmillan		
4.	Journal of Product & brand Management ,Emerald Publishing		
References Books			
1.	Aaker, D., Building Strong Brands, Simon & Schuster, 2010.		
2.	Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.		
3.	Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.		
4.	Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.		
5.	Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.		
6	Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.		
Methods of Evaluation			
Continuous Internal Assessment Test			

Internal Evaluation	Assignments	25 Marks
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	

Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Merchant Banking and Financial Services	Elec tive	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.										
C2	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.										
C3	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.										
C4	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.										
C5	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.										
UNIT	Details							No. of Hours	Course Objectives		

I	Merchant banking: Introduction– An Overview of Indian Financial System– Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act-SERA- SEBI Guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.	9	C1
II	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building–Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc.-Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement– Bought out Deals– Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.– Issue Marketing–Advertising Strategies–NRI Marketing–Post Issue Activities.	9	C2
III	Other fee based services: Mergers and Acquisitions–	9	C3
	Portfolio Management Services– Credit Syndication–Credit Rating– Business Valuation.		
IV	Fund based financial services: Leasing and Hire Purchasing– Basics of Leasing and Hire purchasing– Financial Evaluation.	9	C4
V	Other fund based financial services: Consumer Credit–Credit Cards– Real Estate Financing–Bills Discounting factoring and Forfeiting–Venture Capital.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;		
CO1	Possess better understanding of the financial structure in India and various regulations in the Merchant Banking Domain. Understand the rules and regulations governing the Indian securities market.	PO4, PO6	
CO2	Possess knowledge on public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6	

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

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	

Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations
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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2		M				M		
CO 3		M		M		M		
CO 4		M				M		
CO 5				M		M		

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Performance Management	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To summarize basic concepts of performance management.										
C2	To employ, and design performance management process.										

C3	To interpret optimal use of performance analysis techniques.		
C4	To elucidate role of Performance Management system and standards in place.		
C5	To constitute and appraise high performance teams.		
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Performance Management Definition – History, Dimensions of– Role in Organizations – Characteristics of an ideal Performance Management Systems Challenges of a Poorly Implemented Performance Management System.	9	C1
II	Performance Management Process: Defining Performance–Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.	9	C2
III	Performance Planning: Ongoing support and coaching Theories of Goal-setting –Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis– Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management- Performance Analysis Process.	9	C3
IV	Performing Review and Discussion: Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals– Methods and Errors– Reducing Rater Biases. Performance Review Discussions: Objectives– Process – Role of Mentoring and Coaching in Performance Review.	9	C4
V	Managing Team Performance: Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation– Traditional Practices in the Industry.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	

CO1	Recognize and apply performance management techniques.	PO2, PO6
CO2	Design performance management process across various business units.	PO2, PO8
CO3	Formulate, comply and implement performance analysis tools and standards.	PO2, PO4, PO7
CO4	Construct performance review and employ Performance Management system.	PO1, PO5
CO5	Critique team management strategies.	PO1, PO5

Reading List

1.	Sir John Whitmore, 'Coaching for Performance'
2.	Andrew S Grove, 'High output Management'
3.	Camille Fournier, 'The Manager's Path'
4.	Christopher D lee, 'Performance Conversations'

References Books

1.	Aguinis, H., Performance Management, 4 th Edition, Chicago Business Press, 2019.
2.	Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1 st Edition, Kogan Page, 2018.
3.	T V Rao, Performance Management: Toward Organizational Excellence, 2 nd Edition, SAGE response, 2015.
4.	Armstrong, M., Armstrong's Handbook of Performance Management, 4 th Edition, Kogan Page, 2012.
5.	Madhu Arora, Poonam Khurana, Sonam Choiden, Performance Management- Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.
6.	Hedda Bird, The Performance Management Playbook, 1 st Edition, Pearson, 2022.

Methods of Evaluation

Internal	Continuous Internal Assessment Test	25 Marks
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Evaluation	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Organizational Development	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To generalize a fair comprehension of basic concepts on OD.										

C2	To assimilate design elements of OD.		
C3	To summarize effects of Organizational culture and reinforcing techniques.		
C4	To illustrate effectiveness of working in teams.		
C5	To interpret constructs of well-being and approaches to achieving a balance.		
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis- OD Techniques-Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information.	9	C1
II	Approaches: Key Organizational Designs- Procedures- Differentiation&Integration-Basic Design-Dimensions Determination of Structure-Forces Reshaping Organization-Life Cycles in Organization.	9	C2
III	Organizational culture: Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.	9	C3
IV	Groups & teams: Work Groups & Teams - Preparing for the world of work Group Behavior – Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.	9	C4
V	Wellbeing: Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress- Prevalent Stress Management – Managerial implications.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend and justify basic concepts on OD.	PO2, PO6	
CO2	Assimilate and design OD process.	PO4, PO8	
CO3	Summarize Organizational culture and use reinforcing techniques.	PO3	
CO4	Illustrate effectiveness of working in teams.	PO1, PO5	
CO5	Interpret constructs of wellbeing and approaches to achieving a balance.	PO1, PO3, PO5	
Reading List			
1.	Laslo Bock, ‘Work Rules-Insights from inside Google’		
2.	Edgar H Schein, ‘Organisational Culture and Leadership’		
3.	Kirk Blackard, James W Gibson, ‘Capitalizing on conflict’		
4.	Peter S Cohan, ‘Value Leadership’		

References Books		
1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 th Edition, Sage Publication 2019.	
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 rd Edition, Pearson FT Press, 2015.	
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 th Edition, Pearson Higher Education, 2017.	
4.	Cummings, T., Theory of Organization Development and Change, 9 th Edition, South-Western, 2011.	
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2 nd Edition, 2015.	
6.	Ramanarayan, S. and Rao, T. V., Organization Development: Accelerating Learning and Transformation, 2 nd Edition, Sage India, 2011.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Banking and Insurance	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To provide a basic understanding of the insurance mechanism and principle of insurance.										
C2	To provide an overview of Indian insurance industry.										
C3	To understand the basics of Banking and the emergence of Banking in India.										
C4	To get acquainted with the functionality of the Banks.										
C5	To know the meaning and use of commonly used technologies in Banking.										
UNIT	Details							No. of Hours	Course Objectives		
I	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 - Aadhaar Seeding- -Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks.							9	C1		

II	<p>Basics of Banking: Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering -Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - DICGC - 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 - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks.</p>	9	C2
III	<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. -</p>	9	C3
	<p>Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) –NACH Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).</p>		
IV	<p>Insurance: Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.</p>	9	C4

V	General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;		
CO1	Understand, analyze and communicate on the Indian Financial System	PO4, PO6, PO7	
CO2	Understand the basics of Banking and the emergence of Banking in India and its lending practices	PO4, PO6, PO7	
CO3	Possess knowledge on Digital Banking and the current trend in banking and new banking products and services	PO4, PO6, PO7	
CO4	Possess the ability to understand and communicate the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.	PO4, PO6, PO7	
CO5	Have knowledge and understanding on Marine, fire, home and medical insurances	PO4, PO6, PO7	

Reading List			
1.	Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2012		
2.	Natarjan. S, and Parameshwaran. R, Indian Banking, S.Chand & Company		
3.	Journal of Banking and Finance, Elsevier		
4.	Indian Journal of Banking, Risk and Insurance, Pubishing India		
References Books			
1.	Bhattacharya,H.,BankingStrategy, CreditAppraisalandLendingDecisions,OxfordUniversityPress,2nd Edition,2011.		
2.	IndianInstituteofBankingandFinance,PrinciplesandPracticesofBanking, MacmillanIndiaLtd, Fifth Edition,2015.		
3.	Maheshwari,S.N.andMaheshwari,S.K.,BankingLawandPractice,Kalyani Publishers,11 th Edition, 2014.		
4.	Muraleedharan,ModernBanking:TheoryandPractice,PHILearning, Second Edition, 2014.		
5.	Varshney,P.N.,BankingLawandPractice,SultanChandandSons, fist Edition, 2015.		

6.	Gopinath. M. N. - Banking Principles& Operations, Snow White Publications, 7 th Edition, 2021	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Industrial and Labour Relations	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.										

C2	To provide insights on Industrial Harmony and Conflicts		
C3	To throw light on Labour Relations, Joint consultation		
C4	To explicate on Trade Union, Problems and role of Indian Trade Unions.		
C5	To elucidate on Collective Bargaining, Tripartite Machinery		
UNIT	Details	No. of Hours	Course Objectives
I	Industrial Relations: The changing concepts of Industrial relations-Factors Affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.	9	C1
II	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- Lay-off and Retrenchment-Code of Discipline- Grievance procedure-Labour management co- operation; Worker's participation in management.	9	C2
III	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. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.	9	C3
IV	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. 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.	9	C4
V	Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice. 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.	9	C5
Total		45	
Course Outcomes			

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Generalize with the basic concepts of Industrial Relations.	PO2, PO6
CO2	Enumerate insights on Industrial Harmony and Conflicts.	PO4, PO8
CO3	Have insights on Labor Relations, Joint Consultation	PO8
CO4	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO1, PO5
CO5	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	PO1, PO3, PO5
Reading List		
1.	Campbell Balfour, 'Industrial Relations in the common market'	
2.	Michael Poole, 'Theories of Trade unionism'	
3.	Srikanth Goparaju, 'Industrial Relations in Modern India'	
4.	Glenn Diesen, 'Great Power Politics in the fourth Industrial Revolution'	
References Books		
1.	Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6 th Edition 2020.	
2.	Sen, R., Industrial Relations: Text and Cases, 2 nd Edition, Macmillan PublishersIndia, 2009.	
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 nd Edition, Tata McGraw-Hill, 2012.	
4.	PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 rd Edition, 2017.	
5.	Sivarethnamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 st Edition 2010.	
6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2 nd Edition, 2017.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	

Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

										-	Marks
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Subject Code	Subject Name		L	T	P	O			CIA	External	Total
	Supply Chain Management	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Supply Chain management										
C2	To provide insights on Supply chain synergies										
C3	To throw light on Sales & Operation Planning										
C4	To elucidate on Customer value and supply chain management										
C5	To create awareness on supply chain analytics										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Supply Chain: Historical perspective Understanding Supply Chain key issues in supply chain management Objectives, importance, Decision phases -Examples of supply chains Supply chain strategies, The supply chain becomes value chain Supply chain as a competitive weapon							9	C1		
II	Supply chain synergies: Collaborate with supply chain partners Supply Chain Drivers and Design Drivers of supply chain performance: Framework for structuring Facilities, including warehouse, Inventory, Transportation, Information, Sourcing, and Pricing – Yield management /Revenue management							9	C2		
III	Sales and Operations Planning: Demand management Demand forecasting, Aggregate Planning and Managing Supply, Demand and Inventory Aggregate Planning in a Supply Chain: role, aggregate planning problems, strategies, role of IT, Implementation Responding to predictable variability in supply chain – Types of supply chains-creating responsive supply chains lean and agile supply chain their characteristics.							9	C3		
IV	Leadership and Control: Customer value and supply chain management: Dimensions of customer value-value added services – customer value measures Push-pull boundary –mass customization and supply chain management outsource - Third and Fourth - Party Logistics providers – managing risk in supply chains Creating a sustainable supply chain.							9	C4		

V	Supply chain analytics: Use of computer software in supply chain problems -Electronic commerce – emerging mega trends supply chain of the future – seeking structural flexibility–The multi-channel revolution 2020 vision.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to familiarize the students to the basic concepts of Supply Chain management.	PO4, PO6, PO8	
CO2	Possess insights on Supply chain synergies.	PO1, PO2	
CO3	Have insights on Sales & Operation Planning.	PO5, PO6, PO7	
CO4	Learn about Customer value and supply chain management.	PO4, PO5	
CO5	Have better understanding on supply chain analytics.	PO3, PO8	
Reading List			
1.	Supply chain management and advanced planning, Springer.		
2.	Supply chain management: An international journal, Emerald.		
3.	Industrial marketing management, Elsevier.		
4.	Journal of Business logistics, Wiley online.		
References Books			
1.	Supply Chain Metrics that Matter, Lora M. Cecere , 2014,wiley publication.		
2.	The Supply Chain Revolution, suman sarkar,2017, Amacom		
3.	Supply Chain Strategy, Second Edition Unleash the Power of Business Integration to Maximize Financial, Service, and Operations Performance,Edward Frazelle, 2017,McGraw hill.		
4.	Managing Supply Chain Operations, Lei Lei , 2017, World scientific publications		
5.	Essentials of Supply Chain Management, Michael H. Hugos ,2018,wiley publication		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination	75 Marks	
	Total	100 Marks	
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview		

Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Principles and Practice of Logistics Management	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To create an understanding on the concepts & functions of logistics.										
C2	To explore the element of logistics & Inventory										
C3	To explore the functions of transportation warehousing and distribution										
C4	To understand the operational need on effective logistic performance.										
C5	To understand logistics cost and need for integration.										
UNIT	Details							No. of Hours	Course Objectives		
I	Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management– Competitive Advantages of Logistics– Functions of Logistics management – principles – Logistics Network – Integrated Logistics system.							9	C1		
II	Elements of Logistics and Inventory carrying– Warehousing– Material handling– Order processing–Transportation– Demand Forecasting– Impact of Forecasts on Logistics and Performance measurements.							9	C2		

III	Transportation– participants in Transportation Decisions– Modes of Transportation – Factors influencing Transport economics – documents in Transport Decision Making Warehousing/Distribution–Functions of Warehouse – benefits of Warehouse – Service–Warehousing Alternatives –Warehouse site selection – Factors while initiating Warehouse Operations –Warehouse Management System.	9	C3
IV	Packing and Materials Handling– Functions of packaging–Communication– Packaging cost– Types of Packaging Material – Unitization – Containerization – Designing a package factors affecting choice of packaging materials.	9	C4

V	Organization for effective logistics performance – centralized and decentralized structures– stages of functional aggregation in organization, financial issues in logistics performance – Measures – Steps in ABC costing –Financial Gap Analysis integrated Logistics–Need for Integration-ActivityCentersinIntegratedLogisticsRoleof3PLand4PL–Principles of LIS.	9	C5
Total		45	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have familiar about concepts, evolution and functions of logistics management.	PO1, PO2
CO2	Be able to understand the elements of logistics, warehousing and material handling	PO1, PO2, PO3, PO8
CO3	Have better understanding about transportation, distribution, packaging etc	PO5, PO6, PO7
CO4	Possess better understanding and knowledge about integrated logistics and linguistic information system.	PO4, PO5
CO5	To understand logistics cost and need for integration in logistics facilities.	PO3, PO8

Reading List	
1.	Journal of Logistics Management, ingenta.
2.	Periodicals of Engineering and Natural Sciences
3.	The International Journal of Logistics Management, emerald.
4.	Advances in Logistics and Supply Chain Management, springer.

References Books		
1.	1st Edition Logistics Principles and Practice By Hessel Visser, 2007, Routledge.	
2.	Logistics and Supply Chain Management by Saikumari V. (Author), Purushothaman S (Author), Sultan Chand.	
3.	Logistics Management 1St Edn 2014 Edition by GANAPATHI AND NANDI, OXFORD	
4.	Textbook of Logistics and Supply Chain Management Agarwal D K, Trinity publications, 2018.	
5.	Logistics Management 3rd ED Paperback,2012 by V.V Sople ,Pearson publication.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Domestic and International Logistics	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize students with the basic logistics concepts and the terminology used in the logistics field and various types of vehicle selection.										
C2	To provide insights on planning & Decision making. To examine the role that logistics plays with the rest of the corporate functions.										
C3	To throw light on legislation such as licensing, drivers working hours and vehicle dimensions.										
C4	To examine logistics functions interface with Order Management, Inventory Control, Transportation, and Distribution channels as integral part of the supply chain.										

C5	To provide a general understanding of strategic challenges of the material sourcing, reverse logistics and material production as a means of supply chain strategies.		
UNIT	Details	No. of Hours	Course Objectives
I	Vehicle Selection – Types of Vehicles – Types of Operations – Load types and characteristics – main types of vehicle body – Implications of vehicle selection – vehicle acquisition.	9	C1
II	Need for planning – fleet management – main types of road freight transport – transport resource requirements – vehicle routing and scheduling issues – data requirements – computer routing and scheduling – information system applications – GPS – RFID.	9	C2
III	Legislation – Operator licensing – Driver licensing – Driver’s Hours regulations – Road transport directive – tachographs – vehicle dimensions.	9	C3
IV	Introduction to Air Cargo; Aviation and airline terminology – IATA areas – Country – Currency – Airlines – Aircraft layout – different types of aircraft – aircraft manufacturers – ULD – International Air Routes – Airports – codes – Consortium – Hub and spoke – Process Flow.	9	C4
V	Air freight forwarding; Air Freight Exports and Imports – Special Cargoes – Consolidation – Documentation – Air way Bill (AWB) – Communications – Handling COD Shipments – POD – conditions of contract – Dangerous (DGR) or Hazardous goods.	9	C5
Total		45	
Course Outcomes			

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be aware of the basic logistics concepts and the terminology used in the logistics field and various types of vehicle selection.	PO1, PO2, PO6
CO2	Possess knowledge on planning & decision making. They will examine the role that logistics plays with the rest of the corporate functions.	PO1, PO5
CO3	Have insights on legislation such as licensing, drivers working hours and vehicle dimensions.	PO5, PO6, PO7
CO4	Examine logistics functions interface with Order Management, Inventory Control, Transportation, and Distribution channels as integral part of the supply chain.	PO3, PO5

CO5	Have better understanding of strategic challenges of the material sourcing, reverse logistics and material production as a means of supply chain strategies.	PO3, PO8
Reading List		
1.	Journal of Marketing Theory and Practice, Taylor and francis.	
2.	International Journal of Physical Distribution, emerald.	
3.	Management Decision, emerald.	
4.	Periodicals of Engineering and Natural Sciences (PEN)	
References Books		
1.	Wendy L Tate, The Definitive Guide to Supply Management and Procurement, 1 st Edition, Pearson, 2020.	
2.	T. A. S. Vijayaraghavan, Supply Chain Analytics, Wiley, 2021	
3.	Business Logistics; Supply chain management (5 th edition) L Ronald Ballou, Pearson, 2007.	
4.	Warehouse management; a complete guide to improving efficiency and minimizing cost (2 nd Edition); Gwynne Richards, 3 rd Edition, Kogan Page. 2017.	
5.	Pierre A. David and Richard D. Stewart, International Logistics: The management of International Trade Operations, Cengage Learning, 2013	
6.	Fundamentals of air transport management by P.S. Senguttuvan, Excel Books, 2006.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M				S		

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

S-Strong M-Medium L-Low