

# **MASTER OF BUSINESS ADMINISTRATION(MBA)**

**BISHOP HEBER COLLEGE (Autonomous)**

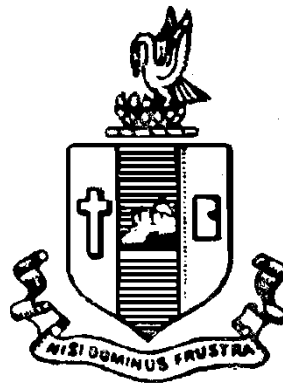
**Affiliated to Bharathidasan University**

**Nationally Reaccredited with 'A' Grade by NAAC with a CGPA of 3.58 out of 4**

**Recognized by UGC as "College of Excellence"**

**Tiruchirappalli- 620017**

**South India**



## **SYLLABUS**

**2023 - 2024**

**(Admitted Students)**

# **PG & RESEARCH DEPARTMENT OF MANAGEMENT STUDIES**

## **VISION**

World class business school with satellite campuses across the globe and to cater to all who strive to become management professionals.

## **MISSION**

- Provide quality management education to students who aspire to become future managers and entrepreneurs.
- Bring total transformation in their personality to perform effectively and efficiently in corporate world.

## M.B.A. - GENERAL

### Choice Based Credit System

#### Program Educational Outcomes;

**PEO 1 – Employability:** To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.

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

**PEO3 – Research and Development:** To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

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

**PEO 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.

### PEO – PO MAPPING

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

Y - Yes

### FIRST SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS101	Management Principles and Business Ethics	Core I	4	-	-	-	4	4	25	75	100
P23MS102	Quantitative Techniques and Research Methods in Business	Core II	3	1	-	-	5	5	25	75	100
P23MS103	Managing Organizational Behaviour	Core III	4	-	-	-	3	4	25	75	100
P23MS104	Accounting for Managers	Core IV	3	1	-	-	4	4	25	75	100
P23MS105	Managerial Economics	Core V	4	-	-	-	4	4	25	75	100
P23MS106	Legal Systems in Business	Core VI	4	-	-	-	4	4	25	75	100
P23MS1:A	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	3	3	25	75	100
P23MSPS1	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	2	2	40	60	100
							<b>30</b>	<b>30</b>			

## SECOND SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS207	Applied Operations Research	Core VII	3	1	-	-	4	4	25	75	100
P23MS208	Human Resource Management	Core VIII	4	-	-	-	3	3	25	75	100
P23MS209	Marketing Management	Core IX	4	-	-	-	4	4	25	75	100
P23MS210	Operations Management	Core X	3	1	-	-	4	4	25	75	100
P23MS211	Financial Management	Core XI	3	1	-	-	4	4	25	75	100
P23MS212	Strategic Management	Core XII	4	-	-	-	4	4	25	75	100
P23MS2E1	International Business	NMEC I	3	-	-	-	3	3	25	75	100
P23MSPS2	Soft Skills II – Business Etiquette	Soft Skills	-	-	2	-	2	2	25	75	100
P23MSPS3	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	2	25	75	100
							<b>30</b>	<b>30</b>			

## THIRD SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS313	Information Systems for Business	Core XIII	4	-	-	-	5	6	25	75	100
	Any Six from Elective List	Elective I	3	-	-	-	3	3	25	75	100
		Elective	3	-	-	-	3	3	25	75	100
		Elective	3	-	-	-	3	3	25	75	100
		Elective	3	-	-	-	3	3	25	75	100
		Elective	3	-	-	-	3	3	25	75	100
		Elective	3	-	-	-	3	3	25	75	100
P23MS3E2	Employability skills	NMEC II	3	-	-	-	3	3	25	75	100
P23MSPS4	Soft Skills IV – Leadership and Team Building Skills	Soft Skills	-	-	2	-	2	2	25	75	100
P23MS311	***Summer Internship	Internship	-	-	-	1	2	-	100	-	100
							<b>30</b>	<b>30</b>			

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

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

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

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

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

#### **FOURTH SEMESTER**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS4PJ	# Project Work & Viva-Voce	Core XVII	-	-	-	Y	12	-	75	225	300

**L-Lecture**

**T-Tutorial**

**P- Practical**

**O-Project**

**# The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (9 Credits).**

**# The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (3 Credits).**

## Elective List

### Specialization Courses: Finance Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3N1	Corporate Finance	Elective	3	-	-	1	3	3	25	75	100
P23MS3N2	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
P23MS3N3	Tax Management	Elective	3	-	-	1	3	3	25	75	100
P23MS3N4	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
P23MS3N5	Derivatives Management	Elective	2	-	1	-	3	3	25	75	100
P23MS3N6	Banking and Insurance	Elective	2	-	1	-	3	3	25	75	100
P23MS3N7	Behavioural Finance	Elective	2	-	1	-	3	3	25	75	100
P23MS3N8	Financial Modelling	Elective	2	-	1	-	3	3	25	75	100
P23MS3N9	Capital Markets and Financial Services	Elective	2	-	1	-	3	3	25	75	100
P23MS3N10	Financial Planning and Wealth Management	Elective	2	-	1	-	3	3	25	75	100
P23MS3N11	Fixed Income Securities	Elective	3	-	-	-	3	3	25	75	100
P23MS3N12	Fintech and Investment Analysis <sup>@</sup>	Elective	-	-	3	-	3	3	40	60	100
P23MS3N13	International Financial Management	Elective	2	-	1	-	3	3	25	75	100
P23MS3N14	Risk Management in Banks	Elective	2	-	1	-	3	3	25	75	100

**@ This is a hands on Computer Laboratory Practical course.**

### Specialization Courses: Marketing Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3M1	Advanced Marketing Research and Consumer Behaviour	Elective	3	-	-	-	3	3	25	75	100
P23MS3M2	Advertising Management and S	Elective	3	-	-	-	3	3	25	75	100
P23MS3M3	Sales and Distribution Management	Elective	3	-	-	-	3	3	25	75	100
P23MS3M4	Brand Management	Elective	3	-	-	-	3	3	25	75	100
P23MS3M5	Industrial Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MS3M6	Services Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MS3M7	Customer Relations Management	Elective	3	-	-	-	3	3	25	75	100
P23MS3M8	Retail Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MS3M9	Rural Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MSM10	International Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MSM11	Advanced Selling and Negotiation Skills	Elective	3	-	-	-	3	3	25	75	100
P23MSM12	Channel Management Strategies	Elective	3	-	-	-	3	3	25	75	100
P23MSM13	Customer Engagement Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MSM14	Digital Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MSM15	Marketing Analytics	Elective	3	-	-	-	3	3	25	75	100
P23MSM16	Marketing Metrics	Elective	3	-	-	-	3	3	25	75	100



P23MSM17	New Product Strategies	Elective	3	-	-	-	3	3	25	75	100
P23MSM18	Strategic Marketing	Elective	3	-	-	-	3	3	25	75	100

### Specialization Courses: Human Resource Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3H1	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
P23MS3H2	Performance Management	Elective	3	-	-	1	3	3	25	75	100
P23MS3H3	Organizational Development	Elective	3	-	-	1	3	3	25	75	100
P23MS3H4	Industrial and Labour Relations	Elective	3	-	-	1	3	3	25	75	100
P23MS3H5	Career Management	Elective	3	-	-	1	3	3	25	75	100
P23MS3H6	Emotional Intelligence for Managerial Effectiveness	Elective	3	-	-	1	3	3	25	75	100
P23MS3H7	HR Analytics	Elective	2	-	1	-	3	3	25	75	100
P23MS3H8	Learning and Development	Elective	2	-	1	-	3	3	25	75	100
P23MS3H9	Organizational Change	Elective	2	-	1	-	3	3	25	75	100
P23MSH10	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100
P23MSH11	Talent Management	Elective	3	-	-	1	3	3	25	75	100
P23MSH12	Workplace counselling	Elective	2	-	1	-	3	3	25	75	100

P23MSH13	Human Capital Planning	Elective	2	-	1	-	3	3	25	75	100
P23MSH14	Human Resources Information System	Elective	2	-	1	-	3	3	25	75	100
P23MSH15	Stress Management	Elective	2	-	1	-	3	3	25	75	100
P23MSH16	Competency mapping	Elective	2	-	1	-	3	3	25	75	100
P23MSH17	International HRD	Elective	3	-	-	-	3	3	25	75	100
P23MSH18	Compensation and Rewards Management	Elective	2	-	1	-	3	3	25	75	100

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

### Specialization Courses: Systems Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3S1	Database Management System	Elective	3	-	-	-	3	3	25	75	100
P23MS3S2	System Analysis and Design	Elective	3	-	-	-	3	3	25	75	100
P23MS3S3	Decision Support System	Elective	3	-	-	-	3	3	25	75	100
P23MS3S4	E – Business	Elective	3	-	-	-	3	3	25	75	100
P23MS3S5	Internet of Things	Elective	3	-	-	-	3	3	25	75	100

P23MS3S6	Cloud Computing	Elective	3	-	-	-	3	3	25	75	100
P23MS3S7	Enterprise Resource Planning	Elective	3	-	-	-	3	3	25	75	100
P23MS3S8	Software project and quality management	Elective	3	-	-	-	3	3	25	75	100
P23MS3S9	Data Warehousing	Elective	3	-	-	-	3	3	25	75	100
P23MS3S10	Deep Learning and Artificial Intelligence	Elective	3	-	-	-	3	3	25	75	100

**Programme : M.B.A. - 2023 onwards**

Sem.	Part	Course	Course Title	Course Code	Hours / week	Credits	Marks		
							CIA	ESE	Total
I	Part A	Core I	Management Principles and Business Ethics	<a href="#">P23MS101</a>	4	4	25	75	100
		Core II	Quantitative Techniques and Research Methods in Business	P23MS102	5	5	25	75	100
		Core III	Managing Organizational Behaviour	P23MS103	3	4	25	75	100
		Core IV	Accounting for Managers	P23MS104	5	4	25	75	100
		Core V	Managerial Economics	P23MS105	4	4	25	75	100
		Core VI	Legal Systems in Business	P23MS106	4	4	25	75	100
		Elective I	Entrepreneurship Development	P23MS1:A	3	3	25	75	100
		Soft Skills - I	Executive Communication	P23MSPS1	2	2	40	60	100
					30	30			
II	Part A	Core VII	Applied Operations Research	P23MS207	4	4	25	75	100
		Core VIII	Human Resource Management	P23MS208	3	3	25	75	100
		Core IX	Marketing Management	P23MS209	4	4	25	75	100
		Core X	Operations Management	P23MS210	4	4	25	75	100
		Core XI	Financial Management	P23MS211	4	4	25	75	100
		Core XII	Strategic Management	P23MS212	4	4	25	75	100
		NMEC I	International Business	P23MS2E1	3	3	25	75	100
		Soft Skills - II	Business Etiquette	P23MSPS2	2	2	40	60	100
		Soft Skills - III	Computing Skills	P23MSPS3	2	2	40	60	100
					30	30			
III	Part A	Core XIII	Information Systems for Business	P23MS313	6	5	25	75	100
		Elective I	<b>Any Six from Elective List - I *</b>		3	3	25	75	100
		Elective II			3	3	25	75	100
		Elective III			3	3	25	75	100
		Elective IV			3	3	25	75	100
		Elective V			3	3	25	75	100
		Elective VI			3	3	25	75	100

		NMEC II	Employability skills	P23MS3E2	3	3	25	75	100
		Soft Skills IV	Leadership and Team Building Skills	P23MSPS4	3	2	40	60	100
		Elective VI	Internship / Industrial Activity	P23MS3I1	--	2	100	--	100
					30	30			
IV	Part A	Core XVII	Core Project with Viva Voce	P23MS4PJ	--	12	25	75	100
						12			
					<b>Total Credits :</b>		102		

<b>* Elective Courses - List I</b>		
Finance	Corporate Finance	P23MS3N1
	Security Analysis and Portfolio Management	P23MS3N2
	Tax Management	P23MS3N3
	Merchant Banking and Financial Services	P23MS3N4
	Derivatives Management	P23MS3N5
	Banking and Insurance	P23MS3N6
	Behavioural Finance	P23MS3N7
	Financial Modelling	P23MS3N8
	Capital Markets and Financial Services	P23MS3N9
	Financial Planning and Wealth Management	P23MS3N10
	Fixed Income Securities	P23MS3N11
	Fintech and Investment Analysis	P23MS3N12
	International Financial Management	P23MS3N13
	Risk Management in Banks	P23MS3N14
Marketing	Advanced Marketing Research and Consumer Behaviour	P23MS3M1
	Advertising Management and Sales Promotion	P23MS3M2
	Sales and Distribution Management	P23MS3M3
	Brand Management	P23MS3M4
	Industrial Marketing	P23MS3M5
	Services Marketing	P23MS3M6
	Customer Relations Management	P23MS3M7
	Retail Marketing	P23MS3M8
	Rural Marketing	P23MS3M9
	International Marketing	P23MSM10
	Advanced Selling and Negotiation Skills	P23MSM11

	Channel Management Strategies	P23MSM12
	Customer Engagement Marketing	P23MSM13
	Digital Marketing	P23MSM14
	Marketing Analytics	P23MSM15
	Marketing Metrics	P23MSM16
	New Product Strategies	P23MSM17
	Strategic Marketing	P23MSM18
Human Resource Management	Human Resources Development	P23MS3H1
	Performance Management	P23MS3H2
	Organizational Development	P23MS3H3
	Industrial and Labour Relations	P23MS3H4
	Career Management	P23MS3H5
	Emotional Intelligence for Managerial Effectiveness	P23MS3H6
	HR Analytics	P23MS3H7
	Learning and Development	P23MS3H8
	Organizational Change	P23MS3H9
	Strategic HRM	P23MSH10
	Talent Management	P23MSH11
	Workplace counselling	P23MSH12
	Human Capital Planning	P23MSH13
	Human Resources Information System	P23MSH14
	Stress Management	P23MSH15
	Competency mapping	P23MSH16
	International HRD	P23MSH17
	Compensation and Rewards Management	P23MSH18
Systems	Database Management System	P23MS3S1
	System Analysis and Design	P23MS3S2
	Decision Support System	P23MS3S3
	E - Business	P23MS3S4
	Internet of Things	P23MS3S5
	Cloud Computing	P23MS3S6
	Enterprise Resource Planning	P23MS3S7
	Software project and quality management	P23MS3S8
	Data Warehousing	P23MS3S9
	Deep Learning and Artificial Intelligence	P23MSS10

## **SYLLABUS**

### **SEMESTER I**

<b>Course Code</b>	<b>Category</b>	<b>Course Name</b>
P23MS101	Core I	Management Principles and Business Ethics
P23MS102	Core II	Quantitative Techniques and Research Methods in Business
P23MS103	Core III	Managing Organizational Behaviour
P23MS104	Core IV	Accounting for Managers
P23MS105	Core V	Managerial Economics
P23MS106	Core VI	Legal Systems in Business
P23MS1:A	Extra Disciplinary	Entrepreneurship Development
P23MSPS1	Soft Skills	Soft Skills I – Executive Communication

Subject Code : P23MS101	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Management Principles and Business Ethics</b>	Core	4	-	-	-	4	4	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> 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	<b>Planning &amp; Decision Making:</b> 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	<b>Nature of Organizing:</b> Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure,							12	C3		



	Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.		
IV	<b>Leadership and Control:</b> 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	<b>Business Ethics:</b> 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
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8	
<b>CO2</b>	Possess knowledge on planning & decision making.	PO1, PO2	
<b>CO3</b>	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7	
<b>CO4</b>	Learn leadership, communication and controlling skills.	PO4, PO5	
<b>CO5</b>	Have better understanding on business ethics and social responsibility.	PO3, PO8	
<b>Reading List</b>			
1.	<a href="https://deb.ugc.ac.in">https://deb.ugc.ac. In</a>		
2.	<a href="http://www.managementconcepts.com">http://www.managementconcepts. Com</a>		
3.	International journal of Management Concepts and Philosophy		
4.	Journal of Management, Sage Publications		
<b>References Books</b>			
1.	Mukherjee, K., Principles of Management, 2 <sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009		
2.	S. K. Mandal., Management Principles and practice, 3 <sup>rd</sup> Edition, Jaico Publishing House, Jan.2011.		
3.	Griffin, R. W., Management, 11 <sup>th</sup> Edition, South-Western College Publication, January 2018.		
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 <sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2020		

5.	Certo, S C. and Certo, T, Modern Management, 13 <sup>th</sup> Edition, Prentice Hall, January 2014.
6.	Robbins, S and Coulter, M, 11 <sup>th</sup> Edition, Management, Prentice Hall, 11 <sup>th</sup> edition, January 2012
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 <sup>st</sup> edition, 2020

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		2
<b>CO 2</b>	2	3						
<b>CO 3</b>					2	2	2	
<b>CO 4</b>				3	3			
<b>CO 5</b>			3					3

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS102	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	5	5	25	75	100
<b>Course Objectives</b>											
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										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> 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	<b>Research Methods:</b> 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							10	C2		

	Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.		
III	<b>Data Preparation and Analysis:</b> 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	<b>Multivariate Statistical Analysis:</b> 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	<b>Report Writing and Ethics in Business Research:</b> 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
<b>Total</b>		60	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7	
<b>CO2</b>	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	
<b>CO3</b>	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6	
<b>CO4</b>	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6	
<b>CO5</b>	Be able to present orally their research or a summary of another’s research in an organized, coherent, and compelling fashion.	PO4, PO6	
<b>Reading List</b>			
1.	<a href="https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf">https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf</a>		
2.	<a href="https://study.com/academy/topic/probability.html">https://study.com/academy/topic/probability.html</a>		

3.	<a href="https://onlinecourses.nptel.ac.in/noc18_ma07/preview">https://onlinecourses.nptel.ac.in/noc18_ma07/preview</a>
4.	<a href="https://hbr.org/1964/07/decision-trees-for-decision-making">https://hbr.org/1964/07/decision-trees-for-decision-making</a>
<b>References Books</b>	
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill,12th Edition, 2012.
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3				3	3	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2		
<b>CO 4</b>				2		2		
<b>CO 5</b>				2		3		

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS103	Managing Organizational Behaviour	Core	4	-	-	-	4	3	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Organizational Behaviour:</b> 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	<b>Individual Difference</b> - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. <b>Perception:</b> Meaning Process – Factors influencing perception – Attribution theory <b>Learning:</b> Classical, Operant and Social Cognitive Approaches – Managerial implications. <b>Attitudes and Values:</b> – Components, Attitude –							12	C2		

	Behaviour relationship, formation, values. <b>Motivation:</b> 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.		
III	<b>Group Dynamics</b> – Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making <b>Interpersonal Communication</b> – Communication Process – Barriers to Communication– Guidelines for Effective Communication	12	C3
IV	<b>Leadership</b> – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and <b>Politics:</b> Sources of Power – Political Behaviour in Organizations – Managing Politics. <b>Conflict and Negotiation:</b> Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4
V	<b>Work Stress:</b> Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. <b>Emotional Intelligence,</b> Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4	
<b>CO2</b>	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6	
<b>CO3</b>	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5	
<b>CO4</b>	Learn Leadership, Politics, Conflicts and Negotiation.	PO5	
<b>CO5</b>	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8	
<b>Reading List</b>			

1.	<a href="http://www.himpub.com">www.himpub.com</a>
2.	<a href="https://iedunote.com/organisational-behaviour">https://iedunote.com/organisational-behaviour</a>
3.	<a href="http://www.yourarticlelibrary.com/organisation/">www.yourarticlelibrary.com/organisation/</a>
4.	Journal of Organizational Behaviour – wiley Online Library
<b>References Books</b>	
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2				
<b>CO 2</b>			3			3		
<b>CO 3</b>		3		3	3			
<b>CO 4</b>					3			
<b>CO 5</b>						3		2

**3-Strong      2-Medium      1-Low**



Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS104</b>	<b>Accounting For Managers</b>	Core	3	1	-	-	4	5	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS							12	C1		
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis-Distinction between Fund Flow and Cash Flow Statement – problem.							12	C2		
III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of							12	C3		

	safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.		
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
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6	
<b>CO2</b>	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7	
<b>CO3</b>	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7	
<b>CO4</b>	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8	
<b>Reading List</b>			
1.	<a href="http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf">http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf</a>		
2.	<a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf</a>		
3.	<a href="http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf">http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf</a>		
4.	<a href="https://www.researchgate.net/publication/313477460_concept_of_working_capital_management">https://www.researchgate.net/publication/313477460_concept_of_working_capital_management</a>		
<b>References Books</b>			
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.		
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.		
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited		

4.	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>						2		2
<b>CO 2</b>	3	3		3		3	2	
<b>CO 3</b>	3	3	3			3	2	
<b>CO 4</b>	3	3				3	3	
<b>CO 5</b>		3	3	3		3	2	2

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS105</b>	<b>Managerial Economics</b>	Core	4	-	-	-	4	4	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.							12	C1		
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium							12	C2		
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs.							12	C3		

	Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.		
IV	Macro Economic Variables – National Income-Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4	
<b>CO2</b>	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7	
<b>CO3</b>	Have better idea and understanding about production function and market structure	PO6, PO7	
<b>CO4</b>	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8	
<b>CO5</b>	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7	
<b>Reading List</b>			
1.	<a href="http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530">http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530</a>		
2.	<a href="http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207">http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207</a>		
3.	<a href="https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857">https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857</a>		
4.	The Indian Economic Journal - SAGE Journals		
<b>References Books</b>			

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 <sup>th</sup> 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 <sup>th</sup> Edition, 2020.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2		3				
<b>CO 2</b>				3		2	2	
<b>CO 3</b>						3	3	
<b>CO 4</b>								2
<b>CO 5</b>							2	

**3-Strong 2-Medium 1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS106</b>	<b>Legal Systems in Business</b>	Core	4	-	-	-	4	4	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>The Law of Contracts:</b> Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of 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.							12	C1		
II	<b>Sale of Goods Act:</b> Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. <b>Negotiable Instruments Act:</b> Negotiable							12	C2		

	Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics		
III	<p><b>Partnership Act:</b> Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.</p> <p><b>Company Law:</b> Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.</p>	12	C3
IV	<p><b>Labour Law:</b> 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 &amp; Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment &amp; Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition &amp; Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules- RTI Act 2005.</p>	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
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have knowledge on understandings on law of contract.	PO4, PO6, PO7	
<b>CO2</b>	Know the sale of Goods & Negotiable instrument act.	PO6	
<b>CO3</b>	Have understandings on partnership and company law	PO6, PO7	
<b>CO4</b>	Have familiarize with various labour laws.	PO5, PO6, PO7	



<b>CO5</b>	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	<b>PO8</b>
<b>Reading List</b>		
1.	<a href="http://www.legalserviceindia.com/article/">http://www.legalserviceindia.com/article/</a>	
2.	<a href="http://www.freebookcentre.net/Law/Law-Books.html">http://www.freebookcentre.net/Law/Law-Books.html</a> 2	
3.	<a href="https://www.mooc-list.com/course/business-law-wma">https://www.mooc-list.com/course/business-law-wma</a>	
4.	<a href="https://ilj.law.indiana.edu/">https://ilj.law.indiana.edu/</a>	
<b>References Books</b>		
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.	
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.	
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.	
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 <sup>th</sup> 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 <sup>nd</sup> Edition, 2015.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2	2	
<b>CO 2</b>						2		
<b>CO 3</b>						2	2	
<b>CO 4</b>					2	2	2	
<b>CO 5</b>								2

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS1:A</b>	<b>Entrepreneurship Development</b>	Extra Disciplinary	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
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
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to know about growth of entrepreneurship in India	PO4, PO7	
<b>CO2</b>	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8	
<b>CO3</b>	Obtain knowledge on new venture creation	PO6, PO7	
<b>CO4</b>	Be able to prepare a business plan	PO7, PO8	
<b>CO5</b>	Gain knowledge on various types of financing available for new ventures.	PO7, PO8	
<b>Reading List</b>			
1.	<a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>		
2.	<a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>		
3.	<a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a>		
4.	The International Journal of Entrepreneurship and Innovation		
<b>References Books</b>			
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.		
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.		
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.		
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.		
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.		
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018   Pearson		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3			3	
<b>CO 2</b>							3	2
<b>CO 3</b>						2	3	

CO 4							3	2
CO 5							3	3

**3-Strong    2-Medium    1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MSPS1</b>	<b>Soft Skills I – Executive Communication</b>	Soft Skills	-	-	2	-	2	30	40	60	100
<b>Course Objectives</b>											
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 <b>develop a</b> plan for the meetings and interviews										
C5	To analyze the skills required for non-verbal communication										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>UNIT 1- Communication:</b> 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	<b>UNIT 11- Business Correspondence:</b> 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, 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.							6	C2		

III	<b>UNIT III- Business Reports and Proposals:</b> 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	<b>UNIT IV- Conducting Meetings and Interviews:</b> 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	<b>UNIT V- Non-verbal Communication:</b> Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts, Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5
<b>Total</b>		<b>30</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6	
<b>CO2</b>	Development of skills on developing Business Correspondence	PO4, PO6	
<b>CO3</b>	Development of skills on preparing Business Reports and Proposals	PO4, PO6	
<b>CO4</b>	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6	
<b>CO5</b>	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6	
<b>Reading List</b>			
1.	<a href="https://www.skillsyouneed.com/ips/communication-skills.html">https://www.skillsyouneed.com/ips/communication-skills.html</a>		
2.	<a href="https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers">https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers</a>		
3.	<a href="http://skillopedia.com">http://skillopedia.com</a>		
4.	<a href="https://www.habitsforwellbeing.com/9-effective-communication-skills">https://www.habitsforwellbeing.com/9-effective-communication-skills</a>		
<b>References Books</b>			
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.		
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011		
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.		
4.	American Management Association, The AMA Handbook of Business Writing:		

	The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>				3		3		
<b>CO 4</b>				3		3		
<b>CO 5</b>				3		3		

**3-Strong      2-Medium      1-Low**

## SEMESTER II

<b>Subject Code</b>	<b>Category</b>	<b>Subject Name</b>
P23MS207	Core VII	Applied Operations Research
P23MS208	Core VIII	Human Resource Management
P23MS209	Core IX	Marketing Management
P23MS210	Core X	Operations Management
P23MS211	Core XI	Financial Management
P23MS212	Core XII	Strategic Management
P23MS2E1	NMEC I	International Business
P23MSPS2	Soft Skills	Soft Skills II – Business Etiquette
P23MSPS3	Soft Skills	Soft Skills III – Computing Skills

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS207</b>	<b>Applied Operations Research</b>	Core	3	1	-	-	4	4	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management							08	C1		
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.							12	C2		
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.							12	C3		
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory							18	C4		



	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.		
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
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6	
<b>CO2</b>	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7	
<b>CO3</b>	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7	
<b>CO4</b>	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be imparted knowledge on the various methods of game model	PO2, PO7	
<b>Reading List</b>			
1.	<a href="http://www.cbom.atozmath.com">www.cbom.atozmath.com</a>		
2.	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf</a>		
3.	<a href="http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf">http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf</a>		
4.	<a href="https://www.journals.elsevier.com/operations-research-perspectives">https://www.journals.elsevier.com/operations-research-perspectives</a>		
<b>References Books</b>			
1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 <sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019		
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014		
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11 <sup>th</sup> Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021		
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3 <sup>rd</sup> Edition – Paperback, New Age International Publishers, 2018		
5.	Taha, H.A., Operations Research: An Introduction, 10 <sup>th</sup> Edition, Pearson, 2019		
6.	Vohra,N.D., Quantitative Techniques in Management, 5 <sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2017.		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
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CO 1				2		2		
CO 2	3	2				2	2	
CO 3	3	3				3	2	
CO 4	3	3				2	2	
CO 5		3					2	

**3-Strong      2-Medium    1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS208</b>	<b>Human Resource Management</b>	Core	4	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
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										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> 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	<b>Human Resource Planning (HRP):</b> Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management							12	C2		
III	<b>Training, Development &amp; Career Management:</b>							12	C3		

	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.		
IV	<b>Performance Management:</b> Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	12	C4
V	<b>Compensation Management:</b> Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Gain an understanding of HRM policies and importance.	PO4, PO6	
<b>CO2</b>	Implement appropriate HRP in workplace.	PO6	
<b>CO3</b>	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7	
<b>CO4</b>	Demonstrate managing performance of human resources.	PO6, PO7	
<b>CO5</b>	Design and justify compensation framework.	PO4, PO6, PO7	
<b>Reading List</b>			
1.	<a href="https://businessjargons.com/performance-management.html">https://businessjargons.com/performance-management.html</a>		
2.	<a href="https://www.hr-guide.com/data/G400.htm">https://www.hr-guide.com/data/G400.htm</a>		
3.	<a href="https://www.managementstudyguide.com/training-development-hr-function.htm">https://www.managementstudyguide.com/training-development-hr-function.htm</a>		
4.	<a href="https://www.tandfonline.com/toc/rjih20/current">https://www.tandfonline.com/toc/rjih20/current</a>		
<b>References Books</b>			
1.	Ashwathappa, K., Human Resource Management, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.		
2.	Ivaneceovich, J.M., Human Resource Management, 12 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.		
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 <sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.		
4	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource		

	Management, 11 <sup>th</sup> Edition, Wiley India Pvt. Ltd., 2015.
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 <sup>th</sup> Edition 2019.
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 <sup>th</sup> Edition 2017.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				M		M		
<b>CO 2</b>						M		
<b>CO 3</b>					S	S	M	
<b>CO 4</b>						M	M	
<b>CO 5</b>				M		M	M	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS209</b>	<b>Marketing Management</b>	Core	4	-	-	-	4	4	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.							12	C1		
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.							12	C2		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics							12	C3		
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life							12	C4		

	Cycle – Customer Life time Value, Product Portfolio Management.		
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
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7	
<b>CO2</b>	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6	
<b>CO3</b>	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7	
<b>CO4</b>	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7	
<b>CO5</b>	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8	
<b>Reading List</b>			
1.	<a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/">https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/</a>		
2.	<a href="https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html">https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html</a>		
3.	<a href="https://www.ama.org/ama-academic-journals/">https://www.ama.org/ama-academic-journals/</a>		
4.	<a href="https://www.emerald.com/insight/publication/issn/0736-3761">https://www.emerald.com/insight/publication/issn/0736-3761</a>		
<b>References Books</b>			
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.		
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 <sup>st</sup> Edition, 2017		
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 <sup>th</sup> Edition, Pearson, 2022		
4.	<u>Warren J. Keegan</u> , Global Marketing Management, 8thEdition, Pearson, 2017.		
5.	Mullins, Marketing Management: A Strategic Decision Making		

	Approach, 7 <sup>th</sup> Edition, McGraw-Hill, 2010.
6.	Philip Kotler and <u>Keven Lane Keller</u> , Marketing Management, 15 <sup>th</sup> Edition, Pearson, 2015

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2	2	
<b>CO 4</b>			2	2		2	2	
<b>CO 5</b>						2		2

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS210</b>	<b>Operations Management</b>	Core	3	1	-	-	4	4	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
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 Maintenance.	12	C3
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4	
<b>CO2</b>	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7	
<b>CO3</b>	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7	
<b>CO4</b>	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7	
<b>CO5</b>	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7	
<b>Reading List</b>			
1.	<a href="http://www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt">www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt</a>		
2.	<a href="http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>		
3.	<a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>		

4.	<a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>
<b>References Books</b>	
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 <sup>rd</sup> Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1 <sup>st</sup> Edition, Wiley, 2022.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		2				
<b>CO 2</b>		2					2	
<b>CO 3</b>						2	2	
<b>CO 4</b>	2	2				2	2	
<b>CO 5</b>		2				2	2	

**3-Strong    2-Medium    1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS211</b>	<b>Financial Management</b>	Core	3	1	-	-	4	4	25	75	100
<b>Course Objectives</b>											
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										
<b>SYLLABUS</b>											
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							12	C2		

	Modeling; Hurdle Rate.		
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
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
<b>CO2</b>	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
<b>CO3</b>	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
<b>CO4</b>	Have learnt the concept of capital structure and dividend	PO6, PO7	
<b>CO5</b>	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7	
<b>Reading List</b>			
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>		
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
<b>References Books</b>			
1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019		

2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2	2	
<b>CO 2</b>	2	3				2	2	
<b>CO 3</b>		2					3	
<b>CO 4</b>						2	3	
<b>CO 5</b>	2	2		3			2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS212</b>	<b>Strategic Management</b>	Core	4	-	-	-	4	4	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details						No. of Hours	Course Objectives			
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.						12	C1			
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.						12	C2			
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.						12	C3			
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy –						12	C4			

	Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS		
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
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to frame vision and mission statements.	PO3, PO4, PO7	
<b>CO2</b>	Be social and ethically responsible.	PO3, PO8	
<b>CO3</b>	Possess insights on making environmental analysis.	PO3, PO8	
<b>CO4</b>	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7	
<b>CO5</b>	Understanding strategic implementation and control.	PO4, PO5, PO7	
<b>Reading List</b>			
1.	Strategic Management Journal – Wiley online Library		
2.	Journal of strategy and Management – Emerald Insight		
3.	Mastering Strategic Management – <a href="http://www.opentextbooks.org.hk">www.opentextbooks.org.hk</a>		
4.	Mastering Strategic Management – <a href="http://www.saylor.org">www.saylor.org</a> .		
<b>References Books</b>			
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.		
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.		
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.		
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.		
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.		
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>			3	2			3	
<b>CO 2</b>			3					3

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

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS2E1</b>	<b>International Business</b>	Extra Disciplinary	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
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:							9	C2		



	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.		
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 by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	9	C4
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre-	9	C5

	shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.		
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7	
<b>CO2</b>	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7	
<b>CO3</b>	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7	
<b>CO4</b>	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7	
<b>CO5</b>	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8	
<b>Reading List</b>			
1.	<a href="http://www.internationalbusinesscorporation.com">www.internationalbusinesscorporation.com</a>		
2.	<a href="http://www.business-ethics.org">www.business-ethics.org</a>		
3.	<a href="https://www.jstor.org/journal/jintebusistud">https://www.jstor.org/journal/jintebusistud</a>		
4.	Journal of International Business and Management (JIBM)		
<b>References Books</b>			
1.	International Business: Competing in the Global Marketplace (SIE)   11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)		
2.	International Business   Fourth Edition   By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)		
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.		
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.		
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.		
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2		3			2	
<b>CO 2</b>				M			2	
<b>CO 3</b>				3		3	3	
<b>CO 4</b>		3		3			3	
<b>CO 5</b>						3	3	3

**3-Strong    2-Medium    1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MSPS2</b>	<b>Soft Skills II - Business Etiquette</b>	Soft Skills	-	-	2	-	2	2	25	75	100
<b>Course Objectives</b>											
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										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.							6	C1		
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dining-Specific food Etiquette guidelines.							6	C2		

III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines	6	C3
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues- Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	6	C4
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects- Cultural Highlight: China-Cultural Highlight: India.	6	C5
<b>Total</b>		<b>30</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Learn using business etiquette at work place	PO4, PO6, PO7	
<b>CO2</b>	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
<b>CO3</b>	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
<b>CO4</b>	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
<b>CO5</b>	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
<b>Reading List</b>			

1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>
3.	Journal of International Financial Management & Accounting
4.	The Management Accountant Journal - icmai-rnj.in
<b>References Books</b>	
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2	2	
<b>CO 2</b>				2		2	2	
<b>CO 3</b>				2		2	2	
<b>CO 4</b>				2		2	2	
<b>CO 5</b>				2		2	2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MSPS3	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	2	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying 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 –							6	C5		

	Google Cloud Print		
	<b>Total</b>	<b>30</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have awareness and understanding on the basic functions of MS Excel	PO4, PO6, PO7	
<b>CO2</b>	Know the advanced functions of MS Excel	PO4, PO6, PO7	
<b>CO3</b>	Possess knowledge on MS Access and its application in database management	PO2, PO4, PO6, PO7	
<b>CO4</b>	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	
<b>CO5</b>	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	
<b>Reading List</b>			
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		
<b>References Books</b>			
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.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3		3	3	
<b>CO 2</b>				3		3	3	
<b>CO 3</b>		3		3	3	3	3	
<b>CO 4</b>				3	3	3	3	
<b>CO 5</b>				3		3	3	

**3-Strong      2-Medium      1-Low**

**SEMESTER III**

<b>Subject Code</b>	<b>Category</b>	<b>Subject Name</b>
P23MS313	Core XIII	Information Systems for Business
	Elective I	Any Six from Elective List
	Elective	
	Elective	
	Elective	
	Elective	
	Elective	
P23MS3E2	NMEC II	Employability skills
P23MSPS4	Soft Skills	Soft Skills IV – Leadership and Team Building Skills
P23MS311	Internship	***Summer Internship



Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS313	<b>Information Systems for Business</b>	Core	4	-	-	-	5	6	25	75	100
<b>Course Objectives</b>											
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										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.							12	C1		
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.							12	C2		
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.							12	C3		
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database-Components-advantages and disadvantages of database; Data Warehousing and Data Mining;							12	C4		

	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 the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, 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
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6	
<b>CO2</b>	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,	
<b>CO3</b>	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8	
<b>CO4</b>	To study the various models and new technologies	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8	
<b>Reading List</b>			
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.		
<b>References Books</b>			
1.	Azam, M., Management Information System, McGrawHill Education, 2012		
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11 <sup>th</sup> Edition, Pearson, 2010.		
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3 <sup>rd</sup> Edition, PHI, 2011.		
4.	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2009.		
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 <sup>rd</sup> Edition, Wiley India Pvt. Ltd., 2009.		
6.	Stair, R. and Reynolds, G., Information Systems, 10 <sup>th</sup> Edition, Cengage		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	2				3		
<b>CO 2</b>			3		3			3
<b>CO 3</b>	2		3		2			3
<b>CO 4</b>	3	3				2	3	
<b>CO 5</b>	3	2			2			3

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
P23MS3E2	EMPLOYABILITY SKILLS	Extra Disciplinary	3	-	-	-	3	3	25	75	100	
<b>Course Objectives</b>												
C1	To learn about the employability skills											
C2	To understand dimensions of task oriented skills											
C3	To study on critical problem-solving techniques											
C4	To develop employability skills											
C5	To understand the logical and reasoning skills											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	<b>INTRODUCTION TO EMPLOYABILITY SKILLS</b> Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.							9	C1			
II	<b>UNPACKING EMPLOYABILITY SKILLS</b> Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.							9	C2			
III	<b>INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS</b> Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.							9	C3			
IV	<b>RESUME WRITING</b> Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.							9	C4			
V	<b>Arithmetic and Logical Reasoning Skills – Exercise.</b>							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
<b>Course Outcomes</b>	On completion of this course, students will;											
<b>CO1</b>	Acquire employability skills							PO4, PO6, PO7				
<b>CO2</b>	understand dimensions of task oriented skills							PO4, PO6, PO7				
<b>CO3</b>	study on critical problem-solving techniques							PO4, PO6, PO7				
<b>CO4</b>	develop employability skills							PO4, PO6, PO7				

<b>CO5</b>	understand the logical and reasoning skills	PO4, PO6, PO7
<b>Reading List</b>		
1.	<a href="https://www.jobjumpstart.gov.au/article/what-are-employability-skills">https://www.jobjumpstart.gov.au/article/what-are-employability-skills</a>	
2.	<a href="https://www.simplilearn.com/why-are-employability-skills-important-article">https://www.simplilearn.com/why-are-employability-skills-important-article</a>	
3.	<a href="https://blog.hubspot.com/marketing/employability-skills">https://blog.hubspot.com/marketing/employability-skills</a>	
4.	<a href="https://www.indeed.com/career-advice/finding-a-job/employability-skills">https://www.indeed.com/career-advice/finding-a-job/employability-skills</a>	
<b>References Books</b>		
1.	Soft Skills, Dr. K. Alex	
2.	Winning Interview Skills, Compiled & Edited by J.K. Chopra.	
3.	A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.	
4.	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.	
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.	
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>		2		3		3		
<b>CO 4</b>				3	2	3	1	
<b>CO 5</b>				3		3		

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
P23MSPS4	Soft Skills IV – Leadership & Team Building Skills	Soft Skills	-	-	2	-	2	3	25	75	100	
<b>Course Objectives</b>												
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											
<b>SYLLABUS</b>												
UNIT	Details							No. of Hours	Course Objectives			
I	<b>Leadership Theories:</b> Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership							6	C1			
II	<b>Leadership Styles:</b> 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	<b>Leadership Skills:</b> 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	<b>Team Work:</b> 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	<b>Exploring team roles &amp; processes:</b> mapping the stages of group development -Building: and developing teams- overcoming resistance coping and conflict and Ego-leading a team managing meetings.							6	C5			
<b>Total</b>							<b>30</b>					
<b>Course Outcomes</b>												
<b>Course</b>	On completion of this course, students will;							<b>Program Outcomes</b>				

<b>Outcomes</b>		
<b>CO1</b>	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO5, PO6, PO7
<b>CO2</b>	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO5, PO6, PO7
<b>CO3</b>	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
<b>CO4</b>	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
<b>CO5</b>	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7
<b>Reading List</b>		
1.	Uday Kumar Haldar, 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	
<b>References Books</b>		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.	
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3	3	3	3	
<b>CO 2</b>				3	3	3	3	
<b>CO 3</b>		3		3	3	3	3	
<b>CO 4</b>				3	3	3	3	
<b>CO 5</b>				3		3	3	

**3-Strong      2-Medium      1-Low**

**SPECIALIZATION COURSES: FINANCE MANAGEMENT**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS3N1</b>	<b>Corporate Finance</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students with the fundamental understanding of corporate finance.										
C2	To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.										
C3	To throw light on the investment techniques on the investment decision making										
C4	To educate the students on the various sources of international finance available to the Indian companies.										
C5	To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Corporate Finance:</b> Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts.							09	C1		
II	<b>Indian Capital Market</b> – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity–Debenturefinancing– GuidelinesfromSEBI,advantagesanddisadvantages							09	C2		
III	<b>Investment Decision:</b> Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation.							09	C3		
IV	<b>Finance from international sources,</b> – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions.							09	C4		
V	<b>Foreign Collaboration</b> – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax							09	C5		
<b>Total</b>							<b>45</b>				



<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Understand the fundamentals of corporate finance.	PO4, PO6
<b>CO2</b>	Summarize the role of SEBI and the structure of Indian capital market.	PO4, PO6, PO7
<b>CO3</b>	Analyze the various investment techniques and the investment decision making.	PO2, PO7
<b>CO4</b>	Appraise the various sources of finance that are available to the Indian companies.	PO6, PO7
<b>CO5</b>	Categorize the various modes through which corporate can go international and multinational.	PO6, PO7
<b>Reading List</b>		
1.	Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021	
2.	Mike Piper, Corporate Finance made simple, Kindle Edition, 2020	
3.	Journal of Corporate Finance, Elsevier	
4.	The Review of Corporate Finance, Oxford Academic	
<b>References Books</b>		
1.	Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 12 <sup>th</sup> Edition, Paperback, Tata McGraw-Hill Publishers, 2018.	
2.	Damodaran, A., Applied Corporate Finance, 4 <sup>th</sup> Edition, Wiley, 2015.	
3.	Damodaran, A., Corporate Finance: Theory and Practice, 2 <sup>nd</sup> Edition Paperback, Wiley India Pvt Ltd., 2007.	
4.	Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.	
5.	Madura, J., International Corporate Finance, 10 <sup>th</sup> Edition, Cengage Learning, 2012.	
6.	Viswanath, S., Cases in Corporate Finance, McGraw-Hill Education, 2009.	

### CO-PO Mapping

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		
<b>CO 2</b>				2		2	2	
<b>CO 3</b>		3					3	
<b>CO 4</b>						2	3	
<b>CO 5</b>						2	2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3N2	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
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.										
<b>Syllabus</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Investment</b> - 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	<b>Securities Market</b> - 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	<b>Fundamental Analysis</b> - Economic Analysis – Forecasting techniques. Industry Analysis; Industry							9	C3		

	classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.		
IV	<b>Technical Analysis</b> - 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	<b>Portfolio Management</b> -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7	
<b>CO2</b>	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO4, PO6, PO7	
<b>CO3</b>	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO4, PO7, PO8	
<b>CO4</b>	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	PO4, PO6 PO7	
<b>CO5</b>	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7	
<b>Reading List</b>			
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		
<b>References Books</b>			
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.		
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.		
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.		
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.		
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio		

	Management, 2ndEdition, Pearson, 2015.
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.

**CO-PO Mapping**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		3				3	3	
<b>CO 2</b>		3		2		3		
<b>CO 3</b>		3		3		2		
<b>CO 4</b>				2		3	3	
<b>CO 5</b>						2	3	

**3-Strong 2-Medium 1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS3N3</b>	<b>Tax Management</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To make an understanding on the tax system										
C2	To enrich on taxation procedure under different heads of income.										
C3	To create awareness on deductions, set off and carry forwards in tax management.										
C4	To enable computation of taxable income.										
C5	To provide insight knowledge on direct tax system										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Income Tax Law – important concepts - Scheme of Taxation –types of Taxes, concept, objectives canons of Taxation and factors to be considered for Tax Planning - Tax exemption – Residential status–Tax free incomes.							9	C1		
II	Heads of Income – Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of Business of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources - basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources.							9	C2		
III	Deductions to be made in computing total income – Resales and Reliefs of Income tax–Taxation of Non-Residents. Income –tax Payment and Assessment-Tax deduction at source; advance tax; self-assessment tax assessment procedure - Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments –Regular and best judgment assessment revision, rectification and appeal, provision relating to interest and refund of tax.							9	C3		
IV	Corporate Taxation - Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses. Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact, tax							9	C4		

	Provisions for Venture Capital Funds		
V	Wealth Tax and Other Direct Taxes- Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act. Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company/Venture Capital Funds.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Objectives</b>	
<b>CO1</b>	State the basic concepts of tax management system in India.	C1	
<b>CO2</b>	Discuss the taxation procedure involved under different heads of income.	C2	
<b>CO3</b>	Calculate on the deduction procedures, set off and carry forward procedures.	C3	
<b>CO4</b>	Analyze the ways to compute total taxable income.	C4	
<b>CO5</b>	Prepare direct tax system	C5	
<b>Reading List</b>			
1.	Direct Taxes Law and Practice, Vinod K Singhanian and Kapil Singhanian, Taxmann, 2021		
2.	Income Tax ready reckoner for 2021-22 e-book, Taxguru.		
3.	<a href="https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf">https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf</a>		
4.	Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhanian, Taxmann		
<b>References Books</b>			
1.	Students Guide to Income Tax by Dr. Vinod K. Singhanian and Monica Singhanian, Taxmann's flagship publication, Latest Edition.		
2.	Indirect Tax by Vinod K. Singhanian Taxmann's flagship publication, Latest Edition		
3.	Iyengar, A.C., Sampat Law of Income Tax. Allahabad, Bharat Law House. Latest Edition.		
4.	Dr. H.C. Mehrotra, Dr. S.P. Goyal, Jai Narain Vyas, Income tax and Indirect taxes, Sahitya Bhawan Publications, Latest Edition.		
5.	T.S. Reddy, Y. Hariprasad Reddy, Income Tax Theory, Law Practice, Margham Publishers, Latest Edition.		
6.	Students Guide to Income Tax by Dr. Vinod K. Singhanian and Monica Singhanian, Taxmann's flagship publication, Latest Edition.		

### CO-PO MAPPING

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

**3-Strong 2-Medium 1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3N4	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI.							9	C1		
II	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing– Advertising Strategies – NRI Marketing–Post Issue Activities.							9	C2		
III	Fee based financial services: Mergers and Acquisitions-Portfolio Management							9	C3		



	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
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;		
<b>CO1</b>	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	PO4, PO6	
<b>CO2</b>	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6	
<b>CO3</b>	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6	
<b>CO4</b>	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6	
<b>CO5</b>	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6	
<b>Reading List</b>			
1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011		
2.	Pathak Barthi, Indian Financial System, 5 <sup>th</sup> Edition, Pearson Education, 2018		
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate		
4.	Journal of Corporate Finance, Elsevier		
<b>References Books</b>			
1.	M. Y. Khan, Financial Services, TataMcGraw-Hill, 12 <sup>th</sup> Edition, 2012		
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.		
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 <sup>nd</sup> Edition, 2010.		
4.	J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,		
5.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.		
6.	Sasidharan, Financial Services and System, TataMcGrawHill, New Delhi.		

### CO-PO MAPPING

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

**3-Strong    2-Medium    1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS3N5</b>	<b>Derivatives Management</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize and enable the students to understand the fundamentals of Derivatives and its types.										
C2	To throw light on forward and futures contract.										
C3	To educate the students on Options.										
C4	To elucidate the various Option Pricing models.										
C5	To educate the students on the indices of various derivative instruments										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Derivatives – Definition –Types – participants and functions- Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives, Risks in Derivatives.							9	C1		
II	Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts -Margin Requirements – Marking to Market – Hedging using Futures — Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.							9	C2		
III	Options -Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits -American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models –Differences between future and Option contracts.							9	C3		
IV	Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.							9	C4		
V	Commodity Futures – Contract Terminology and							9	C5		

	Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	List the fundamentals of Derivatives and its types.	PO4, PO6	
<b>CO2</b>	Classify the Forward and Future Contracts.	PO6, PO7	
<b>CO3</b>	Assess the Options.	PO6, PO7	
<b>CO4</b>	Summarize the various Option Pricing models.	PO6, PO7	
<b>CO5</b>	Generalize the knowledge on the indices of various Derivative Instruments.	PO6, PO7	
<b>Reading List</b>			
1.	Aron Gottesman, Derivatives Essentials: An Introduction to Forwards, Futures and Options and Swaps, Wiley, 2016		
2.	ArkadevChatterje, Robert A. Jarrow, An Introduction to Derivative Securities, Financial Markets, and Risk Management, World Scientific, Kindle Edition,		
3.	International Journal of Financial Markets and Derivatives, Inderscience Publishers		
4.	Journal of Risk and Financial Management, MDPI		
<b>References Books</b>			
1.	Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 10th edition, 2015.		
2.	S.L. Gupta, Financial Derivatives, Theory, Concepts and Problems, PHI Learning 2nd edition, 2017		
3.	Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, Pearson, 10th Edition, 2018.		
4.	Patrick Boyle, Jesse McDougall, Trading and Pricing Financial Derivatives, De Gruyter, A Guide to Future, Options and Swaps, 2nd Edition, Publishers, 2018.		
5.	James A. Overdahl, Financial Derivatives, Wiley India Pvt. Ltd, 3rd Edition, 2014		

### CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		3	2	
<b>CO 2</b>						3	2	
<b>CO 3</b>						3	2	
<b>CO 4</b>						3	2	
<b>CO 5</b>						3	2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS3N6</b>	<b>Banking and Insurance</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Indian Financial System:</b> 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	<b>Basics of Banking:</b> 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.							9	C2		
III	<b>Electronic Banking:</b> 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							9	C3		

	Cards/Mobile Banking / Internet Banking etc. - 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) – <b>NACH</b> Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).		
IV	<b>Insurance:</b> Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.	9	C4
V	<b>General Insurance:</b> 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
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;		
<b>CO1</b>	Understand, analyze and communicate on the Indian Financial System	PO4, PO6, PO7	
<b>CO2</b>	Explain the basics of Banking and the emergence of Banking in India and its lending practices	PO4, PO6, PO7	
<b>CO3</b>	Analyze the Digital Banking and the current trend in banking and new banking products and services	PO4, PO6, PO7	
<b>CO4</b>	Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.	PO4, PO6, PO7	
<b>CO5</b>	Categorize the knowledge and understanding on Marine, fire, home and medical insurances	PO4, PO6, PO7	

<b>Reading List</b>	
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
<b>References Books</b>	
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 <sup>th</sup> Edition, 2014.
4.	Muraleedharan,ModernBanking:TheoryandPractice,PHILearning, Second Edition, 2014.
5.	Varshney,P.N.,BankingLawandPractice,SultanChandandSons, fist Edition, 2015.
6.	Gopinath. M. N. -BankingPrinciples&Operations, Snow White Publications, 7 <sup>th</sup> Edition, 2021

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3		3	3	
<b>CO 2</b>				2		3	3	
<b>CO 3</b>				3		3	3	
<b>CO 4</b>				3		3	3	
<b>CO 5</b>				3		3	3	

**3-Strong 2-Medium 1-Low**

Subject Code	Subject Name	L	T	P	C	R	·	M	Marks
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	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Explain the basics of Behavioural Finance	PO6	
<b>CO2</b>	Compare and classify the awareness and understanding on the various theories of Behavioural Finance	PO6, PO7	
<b>CO3</b>	Categorize the various financial decision theory paradoxes	PO2, PO6	
<b>CO4</b>	Assess the non-behavioral finance through the extended knowledge on Efficient Market Hypothesis	PO6	
<b>CO5</b>	Estimate on arbitrage, risks in share trade and on contemporary financial issues.	PO6, PO7	
<b>Reading List</b>			
1.	Subrahmanyam, A. (2008). Behavioural finance: A review and synthesis. European Financial Management.		
2.	Forbes, W. (2009). Behavioural finance. John Wiley & Sons.		
3.	Kapoor, S., &Prosad, J. M. (2017). Behavioural finance: A review. Procedia computer science.		
4.	Bloomfield, R. (2010). Behavioural finance. In Behavioural and Experimental Economics (pp. 32-41). Palgrave Macmillan, London.		
<b>References Books</b>			
1.	Prasaanna Chandra, Behavioural Finance, 2 <sup>nd</sup> Edition, Paperback – 1, Mcgraw Hill, 2020		
2.	Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Markets, Mcgraw Hill Education, 2017		
3.	Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press, 2000		
4.	Thomas Kliestik, Katerina Valaskova, and Maria Kovacova, Advances in Behavioural Finance and Economics, MDPI, 2021		
5.	Singh Ranjit, Behavioural Finance, PHI Learning Pvt. Ltd., 2019		
6.	Sujata Kapoor, Jaya MamtaProsad, Behavioural Finance, Sage Publications India Pvt. Ltd., 2019.		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>						2		
<b>CO 2</b>						2	2	
<b>CO 3</b>		2				2		
<b>CO 4</b>						2		
<b>CO 5</b>						2	2	

**3-Strong      2-Medium      1-Low**

<b>Subject Code</b>	<b>Subject Name</b>	←	→	↺	↻	L	T	P	O	R	·	H	<b>Marks</b>
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	and short call & put options -option pricing modeling (b-s model) - optimal hedge contract modeling		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Identify the relevance of financial models for various corporate finance purposes.	PO1,PO2,PO6,PO7	
<b>CO2</b>	Estimate the securities by using the modelling techniques	PO1,PO2, PO6	
<b>CO3</b>	Calculate efficient financial budgeting and appraise the equity value of a company by applying various methods.	PO1,P2,PO6,PO7	
<b>CO4</b>	Assess the evaluation of securities through the tools and techniques of portfolio models	PO1,PO2	
<b>CO5</b>	Appraise the aptitude of analyzing the investment decision-based on derivatives.	PO1,PO2	
<b>Reading List</b>			
1.	Kienitz, J., &Wetterau, D. (2013). Financial modelling: Theory, implementation and practice with MATLAB source. John Wiley & Sons.		
2.	Spronk, J., &Hallerbach, W. (1997). Financial modelling: Where to go? With an illustration for portfolio management. european Journal of operational research.		
3.	Tankov, P. (2003). Financial modelling with jump processes. Chapman and Hall/CRC.		
4.	Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to Applied.		
<b>References Books</b>			
1.	Wayne L Winston," Microsoft Excel 2016-Data Analysis and Business Modelling", PHI publications, (Microsoft Press), New Delhi,2017.		
2.	Chandan Sen Gupta," Financial analysis and Modelling –Using Excel and VBA", Wiley Publishing House ,2014'		
3.	Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015		
4.	Ruzhbeh J Bodanwala , "Financial management using excel spread sheet",Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015.		
5.	Benninga, Simon. Principles of Finance with Microsoft Excel, 2nd Edition, 2011		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3	3				2	2	
<b>CO 2</b>	3	3				2		
<b>CO 3</b>	3	3				2	2	
<b>CO 4</b>	3	3						
<b>CO 5</b>	3	3						

**3-Strong 2-Medium 1-Low**

<b>Subject Code</b>	<b>Subject Name</b>	←	→	↺	↻	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	↻	·	≡	<b>Marks</b>
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	Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India		
III	<b>Leasing and Hire Purchase</b> Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications Microfinance: Consumer Credit - Factoring and Forfaiting	9	C3
IV	<b>Credit rating &amp; Securitization:</b> Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs. Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.	9	C4
V	<b>Depositories &amp; Contemporary Issues</b> Depository services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role- Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Estimate the Indian financial systems and its regulators	PO3,PO6	
<b>CO2</b>	Summarize the listing and trading securities, Risk management in BSE & NSE, Index management.	PO6, PO7	
<b>CO3</b>	Explain the leasing and hire purchase	PO7	
<b>CO4</b>	Prioritize the credit rating and securitization	PO2,PO6,PO7	
<b>CO5</b>	Summarize the depositories & contemporary Issues	PO6,PO7	
<b>Reading List</b>			
1.	Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. The Quarterly Review of Economics and Finance.		
2.	Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. World development.		
3.	Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. Review of		

	Quantitative Finance and Accounting.
4.	Micu, I., & Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. SEA-Practical Application of Science.
<b>References Books</b>	
1.	Khan M.Y, Financial Services, 8th edition, McgrawHill ,2015,.
2.	K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008.
3.	Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning,2014..
4.	Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education, 2014.
5.	MadhuVij, Swati Dhawan , Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011.
6.	Tripathy, NaliniPrava, Financial Services, PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>			2			2		
<b>CO 2</b>						3	3	
<b>CO 3</b>							3	
<b>CO 4</b>		3				2	3	
<b>CO 5</b>						2	2	

**3-Strong      2-Medium      1-Low**

<b>Subject Code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	<b>·</b>	<b>█</b>	<b>Marks</b>
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	corresponding asset allocation. Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.		
V	<b>Tax Planning &amp; Contemporary Issues</b> Indian Tax Laws for investment and Wealth Management - Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Express the concept of Personal Financial Planning	PO2, PO7	
<b>CO2</b>	Demonstrate the process of Comprehensive Financial Planning	PO2,PO6,PO7	
<b>CO3</b>	Explain the concept of Insurance & Retirement Planning	PO2,PO5	
<b>CO4</b>	Assess the concept of Wealth Management	PO7	
<b>CO5</b>	Appraise on the tax planning & issues	PO2, PO7	
<b>Reading List</b>			
1.	Kochis, S. T. (2006). Wealth Management: A Concise Guide to Financial Planning and Investment Management for Wealthy Clients. CCH.		
2.	Danes, S. M., Huddleston-Casas, C., & Boyce, L. (1999). Financial planning curriculum for teens: Impact evaluation. Journal of Financial Counseling and Planning.		
3.	Hanna, S. D., & Lindamood, S. (2010). Quantifying the economic benefits of personal financial planning. Financial Services Review.		
4.	Wu, C. R., Lin, C. T., & Tsai, P. H. (2010). Evaluating business performance of wealth management banks. European journal of operational research,.		
<b>References Books</b>			
1.	Dun, Bradstreet , Wealth Management, Tata Mcgraw Hill, India, 2009.		
2.	JoydeepSen - Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers & Distributors Limited, 2020		
3.	Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook (2012)		
4.	Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA		
5.	G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA		
6.	Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth		



**CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2					3	
<b>CO 2</b>		3				2	3	
<b>CO 3</b>		3			2			
<b>CO 4</b>							3	
<b>CO 5</b>		2					2	

**3-Strong    2-Medium    1-Low**

<b>Subject Code</b>	<b>Subject Name</b>	<b>t</b>	<b>e</b>	<b>s</b>	<b>e</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	<b>p</b>	<b>.</b>	<b>H</b>	<b>Marks</b>
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<b>CO2</b>	Summarize the concepts of term structure, interest rates and bond price volatility	PO7
<b>CO3</b>	Compare and contrast the fixed income portfolios	PO6,PO7
<b>CO4</b>	Appraise the hedging contracts done	PO2
<b>CO5</b>	Formulate the management of securities.	PO6, PO7
<b>Reading List</b>		
1.	Tuckman, B., &Serrat, A. (2011). Fixed income securities: tools for today's markets. John Wiley & Sons.	
2.	Martellini, L., Priaulet, P., &Priaulet, S. (2003). Fixed-income securities: valuation, risk management and portfolio strategies (Vol. 237). John Wiley & Sons.	
3.	Fabozzi, F. J. (2008). Fixed income securities. John Wiley and Sons.	
4.	Veronesi, P. (2010). Fixed income securities: Valuation, risk, and risk management. John Wiley & Sons.	
<b>References Books</b>		
1.	Frank J. Fabozz, Bond Markets, Analysis and Strategies, 9th edition, Pearson India, 2012.	
2.	Moorad Choudhry, Masekoldrich, Fixed Income Markets: Instruments, Applications, Mathematics, 2nd edition, Wiley Finance Series, 2014.	
3.	Fabozzi, F. J, Fixed income securities, 8th edition, Wiley, 2012.	
4.	Choudhry, M, Fixed-income Securities and Derivatives Handbook, 2nd edition, Wiley, 2010.	
5.	Martellini, L, Priaulet, P, Priaulet. S, Fixed-income securities: valuation, risk management and portfolio strategies, Wiley2005.	
6.	Veronesi. P, Fixed income securities: Valuation, risk, and risk management, 1 <sup>st</sup> edition, Wiley.	

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>						2		
<b>CO 2</b>							2	
<b>CO 3</b>						2	2	
<b>CO 4</b>		2						
<b>CO 5</b>						2	2	

**3-Strong      2-Medium      1-Low**

<b>Subject Code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	<b>R</b>	<b>H</b>	<b>Marks</b>
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III	<p><b>Lab Experiment 8</b> Simulate and critically validate the performance of Momentum strategy for Financial Sectors, validate the performance for the time period 2011 till 2014</p> <p><b>Lab Experiment 9</b> Simulate the performance of market neutral Momentum strategy for NIFTY50, evaluate the results for the period 2011 till date</p> <p><b>Lab Experiment 10</b> Simulate the performance of market neutral momentum strategy for sectors - Industrials, Technology, Energy and Communications, provide the reasoning performance of the strategy</p>	9	C3
IV	<p><b>Lab Experiment 11</b> Simulate the performance of Value Investing strategy, using Book to Market, Earnings to Price and evaluate the results for the period 2014 to till date</p> <p><b>Lab Experiment 12</b> Construct a portfolio with the combination of Momentum and Value Strategy, evaluate the performance of the portfolio for the period 2014 till date</p> <p><b>Lab Experiment 13</b> Compute the valuation of the Tata Consultancy Services using discounted cash flow approach</p> <p><b>Lab Experiment 14</b> Compute the valuation of a FinTech start-up using the discounted cashflow approach</p>	9	C4
V	<p><b>Lab Experiment 15</b> Study the emerging FinTech players in India and United States and provide reasoning on the importance of customer experience in building the product</p> <p><b>Lab Experiment 16</b> Study the role of Government agencies and the FinTech eco-system in promoting the growth of FinTech sector in India</p> <p><b>Lab Experiment 17</b> Study how “Payments” landscape have evolved in India, China and United States Market, articulate your reasoning the growth in these markets and with adoption due to newer technologies</p> <p><b>Lab Experiment 18</b> Study how “Asset Management &amp; Investment Management” industry. Have evolved in India and United States market, articulate with reasoning on the changing business landscape</p>	9	C5
<b>Total</b>		<b>45</b>	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recall on validating the performances of various asset classes and simulate and provide reasoning on the validation	PO1,PO2, PO6
CO2	Explain the knowledge on the performances of exchanges traded in Indian Market	PO2,PO6
CO3	Appraise on simulating and critically validating the performance of momentum strategy for financial sectors	PO1,PO2
CO4	Assess on simulating the performance of value investing strategy and construct a portfolio	PO1,PO2
CO5	Develop on evaluating the emerging FinTech players in India	PO2

Reading List	
1.	Puschmann, T. (2017). Fintech. Business & Information Systems Engineering,.
2.	Goldstein, I., Jiang, W., & Karolyi, G. A. (2019). To FinTech and beyond. The Review of Financial Studies.
3.	Brennan, M. J., & Subrahmanyam, A. (1995). Investment analysis and price formation in securities markets. Journal of financial economics.
4.	Chandra, P. (2017). Investment analysis and portfolio management. McGraw-hill education.

References Books	
1.	Osterwalder, A. – Pigneur, Y. (2010): Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. New York: John Wiley & Sons
2.	Van der Kleij, E., Tech Giants Becoming Non-Bank Banks. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, 2016
3.	Bhandari, M.: India and the Pyramid of Opportunity. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, 2016
4.	Prasanna Chandra, Investment Analysis and Portfolio Management, 5 <sup>th</sup> Edition, Tata McGraw Hill. 2017
5.	Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty, Investments, 11 <sup>th</sup> Edition, Tata Mc Graw Hill, 2019
6.	

### CO-PO MAPPING

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

3-Strong      2-Medium      1-Low

Subject Code	Subject Name	L	T	P	O	M	E	M	Marks
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<b>CO3</b>	Appraise the knowledge on management of foreign exchange exposure and risk involved in it.	PO2,PO7
<b>CO4</b>	Appraise the cross-border investment decisions	PO2, PO7
<b>CO5</b>	Generalize on multinational financing institutions and contemporary issues	PO6,PO7
<b>Reading List</b>		
1.	Madura, J. (2020). International financial management. Cengage Learning.	
2.	Apte, P. G., &Kapshe, S. (2020). International Financial Management . McGraw-Hill Education.	
3.	Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis.	
4.	Eun, C. S., & Resnick, B. G. (2010). International Financial Mgmt 4E. Tata McGraw-Hill Education.	
<b>References Books</b>		
1.	Machi Raju International Financial Management, Third Edition, HPH, 2016.	
2.	V. A Avadhani, International Financial Management, Second Edition, HPH, 2011	
3.	Eiteman&Stonchill, "Multinational Business Finance", 12 <sup>th</sup> Edition, Pearson, 2010	
4.	Cheol Eul& Bruce Resnick, International Financial Management, 7 <sup>th</sup> Edition, China Machine Press, 2016.	
5.	V.K.Bhalla. "International Financial Management for the Multinational Firm",4 <sup>th</sup> Edition, S Chand,,2014	
6.		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2						
<b>CO 2</b>						2	2	
<b>CO 3</b>		2					2	
<b>CO 4</b>		2					2	
<b>CO 5</b>						2	2	

**3-Strong 2-Medium 1-Low**

<b>Subject Code</b>	<b>Subject Name</b>	←	↻	↺	↻	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	↻	↺	<b>Marks</b>
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	systems in Banks - RBI Guidelines. Strategies to mitigate liquidity risk		
IV	Credit risk: Drivers- capital adequacy- risk rating and pricing - loan policy – capital requirement - credit risk approach – credit ratings. Credit risk mitigation - Credit derivatives, Securitization. Credit risk management strategies – Credit VaR - Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation etc. - Credit default swaps (CDS). Sovereign Credit Rating – Rating - Probability of Default (PD) – LGD - Stress testing - Early Warning - Scenario Building etc.,	9	C4
V	Operational risk & technology risk and contemporary issues: Operational risk- definition- types- events. Operational risk management practices- approaches-organizational setup- responsibilities. Identification-measurement- monitoring- mitigation- internal audit. Strategies to mitigate operational risk. Technology risk: Identification of the drivers and strategies to mitigate the technology risk - Contemporary risk management practices in Indian Banks.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understanding risk, risk management, Role of CFO in mitigating risk in banks	PO7	
<b>CO2</b>	critically assess market risk & exchange rate risk	PO2,PO6,PO7	
<b>CO3</b>	Assess the interest rate risk & liquidity risk	PO7	
<b>CO4</b>	Able to Estimate the credit risk	, PO2, PO6,PO7	
<b>CO5</b>	Formulate on the operational & Technology risk and other contemporary issues	PO7	
<b>Reading List</b>			
1.	Raghavan, R. S. (2003). Risk management in banks. Chartered Accountant-New Delhi.		
2.	Oluwafemi, S., Simeon, A. O., & Olawale, O. (2013). Risk management and financial performance of banks in Nigeria.		
3.	Adeusi, S. O., Akeke, N. I., Adebisi, O. S., & Oladunjoye, O. (2014). Risk management and financial performance of banks in Nigeria. Risk Management.		
4.	Saiful, S., & Ayu, D. P. (2019). Risks management and bank performance: The empirical evidences from indonesian conventional and islamic banks. International Journal of Economics and Financial Issues.		
<b>References Books</b>			
1.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.		

2.	Padmalatha Suresh, Justin Paul, Management of Banking and Financial Services, 3rd edition, Pearson Education, India, 2014.
3.	Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning, 2015.
4.	Michel Crouhy, Dan Galai, Robert Mark, The Essentials of Risk Management, McGraw Hill, 2014.
5.	John Hull, Risk Management and Financial Institutions, Wiley, 2012.
6.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.

**CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>							2	
<b>CO 2</b>		3				2	3	
<b>CO 3</b>							3	
<b>CO 4</b>		3				2	3	
<b>CO 5</b>							2	

**3-Strong      2-Medium      1-Low**

**SPECIALIZATION COURSES: MARKETING MANAGEMENT**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3M1	Advanced Marketing Research and Consumer Behaviour	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
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.										
<b>SYLLABUS</b>											
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							12	C5		

	forecasting techniques - Time Series Analysis, ARIMA.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the basic concepts of marketing research.	PO4,PO7	
<b>CO2</b>	Understand the complexity of sampling techniques and its implications on market research.	PO4, PO6	
<b>CO3</b>	Have insights on models of consumer behavior and helps them to develop models.	PO6,PO7	
<b>CO4</b>	Possess knowledge on determinants of consumer behavior.	PO6	
<b>CO5</b>	Have insights on consumer decision process.	PO2, PO6,PO7	
<b>Reading List</b>			
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		
<b>References Books</b>			
1.	Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11 <sup>th</sup> Edition, Pearson, 2015.		
2.	Naresh K.Malhotra and Satyabhusan., Marketing Research, 7 <sup>th</sup> Edition, Pearson, 2019.		
3.	Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7 <sup>th</sup> 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 <sup>nd</sup> Edition, 2021.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				M			S	
<b>CO 2</b>				M		S		
<b>CO 3</b>						S	S	
<b>CO 4</b>						M		
<b>CO 5</b>		S				M	M	

**S-Strong      M-Medium      L-Low**

<b>Subject Code</b>	<b>Subject Name</b>	←	↻	∞	⊞	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	↻	·	<b>H</b>	<b>Marks</b>
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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
<b>References Books</b>	
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-Elliot, 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.

	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	

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	L	T	P	O	P	·	H	Marks
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	its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior- Training and Development of Sales force. Sales Training Process, Designing Training Content- Training for Different sales personnel, Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs.		
V	Distribution: Role of Distribution in the Marketing Mix Distribution center network, suppliers milk run, supply tracking, network configuration, quality control monitoring; Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport. Organization, Machines, Procedures and Documentation- Policies; Role of Transport; Transport in emergencies; safety and security of goods- Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution- Channel Information System- Designing a Channel information system. Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution- Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand sales management and its related software	PO4, PO6	
<b>CO2</b>	Know sales performance strategies and tactics.	PO1,PO2, PO6	
<b>CO3</b>	Understand sales forecasting techniques, sales quotas and sales force planning	PO4, PO6,PO7	
<b>CO4</b>	Know the concepts of sales force staffing, training and sales audit.	PO5, PO6	
<b>CO5</b>	Have knowledge on the role of distribution in sales management	PO6,PO7	
<b>Reading List</b>			
1.	Dr.S.S.Guptha, Sales and Distribution Management – Text and Cases an Indian Perspective,Laxmi Publications Pvt Ltd; 2018		
2.	Pingali Venugopal ,Sales and Distribution Management: An Indian Perspective, Sage, 2008		
3.	Ramendra Singh , Sales And Distribution Management,Vikas Publishing , 2016		

4.	Tapan K. Panda , Sales and Distribution Management ,Oxford University Press,2011
<b>References Books</b>	
1.	Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.
2.	Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution Management ISBN: 9780199499045, Oxford University Press, 2019.
3.	Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Publications, 2008.
4.	Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10 th Edition, Wiley India Pvt. Ltd., 2011.
5.	Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill Education, 2011.

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

**S-Strong      M-Medium      L-Low**

<b>Subject Code</b>	<b>Subject Name</b>	<b>U</b>	<b>e</b>	<b>∞</b>	<b>c</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	<b>u</b>	<b>·</b>	<b>H</b>	<b>Marks</b>
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	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.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand brand equity & assess the equity of a brand by applying brand equity models	PO4, PO7	
<b>CO2</b>	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	PO1, PO2, PO6	
<b>CO3</b>	Possess the ability to develop a comprehensive go to market strategy for a brand	PO4, PO6, PO7	
<b>CO4</b>	Evaluate various architecture types & examine brand extension strategies for success	PO1, PO4	
<b>CO5</b>	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	PO5, PO6, PO7	
<b>Reading List</b>			
1.	Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2 <sup>nd</sup> Edition, 2013		
2.	Brand Management, Palgrave Mcmillan, 2021		
3.	Journal of brand management, Palgrave Macmillan		
4.	Journal of Product & brand Management ,Emerald Publishing		
<b>References Books</b>			
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.		

	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	

<b>Subject Code</b>	<b>Subject Name</b>	→	↺	↻	↻	L	T	P	O	P	·	H	<b>Marks</b>
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<b>Reading List</b>	
1.	Milind T.Phadtare ,PHI,Kindle
2.	Hory Sarkar Mukerjee, Industrial Marketing ,Kindle
3.	Journal of Business and Industrial Marketing,Emerald Group Publishing
4.	International Journalmof Industrial Marketing,Macrothink Institute,USA
<b>References Books</b>	
1.	Phadtare, Milind T., Industrial Marketing, Prentice-Hall, 2 <sup>nd</sup> edition, 2021.
2.	Basu, S.K., Sahu, K. C. , Rajiv, B., Industrial Organization and Management, Prentice-Hall, 1 <sup>st</sup> edition, 2021.
3.	Francis Cherunilam., Industrial Marketing Text and Cases, 1 <sup>st</sup> edition, Himalaya Publishing House, 2022.
4.	Biemans, W.G., Business to Business Marketing; A Value-driven approach, 1 <sup>st</sup> edition, McGraw-Hill Education, 2010.
5.	Ghosh, P.K., Industrial Marketing, 1 <sup>st</sup> edition, Oxford University Press, 2005.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				M		M		
<b>CO 2</b>		S				M	M	
<b>CO 3</b>						M	M	
<b>CO 4</b>						M	M	
<b>CO 5</b>				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
<b>P23MS3M6</b>	<b>Services Marketing</b>	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of Services marketing and Service Sector										
C2	To provide insights on Marketing Mix In Service Marketing										
C3	To throw light on Effective Management Of Service Marketing										
C4	To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing										
C5	To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services										
<b>SYLLABUS</b>											
<b>UNIT</b>	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
I	Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.							9	C1		
II	Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.							9	C2		
III	Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.							9	C3		
IV	Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality							9	C4		

V	Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector	PO4,PO7	
<b>CO2</b>	Possess knowledge on Marketing Mix in Service Marketing	PO6	
<b>CO3</b>	Have insights on Effective Management of Service Marketing	PO6,PO7	
<b>CO4</b>	Learn Quality of Services,GAPS and factors influencing Services Marketing	PO6	
<b>CO5</b>	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism,Professional Service, Public Utility Services & Educational Services	PO4, PO5, PO6, PO7	
<b>Reading List</b>			
1.	R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI, Edition, 2014		
2.	Jayantha Chatterjee Christopher Lovelock, Pearson, 2017, Kindle		
3.	Journal of services marketing, Emerald Insight		
4.	Journal of service management, Emerald Group Publishing Ltd		
<b>References Books</b>			
1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4th Edition, Cengage Learning, 2011.		
2.	Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rd Edition, Wiley India, 2011.		
3.	Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.		
4.	Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7th Edition, Pearson, 2019.		
5.	Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.		
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5th Edition, Tata McGraw-Hill, 2017		



	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				M			S	
<b>CO 2</b>						S		
<b>CO 3</b>						S	M	
<b>CO 4</b>						M		
<b>CO 5</b>				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
P23MS3M7	Customer Relations Management	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basics and evolution of CRM										
C2	To provide insights on CRM Concepts										
C3	To throw light on Planning for CRM and strategy its development in an organization										
C4	To elucidate on CRM and Marketing Strategy										
C5	To create awareness and importance of CRM Planning and Implementation										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Evolution of Customer Relationship: CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing.							9	C1		
II	CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.							9	C2		
III	Planning for CRM:							9	C3		

	Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.		
IV	CRM and Marketing Strategy:  CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector	9	C4
V	CRM Planning and Implementation:  Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	To familiarize the students to the basic and evolution of CRM	PO4,PO6,PO7	
<b>CO2</b>	To provide insights on CRM Concepts	PO2,PO3	
<b>CO3</b>	To throw light on CRM and strategy its development in an organization	PO5,PO6,PO8	
<b>CO4</b>	To elucidate on CRM and Marketing Strategy	PO1,PO5	
<b>CO5</b>	To create awareness and importance of CRM Planning and Implementation	PO3,PO5,PO7	

<b>Reading List</b>	
1.	“How to Win at CRM” Strategy, Implementation, Management,ebook
2.	The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition
3.	Electronic Customer Relationship Management,Kindle Edition
<b>References Books</b>	
1.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.
2.	Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.
3.	Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.
4.	Peelen, E., Customer Relationship Management, Pearson, 2008.
5.	Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.
6.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2	3	2		
<b>CO 2</b>		3	2					
<b>CO 3</b>					2	3		3
<b>CO 4</b>	2				3			
<b>CO 5</b>			3			2	2	

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS3M8</b>	<b>Retail Marketing</b>	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To educate students and enable to understand and analyze current retailing trends and strategies.										
C2	To develop the students towards managing the retail stores and organizations.										
C3	To identify the nuances of visual merchandising and its elements.										
C4	To know the consumer purchase decision process in the context of organized retailing.										
C5	To emphasis on global retailing strategies.										
<b>SYLLABUS</b>											
<b>UNIT</b>	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
I	Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.							9	C1		
II	The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security. Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.							9	C2		
III	Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good							9	C3		

	display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture.Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP’s / Planogram.		
IV	Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management.Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.	9	C4
V	Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to enhance knowledge about current retailing trends and strategies.	PO6,PO7	
<b>CO2</b>	The students would be able to develop insights towards managing the retail stores and organizations.	PO1,PO2, PO7	
<b>CO3</b>	Know the significance of visual merchandising strategies.	PO4, PO6,PO7	
<b>CO4</b>	Develop knowledge and Understanding on consumer buying behavior	PO4, PO6	
<b>CO5</b>	Be able to understand the importance of global retailing strategies.	PO4,PO6	
<b>Reading List</b>			
1.	The Open University, Retail Marketing, Kindle		

2.	Barry Berman, Retail Management, Kindle Edition
3.	Journal of retailing ,Elsevier
4.	International Journal of Sales, Retailing and Marketing, Circle International
<b>References Books</b>	
1.	Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11 <sup>th</sup> Edition, Pearson, 2011.
2.	Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.
3.	Gilbert, D., Retail Marketing Management, 2 <sup>nd</sup> Edition, Pearson, 2006.
4.	Goldrick, P., Retail Marketing, 2 <sup>nd</sup> Edition, McGraw-Hill Education, 2002.
5.	Miller, D., Retail Marketing, Tilde University Press, 2011.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>						S	S	
<b>CO 2</b>	M	S					S	
<b>CO 3</b>				M		S	S	
<b>CO 4</b>				M		S		
<b>CO 5</b>				M		S		

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS3M9</b>	<b>Rural Marketing</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.										
C2	Differentiate the rural market environment from the urban and semi-urban markets.										
C3	Understand the factors influencing the rural consumer behavior and their brandloyalty.										
C4	To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.										
C5	To evaluate pricing and distribution strategies for rural consumers.										
<b>SYLLABUS</b>											
<b>UNIT</b>	<b>Details</b>							<b>No. of Hours</b>	<b>Course Objectives</b>		
I	Rural Marketing– Definitions, myths and realities of rural marketing, potential of the Indian rural market, the rate of growth and market share of rural market for consumer and non durable goods. Needs, Wants and Demands of the Rural Customer. Values and satisfaction that spell satisfaction for the rural customer. The Rural Marketing Environment – Rural demography – the percentage of youth and their influence on family buying. Economic capacity and potential of rural market. Lack of technological support and infrastructure. Political environment and Rural Culture and its influence on rural marketing.							9	C1		
II	Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. Caste and social divisions and their influence. Influence of city educated youth, city bred daughter/son in law, village heads on rural buying. Occupation, lifestyle, influence of men over women and other determinants in rural marketing choice.Rural Marketing Segmentation – Geographic / Climatic / Water resources based / Nearness to town based / Industrialization based / Access by road or railway based / Demographic based – Population concentration, Socio Economic Classification, Income based.							9	C2		
III	Product – Specifically designed to suit rural environment							9	C3		



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

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

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				M		S		
<b>CO 2</b>						S		
<b>CO 3</b>					M	S	S	
<b>CO 4</b>				S		S		
<b>CO 5</b>		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
P23MS3M10	International Marketing	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To increase globalization by integrating the economies of different countries.										
C2	To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries.										
C3	To assure sustainable management of resources globally.										
C4	To propel export and import of goods globally and distribute the profit among all participating countries.										
C5	To enhance free trade at global level and attempt to bring all the countries together for the purpose of trading.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>International Marketing Environment:</b> Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.							9	C1		
II	<b>Product Policy</b> – International Product Life Cycle – Export Pricing. <b>International Marketing Decision:</b> Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision. <b>International Marketing Research:</b> Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Filed Research – Market Oriented Information – International Marketing Intelligence – Competitive Intelligence.							9	C2		
III	<b>International Sales Contract:</b> Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. <b>International Trade Liberalization:</b> General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade							9	C3		

	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 – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.		
IV	<b>India's Foreign Trade:</b> Recent Trends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc. Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents. Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerisation – World Shipping – Liners and Tramps – Dry ports- Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.	9	C4
V	<b>World Trade and India:</b> - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Identify and analyse opportunities within international marketing environments	PO4, PO7	
<b>CO2</b>	Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an	PO4, PO7	

	international environment; Select, research, and enter a new international market;	
<b>CO3</b>	Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision making processes;	PO2, PO4
<b>CO4</b>	Possess understanding and knowledge on Export trade	PO4, PO6, PO7
<b>CO5</b>	Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils	PO4, PO6
<b>Reading List</b>		
1.	R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008	
2.	Roger Bennett, Jim Blythe, International Marketing: Strategy Planning, Market Entry & Implementation, Kogan Page, 2002	
3.	Journal of International Marketing, SAGE Publications	
4.	Journal of International Business Studies, Palgrave MmMillan	
<b>References Books</b>		
1.	Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012.	
2.	Cateora, P., Graham, J. and Salwan, P., International Marketing, 13 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2008.	
3.	Czinkota, M. and Ronkainen, I., International Marketing, 8 <sup>th</sup> Edition, South-Western, 2007.	
4.	Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strategy, 3 <sup>rd</sup> Edition, PHI Learning, 2009.	
5.	Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008.	
6.	Salvatore, D., International Economics: Trade and Finance, 10 <sup>th</sup> Edition, Wiley, 2012.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				M			M	
<b>CO 2</b>				M			M	
<b>CO 3</b>		S		M				
<b>CO 4</b>				M		S	M	
<b>CO 5</b>				M			M	

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3M11	Advanced Selling and Negotiation Skills	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of selling and sales organizations										
C2	Understand the theories of personal selling and selling strategies										
C3	To learn the negotiation skills										
C4	The importance of negotiation intelligence and its usefulness										
C5	Understand the development of salesforce organization										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<p><b>Concepts of Selling and Sales Organization:</b></p> <p>Sales Management - Evolution of sales function - Objectives of sales management positions - Functions of Sales executives - Relation with other executives.</p> <p>Sales Organization and Relationship: - Purpose of sales organization - Types of sales organization structures - Sales department external relations - Distributive network relations.</p>							9	C1		
II	<p><b>Theories of personal selling and selling strategies:</b></p> <p>Theories of personal selling - Types of Sales executives - Qualities of sales executives - Prospecting, pre-approach and post-approach - Organizing display, showroom &amp; exhibition -Sales</p>							9	C2		

	Presentations.		
III	<p><b>Negotiation strategies and Stages:</b></p> <p>Negotiation strategies – Distributive Negotiations- Integrative Negotiations - Conflict and Dispute Resolution - Reasons for negotiations breakdowns - Legal aspects in Sales &amp; Negotiation - Negotiation stages - The Preparation Stage - Preparing a range of objectives - Constants and variables - Researching the other party - The Discussion Stage - Rapport building - Opening the negotiation - Questioning techniques - Listening skills - Controlling emotions - Art of persuasion and emotions – ethics in sales.</p>	9	C3
IV	<p><b>Negotiating Intelligence, Bargaining &amp; Closing:</b></p> <p>Negotiating Intelligence - Influencing and assertiveness skills - Spotting the signs - non-verbal communication and voice clues - The Proposing Stage - Stating your opening position - Responding to offers – Adjournments - Administering Contracts and Role of Negotiations - The Bargaining and Closing Stage - Making concessions - Closing techniques - Confirming agreement.</p>	9	C4
V	<p><b>Sales force Administration &amp; Management:</b></p> <p>Sales Analysis - Sales quotas - sales budget - sales territory allocation - sales audit - Sales Force Management - Recruitment and Selection - Sales Training - Sales Compensation -Contemporary Issues.</p>	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of the sales organization.	P01, PO3, PO7	

<b>CO2</b>	Possess knowledge about theories of selling	PO1, PO2, PO7, PO8
<b>CO3</b>	Have insights negotiation strategies	PO1, PO3, PO6
<b>CO4</b>	Have understanding about negotiation skills	PO2, PO5, PO7
<b>CO5</b>	Develop knowledge about salesforce administration and management	PO1, PO3, PO8
<b>Reading List</b>		
1.	Selling and Negotiation Skills - A Pragmatic Approach - Prashant Chaudhary – Sage publishing	
2.	Advanced negotiation techniques, A McCarthy, S Hay - Springer	
3.	Negotiation Skills, AF Galal - books.google.com	
4.	Commercial negotiation skills, S Ashcroft - Industrial and Commercial Training, - emerald.com	
<b>References Books</b>		
1.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education,ISBN-13: 978-0134734842.	
2.	Dawn Iacobucci (2014), Marketing Models: Multivariate Statistics and Marketing Analytics, Createspace Independent Publishing Platform, ISBN 13: 9781502901873.	
3.	V. Kumar, Robert P. Leone, David A. Aaker, George S. Day and Gopal Das (2018), Marketing Research, 13th Edition, Wiley Publication, ISBN: 9788126577125	
4.	Hair, J.F., Jr., Black, W.C., Babin, B.J. & Anderson, R.E. (2014). Multivariate data analysis: Pearson new international edition (7th ed.). Upper Saddle River, N.J.: Pearson Education. ISBN: 9781292021904.	
5.	Sarstedt, M.; Mooi, E. (2019), A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics. Third Edition, Berlin: Springer Berlin.	
6.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education,ISBN-13: 978-0134734842.	



	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	S		M				S	
<b>CO 2</b>	S	S					S	S
<b>CO 3</b>	M		S					S
<b>CO 4</b>		S			M		S	
<b>CO 5</b>	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
P23MS3M12	Channel Management Strategies	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of Marketing Channels										
C2	To provide insights on Channel Design										
C3	To throw light on Channel Implementation										
C4	To elucidate on Channel Institutions										
C5	To create awareness and importance of Channel performance assessment										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Marketing Channels:</b> Meaning – Structure – Functions - Importance - Types - Contribution of channel partners to marketers and consumers.							9	C1		
II	<b>Channel Design:</b> Channel design – Demand, supply and Channel efficiency - Types of channels based on segmentation – Supply side channel analysis – Channel flows and efficiency analysis – Channel Structure and Intensity – Gap analysis							9	C2		
III	<b>Channel Implementation:</b> Channel power – Getting it, using it, keeping it – Managing Conflict to Increase Channel Coordination – Strategic Alliances in Distribution – Vertical Integration in Distribution – Legal Constraints on marketing channel policies.							9	C3		
IV	<b>Channel Institutions:</b> Retailing, Wholesaling, Franchising, Electronic Marketing Channel - Logistics and Supply Chain Management - Omni and Hybrid Channels - Channel proliferation – online, offline, business to business, business to consumer, vertical and backward channel integration.							9	C4		
V	<b>Channel performance assessment:</b> Evaluation of Channel members’ performance – Criteria – Process - Channel Efficiency – Channel Compensation – Performance Metrics							9	C5		
<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	To familiarize the students to the basic concepts of							P01, PO3, PO7			

	Marketing Channels	
<b>CO2</b>	To provide insights on Channel Design	PO1, PO2, PO7, PO8
<b>CO3</b>	To throw light on Channel Implementation	PO1, PO3, PO6
<b>CO4</b>	To elucidate on Channel Institutions	PO2, PO5, PO7
<b>CO5</b>	To create awareness and importance of Channel performance assessment	PO1, PO3, PO8
<b>Reading List</b>		
1.	Channel strategy - Springer LINK	
2.	Channel Management - ResearchGate	
3.	Channel Management - SAGE Journals	
4.	Journal of Marketing Channels	
<b>References Books</b>		
1.	Palmatier, R., Stern, L., & El-Ansary, A., Marketing Channel Strategy Routledge 2016.	
2.	K. G. Hardy , Allan J. Magrath(1988) , Marketing Channel Management	
3.	Meenal Dhotre, Channel Management and Retail Marketing 2010, Himalaya Publishing House	
4.	Furey, T., & Friedman, L. (2012). Channel Advantage, The. Routledge.	
5.	Fotiadis, T., & Folinas, D. (2017). Marketing and Supply Chain Management: A Systemic Approach. Routledge.	
6.	Anne T. Coughlan, Erin Anderson, Louis W. Stern and Adel I. El – Ansary, Marketing Channels, 7th Edition 2008, Pearson	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	S		M				S	
<b>CO 2</b>	S	S					S	S
<b>CO 3</b>	M		S					S
<b>CO 4</b>		S			M		S	
<b>CO 5</b>	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
P23MS3M13	Customer Engagement Marketing	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	Understand how to build good customer relationships										
C2	Acquire methods for uncovering the customer's needs										
C3	Understand the importance of making a persuasive case										
C4	Learn how to say 'no' to unreasonable demands										
C5	Master techniques for structuring effective customer meetings										
UNIT	Details							No. of Hours	Course Objectives		
I	Concepts and Meaning of Customer Engagement: Customer Relationship Management, Customer Experience Management and Customer Engagement – Customer Engagement Behaviour: Behavioral perspectives of customer engagement and Theoretical Foundations – The Process of Customer Engagement - Metrics for Engaging Customers							9	C1		
II	Customer Engagement and Brand Relationships: Connective Brands with Customers - Assessing Customer Engagement and brand relationship - Customer Engagement in virtual brand community – Social Network platforms - Customer Engagement in offline brand community.							9	C2		
III	Conceptualizing and Measuring Customer Engagement Value: Customer Brand Value, Customer Lifetime Value, Customer Referral Value, Business Reference Value.							9	C3		

IV	Engagement, Interactivity, Social Media and Technology: Customer Influence Value, Customer Knowledge Value - Managing the Customer Engagement Value Framework - Organizational Challenges	9	C4
V	Emerging Customer Engagement: Antecedents and outcomes of Customer Engagement - Developing a Spectrum of Positive to Negative Citizen Engagement - Negative Customer Brand Engagement in Blogs - Contemporary Issues in customer engagement.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Explain and illustrate the strategic role of data analytics in digital marketing.	PO3, PO4, PO7	
<b>CO2</b>	Identify and evaluate appropriate tools and techniques to analyse digital marketing performance.	PO3, PO8	
<b>CO3</b>	Apply a variety of data collection and analysis technologies for the purposes of digital marketing analysis.	PO3, PO8	
<b>CO4</b>	Interpret digital marketing data analysis and translate it into tangible strategic and tactical insights.	PO2, PO5, PO7	
<b>CO5</b>	Consider the ethical considerations of big data in sustainable businesses.	PO4, PO5, PO7	
<b>Reading List</b>			
1.	A Pansari, V Kumar - <b>Customer engagement marketing</b> , 2018 - Springer		
2.	<b>Customer engagement: Contemporary issues and challenges</b> RJ Brodie, LD Hollebeek, J Conduit - 2015 - books.google.com		

3.	Past, present, and future of <b>customer engagement</b> WM Lim, T Rasul, S Kumar, M Ala - Journal of Business Research, 2021 - Elsevier
4.	Strategic <b>customer engagement marketing</b> : A decision making framework A Alvarez-Milán, R Felix, PA Rauschnabel... - Journal of Business ..., 2018 - Elsevier
<b>References Books</b>	
1.	Kumar V (2014), Profitable Customer Engagement Concept, Metrics and Strategies, Sage Publications Pvt. Limited, New Delhi, India
2.	Palmatier, Robert W., Kumar, V., Harmeling, Colleen M. (2018), Customer Engagement Marketing, Palgrav Macmillan, India
3.	Linda Pophal (2014), The Everything Guide To Customer Engagement: Connect with Customers to Build Trust, Foster Loyalty, and Grow a Successful Business, Adams Media, Massachusetts, USA.
4.	Roderick J. Brodie, Linda D. Hollebeek and Jodie Conduit (2016), Customer Engagement, Contemporary Issues and Challenges, Routledge
5.	Engagement Marketing by Goodman Gail F. John Wiley & Sons Inc (2018)
6.	Customer Engagement Marketing- Robert W. Palmatier, V. Kumar, Colleen M. Harmeling (2018)

	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
P23MS3M14	Digital Marketing	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	Understand the digital marketing space and acquire knowledge on digital marketing strategy										
C2	To learn and comprehend on SEO and SEM										
C3	To acquire knowledge on the various channels of SMM										
C4	To learn, understand, and evaluate Search analytics and Web analytics										
C5	To create awareness and understanding on google analytics										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Digital Marketing Strategy:</b> Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.							9	C1		
II	<b>SEO:</b> Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.							9	C2		
III	<b>Social Media Marketing:</b> Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management - Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards -							9	C3		

	segmentation - Navigation analysis (funnel reports, heat maps, etc.).		
IV	<b>Search and Web Analytics:</b> Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.	9	C4
V	<b>Google Analytics:</b> Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.	PO1, PO3, PO7	
<b>CO2</b>	To focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.	PO1, PO2, PO7, PO8	



<b>CO3</b>	To know the key elements of a digital marketing strategy	PO1, PO3, PO6
<b>CO4</b>	To study how the effectiveness of a digital marketing campaign can be measured	PO2, PO5, PO7
<b>CO5</b>	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	PO1, PO3, PO8
<b>Reading List</b>		
1.	M Bala, D Verma - ... (2018). A Critical Review of <b>Digital Marketing</b> ..., 2018 - papers.ssrn.com	
2.	<b>Digital marketing:</b> global strategies from the world's leading experts YJ Wind, V Mahajan - 2002 - <b>books.google.com</b>	
3.	<b>Digital marketing:</b> A practical approach A Charlesworth - 2014 - <b>taylorfrancis.com</b>	
4.	Modern trends in the development of <b>digital marketing</b> NI Arkhipova, MT Gurieva - RSUH/RGGU Bulletin. Series ..., 2018 - ideas.repec.org	
<b>References Books</b>		
1.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5th edition, Quirk Education.	
2.	Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall. Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.	
3.	Vandana Ahuja, (2015), Digital Marketing, 1st edition, Oxford University Press.	
4.	Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.	

5.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5th edition, Quirk Education.
6.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5th edition, Quirk Education.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	S		M				S	
<b>CO 2</b>	S	S					S	S
<b>CO 3</b>	M		S			S		
<b>CO 4</b>		S			M		S	
<b>CO 5</b>	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
P23MS3M15	Marketing Analytics	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of Marketing analytics.										
C2	To provide insights on Business Strategies.										
C3	To throw light on Product and Price analytics.										
C4	To elucidate on distribution analytics.										
C5	To create awareness and importance of sales analytics.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Marketing Analytics Framework:</b> Introduction to Marketing Analytics and Models. Market Insight - Market Data Source – treatment of outliers, Market sizing, PESTLE Market analysis, Porter Five Force Analysis Market segment identification, targeting and positioning - Tools and Techniques: Regression, Cluster Analysis, and Perceptual Mapping Techniques.							9	C1		
II	<b>Business Strategy and Operations:</b> Analytics based strategy selection with strategic models - Strategic Scenarios, Strategic Decision Models, and Strategic Metrics.  Business Operations: Forecasting - Predictive Analytics - Data Mining - Balanced Scorecard - Critical Success Factors.							9	C2		

III	<p><b>Product and Price Analytics:</b> Product analytics: Conjoint Analysis model - Decision Tree Model - Portfolio Resource Allocation - Product/ service Metrics, Attribute Preference testing.</p> <p>Price Analytics: Pricing Techniques - Pricing Assessment - Profitable pricing - Pricing for Business Markets - Price Discrimination.</p>	9	C3
IV	<p><b>Distribution and Promotions Analytics:</b> Distribution Analytics: Distribution Channel Characteristics - Retail Location selection, Channel Evaluation and Selection - Multi-channel Distribution.</p> <p>Promotion Analytics: Promotion Budget estimation - Promotion Budget Allocation – Ad value equivalence model - Promotion Metrics for traditional Media - Promotion Metrics for social media.</p>	9	C4
V	<p><b>Sales Analytics:</b> E commerce sales model, sales metrics, profitability metrics and support metrics - Rapid decision models - data driven presentations - contemporary issues and opportunities in application of marketing analytics in different sectors.</p>	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the basic concepts of Marketing analytics.	P01, PO3, PO7	
<b>CO2</b>	Analyse and Implement Business Strategies.	PO1, PO2, PO7, PO8	
<b>CO3</b>	Use differential Product and Price analytics.	PO1, PO3, PO6	
<b>CO4</b>	Compare and employ on distribution analytics.	PO2, PO5, PO7	
<b>CO5</b>	Use appropriate sales analytics.	PO1, PO3, PO8	
<b>Reading List</b>			

1.	Marketing analytics: Methods, practice, implementation, and links to other fields SL France, S Ghose - Expert Systems with Applications, 2019 - Elsevier
2.	Marketing analytics for customer engagement: a viewpoint S Nagaraj - International Journal of Information Systems and Social ..., 2020 - igi-global.com
3.	Journal of Marketing Analytics - Palgrave Macmillan
4.	Applied Marketing Analytics   Henry Stewart Publications
<b>References Books</b>	
1.	Stephen Sorger, (2013), <b>MARKETING ANALYTICS</b> , Strategic Models and Metrics, First Edition, Admiral Press.
2.	Gary L. Lilien and Arvind Rangaswamy (2014), <b>Marketing Engineering: Computer Assisted Marketing Analysis and Planning</b> , 2 <sup>nd</sup> edition, Trafford Publishing UK.
3.	Wayne L. Winston (2014), <b>Marketing Analytics: Data-Driven Techniques with Microsoft Excel</b> , First Edition, Wiley, Indianapolis.
4.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), <b>Marketing Metrics</b> , 2nd Edition, Pearson USA.
5.	Mike Grigsby (2018), <b>Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques</b> , 2nd Edition, NY: Kogan Page Limited, New York.
6.	Rajkumar Venkatesan, Paul W. Farris, Ronald T. Wilcox, <b>Marketing Analytics Essential Tools for Data-Driven Decisions</b> , University of Virginia Press, 1st Edition, 2021.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3		2				3	
<b>CO 2</b>	3	3					3	3
<b>CO 3</b>	2		3					3
<b>CO 4</b>		3			2		3	
<b>CO 5</b>	3		3					3

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3M16	Marketing Metrics	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To understand market share and concept of customer profitability.										
C2	To provide fundamental knowledge on product and portfolio management.										
C3	To understand the Margins & Profits, Pricing Metrics, price sensitivity.										
C4	To provide fundamental knowledge on promotional and Advertising metrics										
C5	To expose the students to Linking marketing metrics to financial performance										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<p><b>Market Share and Customer Profitability:</b> Market share: Share of Mind, Share of Heart -Market share in Units – Market share in Revenue, Relative Share - Competitive analysis - Market Concentration - Market Penetration – BDI-CDI.</p> <p>Customer Profitability - the value of individual customers and Relationships - Customers Regency and Retention. Prospect Value - Average acquisition cost - Average retention cost.</p>							9	C1		
II	<p><b>Product &amp; Portfolio Management:</b> Trial, Repeat, Penetration, and Volume Projections ,Growth: Percentage and Compound Annual Growth Rate, Cannibalization Rates and Fair Share Draw - Brand equity metrics -Conjoint utilities and consumer projections - Segment utilities - Conjoint utilities and volume projections.</p>							9	C2		

III	<p><b>Margins &amp; Profits, Pricing Metrics:</b> Unit Margin- Margin percentage - Channel Margins - Average Price per unit - Price per statistical unit - Variable and fixed costs-Marketing spending- Contribution per unit- Contribution margin percentage - Break even sales - Target volume - Target revenues.</p> <p>Price sensitivity and optimization - setting prices to maximize profits - Price Premium, Reservation Price, Percent Good Value- Price elasticity of demand - optimal price - residual elasticity</p>	9	C3
IV	<p><b>Promotions and Advertising Metrics:</b> Promotion Metrics: Temporary price promotions - Baseline Sales, Incremental Sales, and Promotional Lift - Redemption Rates for Coupons / Rebates. The central measures of advertising coverage and effectiveness - Model for consumer response to advertising –</p> <p>Advertising Metrics: Impressions, Gross Rating Points, and Opportunities to See Cost per Thousand Impressions (CPM) Rates. Reach/Net Reach and Frequency. Share of Voice Impressions</p>	9	C4
V	<p><b>Sales force and Channel Management:</b> Linking marketing metrics to financial performance – Workload - Sales potential forecast - Total sales force effectiveness - Sales force organization, performance, and compensation.</p> <p>Distribution coverage and logistics. Sales Force Coverage, Sales Force Goals. Sales Force Results. Sales Force Compensation. Facings and Share of Shelf Out of Stock and out-of-Service Levels - Direct product profitability – GMROI - Net profit-Return on sales-Return on investment - Economic profits – EVA – payback – NPV – IRR – ROMI - Application of marketing metrics in organizations.</p>	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Able to understand market share and concept of customer profitability.	PO1, PO3, PO6, PO8
<b>CO2</b>	Become familiar with fundamental knowledge on product and portfolio management.	PO2, PO5, PO6,
<b>CO3</b>	Able understand the Margins & Profits, Pricing Metrics, price sensitivity.	PO1, PO3, PO5, PO7
<b>CO4</b>	Become familiar fundamental knowledge on promotional and Advertising metrics	PO2, PO5, PO6, PO7
<b>CO5</b>	Become familiar about Linking marketing metrics to financial performance	PO1, PO3, PO5, PO7, PO8
<b>Reading List</b>		
1.	Key marketing metrics: the 50+ metrics every manager needs to know P Farris, N Bendle, P Pfeifer, D Reibstein - 2017 - books.google.com	
2.	Content marketing metrics: Theoretical aspects and empirical evidence E Rancati, N Gordini - European Scientific Journal, 2014 - core.ac.uk	
3.	Marketing metrics: The definitive guide to measuring marketing performance PW Farris, N Bendle, PE Pfeifer, D Reibstein - 2010 - books.google.com	
4.	Marketing metrics:: Status of six metrics in five countries P Barwise, JU Farley - European Management Journal, 2004 - Elsevier	
<b>References Books</b>		
1.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.	



2.	Stephen Sorger, (2013), <b>MARKETING ANALYTICS</b> , Strategic Models and Metrics, First Edition, Admiral Press.
3.	Gary L. Lilien and Arvind Rangaswamy (2014), <b>Marketing Engineering: Computer-Assisted Marketing Analysis and Planning</b> , Trafford Publishing UK
4.	Wayne L. Winston (2014), <b>Marketing Analytics: Data-Driven Techniques with Microsoft Excel</b> , Wiley, Indianapolis.
5.	<b>Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service</b> , John A Goodman, Amacom, 2014.
6.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), <b>Marketing Metrics</b> , 2nd Edition, Pearson USA.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3		3			3		2
<b>CO 2</b>		2			3	3		
<b>CO 3</b>	3		3		2		2	
<b>CO 4</b>		3			2	2	3	
<b>CO 5</b>	3		2		3		3	2

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3M17	New Product Strategies	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of New Product Strategy										
C2	To provide insights on Generation of new product ideas and identifying new market opportunities										
C3	To throw light on Selecting Market opportunity and Designing new market offers										
C4	To elucidate on Brand identity development										
C5	To hypothesize and implement new product Entry Strategies										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Basics of New Product Strategy:</b> New Product Strategy-decisions- consumer behavior adoption and diffusion of innovations; characteristics, purpose, risk in new products; PLC.							9	C1		
II	<b>Idea Generation and Development:</b> Generation of new product ideas and identifying new market opportunities, New Product Planning Process-stage gate system and its application.							9	C2		
III	<b>The Product offer:</b> Selecting Market opportunity and Designing new market offers-Concept Generation and Evaluation, Developing and Testing Physical offers.							9	C3		
IV	<b>New Product Brand Development and Pricing Strategies:</b> Importance of Brand decisions and Brand identity development; Pricing of a new product, Pre-							9	C4		

	test Marketing.		
V	<b>New Product Launch:</b> Entry Strategies - Pre-launch, during launch and Post launch preparations.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be familiar with the basic concepts of New Product Strategy	PO1, PO3, PO7	
<b>CO2</b>	Be well versed in Generation of new product ideas and identifying new market opportunities	PO1, PO2, PO7, PO8	
<b>CO3</b>	Select Market opportunities and Designing new market offers	PO1, PO3, PO6	
<b>CO4</b>	Develop Brand identity development	PO2, PO5, PO7	
<b>CO5</b>	Hypothesize and implement new product Entry Strategies	PO1, PO3, PO8	
<b>Reading List</b>			
1.	Product Strategy & Roadmaps, Kindle Edition, 2017		
2.	Roman Picher, Strategize: Product Strategy and Product Roadmap Practices for the Digital Age, Kindle Edition, 2016		
3.	Journal of Product Innovation, 2004 - Wiley Online Library		
4.	Industrial Marketing Management, 2009 - Elsevier		
<b>References Books</b>			
1.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.		
2.	Crawford, Merle, Di Benedetto, Anthony, (2014), New Products Management, 11 <sup>th</sup> edition, McGraw-Hill.		
3.	Robert G.Cooper, (2011), Winning at New Products, Creating Value through		

	Innovation, 4 <sup>th</sup> edition, Basic Book, Perseus Books Group.
4.	Bettencourt, Lance, (2010), Service Innovation: How to Go from Customer Needs to Breakthrough Services, McGraw-Hill.
5.	Jaime Levy (2021), UX Strategy: Product Strategy Techniques for Devising Innovative Digital Solutions, O'Reilly Media, Inc.
6.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5 <sup>th</sup> edition, McGraw-Hill.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3		2				3	
<b>CO 2</b>	3	3					3	3
<b>CO 3</b>	2		3					3
<b>CO 4</b>		3			2		3	
<b>CO 5</b>	3		3					3

**3-Strong      2-Medium      1-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3M18	Strategic Marketing	Elective	3	-	-	-	3	4 5	25	75	100
<b>Course Objectives</b>											
C1	To learn fundamentals of strategic marketing										
C2	To have understanding about external environmental analysis										
C3	To know about strategic marketing advantage										
C4	To have insights about market resource allocation and customer value										
C5	To get familiar about implementation and contemporary issues in marketing strategy										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Strategic Marketing:</b> Fundamentals of Marketing Strategy - Market scope - competitive advantage - strategic target and strategic advantage - consumer and business markets.							9	C1		
II	<b>External environmental analysis:</b> Political, economic, socio cultural, technological forces and strategic uncertainty in marketing. Analysis of effects Scenario analysis and forecasting for marketing.							9	C2		
III	<b>Strategic marketing advantage:</b> Strategic marketing group analysis – Types of Strategic marketing group - Strategic marketing group mapping - positional advantage and sources of advantage in marketing – Creating and Challenging							9	C3		

	Competitive Advantage – Creating Corporate Advantage.		
IV	<b>Marketing Resource allocation and customer value:</b> Meaning – Types and Principles of Resource allocation models – Allocation between advertising and sales promotion – Allocation to new media - Allocation across markets and countries – Allocation to future research issues - Portfolio methods used for product market combination for different SBUs.	9	C4
V	Implementation issues in marketing strategy and Contemporary Issues: Marketing mix policies, control, implementation and marketing organization issues. Effect of current digital era on marketing strategy.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcome</b>	
<b>CO1</b>	Understand fundamentals of strategic marketing	PO1, PO3, PO7	
<b>CO2</b>	Learn and understand about external environmental analysis	PO1, PO2, PO7, PO8	
<b>CO3</b>	Having knowledge about strategic marketing advantage	PO1, PO3, PO6	
<b>CO4</b>	Derive insights about market resource allocation and customer value	PO2, PO5, PO7	
<b>CO5</b>	Familiar about implementation and contemporary issues in marketing strategy	PO1, PO3, PO8	
<b>Reading List</b>			
1.	D. W. Cravens, N Piercy, Strategic marketing, academia.edu, 2006		
2.	RMS Wilson, C Gilligan Strategic Marketing Management, taylorfrancis.com,		

	2012
3.	Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises R Varadarajan - Journal of the Academy of Marketing Science, 2010 – Springer
4.	Journal of Strategic Marketing, Taylor & Francis,
<b>References Books</b>	
1.	Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning.
2.	West, D. C., Ford, J., & Ibrahim, E. (2015). Strategic marketing: creating competitive advantage. Oxford University Press, USA.
3.	Andaleeb, S. S., & Hasan, K. (Eds.). (2016). Strategic marketing management in Asia: case studies and lessons across industries. Emerald Group Publishing Limited.
4.	Abratt, R., & Bendixen, M. (2018). Strategic Marketing: Concepts and Cases. Routledge
5.	Morgan, R. E. (2016). Strategic marketing: New horizons in theory and research. J. Rudd, M. Jaakkola, & G. W. Marshall (Eds.). Emerald Group Publishing Limited.
6.	Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3		2				3	
<b>CO 2</b>	3	3					3	3
<b>CO 3</b>	2		3					3
<b>CO 4</b>		3			2		3	
<b>CO 5</b>	3		3					3

**3-Strong      2-Medium      1-Low**

**SPECIALIZATION COURSES: HUMAN RESOURCE MANAGEMENT**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3H1	<b>Human Resources Development</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.										
C2	To analyse and explore the models and factors influencing employee behavior and Learning.										
C3	To explore the developing needs of Human capacity and its impact of HRD initiatives.										
C4	To understand the training need & explore the technique for development.										
C5	To explore the recent trends in career planning & development.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.							9	C1		
II	<b>Human Resource Development System:</b> HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. <b>Learning and HRD:</b> Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.							9	C2		
III	<b>Developing Human Capacity:</b> Aptitude - Knowledge -							9	C3		



	Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development. <b>Evaluating HRD:</b> Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.		
IV	<b>Training and Development:</b> Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On - job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.	9	C4
V	<b>Career Planning and Development:</b> Definition - objectives – importance – career development –Career path defining- principles of theories career planning – steps involved – succession planning. Recent Trends in HRD: Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the need of the HRD professionals.	PO1, PO8	
<b>CO2</b>	Integrate the concept and practical implication of learning & behavior.	PO3, PO5	
<b>CO3</b>	Understand the developing need of Human capacity.	PO3, PO5	
<b>CO4</b>	Understand Training need & its development.	PO1, PO2, PO4	
<b>CO5</b>	Have a better understanding of career planning & development.	PO6, PO7, PO8	
<b>Reading List</b>			
1.	Brian Becker, Mark Huselid, Dave Ulrich, ‘The HR Scorecard’, Harvard Business School Press.		
2.	Kirsten & Martin Edwards, ‘Predictive HR Analytics: Mastering the HR Metric’, Kogan Page.		
3.	KirsWayne Cascio, John Boudreau, ‘Investing in people. Financial Impact of Human Resource Initiatives’.		
4.	Tomas Chamorro-Premuzic, ‘The Talent Delusion’.		
<b>References Books</b>			
1.	Gibb, S., Human Resource Development: Foundations, Process, Context, 3 <sup>rd</sup> Edition, Palgrave Macmillan, 2011.		
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.		

3.	Noe, R. and Deo, A., Employee Training and Development, 5 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2012.	
4.	Rishipal, Training and Development Methods, S.Chand, 2011.	
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.	
6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 <sup>th</sup> Edition, Cengage Learning, 2012.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	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			
CO 3			M		M			
CO 4	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
P23MS3H2	<b>Performance Management</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
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	<b>Introduction:</b> 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	<b>Performance Management Process:</b> 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	<b>Performance Planning:</b> 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	<b>Performing Review and Discussion:</b> 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	<b>Managing Team Performance:</b> 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
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Recognize and apply performance management techniques.	PO2, PO6	
<b>CO2</b>	Design performance management process across various business units.	PO2, PO8	
<b>CO3</b>	Formulate, comply and implement performance analysis tools and standards.	PO2, PO4, PO7	
<b>CO4</b>	Construct performance review and employ Performance Management system.	PO1, PO5	
<b>CO5</b>	Critique team management strategies.	PO1, PO5	
<b>Reading List</b>			
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’		
<b>References Books</b>			
1.	Aguinis, H., Performance Management, 4 <sup>th</sup> 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 <sup>st</sup> Edition, Kogan Page, 2018.		
3.	T V Rao, Performance Management: Toward Organizational Excellence, 2 <sup>nd</sup> Edition, SAGE response, 2015.		
4.	Armstrong, M., Armstrong’s Handbook of Performance Management, 4 <sup>th</sup> 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 <sup>st</sup> Edition, Pearson, 2022.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		40Marks
	Assignments/mini demonstrations	project/practical	
	Seminars		

	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		M				M		
<b>CO 2</b>		M						M
<b>CO 3</b>		M		M			M	
<b>CO 4</b>	M				S			
<b>CO 5</b>	M				S			

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3H3	<b>Organizational Development</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To generalize a fair comprehension of basic concepts on OD.										
C2	To assimilate design elements of OD.										
C3	To summarize the effects of Organizational culture and reinforcing techniques.										
C4	To illustrate the effectiveness of working in teams.										
C5	To interpret constructs of well-being and approaches to achieving a balance.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.							9	C1		
II	<b>Approaches:</b> Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure- Forces Reshaping Organization – Life Cycles in Organization.							9	C2		
III	<b>Organizational culture:</b> 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	<b>Groups &amp; teams:</b> 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	<b>Wellbeing:</b> 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		
<b>Total</b>							<b>45</b>				

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Comprehend and justify basic concepts on OD.	PO2, PO6
<b>CO2</b>	Assimilate and design OD process.	PO4, PO8
<b>CO3</b>	Summarize Organizational culture and use reinforcing techniques.	PO3
<b>CO4</b>	Illustrate effectiveness of working in teams.	PO1, PO5
<b>CO5</b>	Interpret constructs of wellbeing and approaches to achieving a balance.	PO1, PO3, PO5
<b>Reading List</b>		
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'	
<b>References Books</b>		
1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 <sup>th</sup> Edition, Sage Publication 2019.	
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 <sup>rd</sup> Edition, Pearson FT Press, 2015.	
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 <sup>th</sup> Edition, Pearson Higher Education, 2017.	
4.	Cummings, T., Theory of Organization Development and Change, 9 <sup>th</sup> Edition, South-Western, 2011.	
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2 <sup>nd</sup> Edition, 2015.	
6.	Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2 <sup>nd</sup> Edition, Sage India, 2011.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate	

	between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		M				M		
<b>CO 2</b>				M				M
<b>CO 3</b>			M					
<b>CO 4</b>	M				S			
<b>CO 5</b>	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
P23MS3H4	<b>Industrial and Labour Relations</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
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	<b>Industrial Relations:</b> The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.							9	C1		
II	<b>Industrial Harmony and Conflict:</b> 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	<b>Labour Relations:</b> 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	<b>Trade Unions:</b> 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							9	C4		

	and governing of trade unions. <b>Problems and Role of Indian Trade Unions:</b> 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.		
V	<b>Collective Bargaining:</b> Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice. <b>Tripartite Machinery:</b> 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
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Generalize with the basic concepts of Industrial Relations.	PO2, PO6	
<b>CO2</b>	Enumerate insights on Industrial Harmony and Conflicts.	PO4, PO8	
<b>CO3</b>	Have insights on Labor Relations, Joint Consultation	PO8	
<b>CO4</b>	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO1, PO5	
<b>CO5</b>	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	PO1, PO3, PO5	
<b>Reading List</b>			
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'		
<b>References Books</b>			
1.	Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6 <sup>th</sup> Edition 2020.		
2.	Sen, R., Industrial Relations: Text and Cases, 2 <sup>nd</sup> Edition, Macmillan PublishersIndia, 2009.		
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 <sup>nd</sup> Edition, Tata McGraw-Hill, 2012.		
4.	PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 <sup>rd</sup> Edition, 2017.		
5.	Sivarethnamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 <sup>st</sup> Edition 2010.		
6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2 <sup>nd</sup> Edition, 2017.		
<b>Methods of Evaluation</b>			

<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		M				M		
<b>CO 2</b>				M				M
<b>CO 3</b>								S
<b>CO 4</b>	M				S			
<b>CO 5</b>	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
P23MS3H5	<b>Career Management</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To comprehend the dimensions of career planning and career development, career management.										
C2	To demonstrate techniques of self-assessment and changing landscapes of career management.										
C3	To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.										
C4	To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.										
C5	To summarize and select appropriate Learning and Development for Career & Organizational growth										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Career Management:</b> Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.							9	C1		
II	<b>Self-Assessment and Career Management:</b> Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.							9	C2		
III	<b>Contemporary Issues in Career Management:</b> Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.							9	C3		
IV	<b>Career Management System in Organization:</b>							9	C4		

	Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.		
V	<b>Role of Learning in Career Growth:</b> Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend fairly the dimensions of career planning and career development, career management.	PO4, PO6	
<b>CO2</b>	Demonstrate techniques of self-assessment and changing landscapes of career management.	PO2, PO8	
<b>CO3</b>	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.	PO3, PO6	
<b>CO4</b>	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	PO1, PO8	
<b>CO5</b>	Summarize and select appropriate Learning and Development for Career & Organizational growth	PO1, PO3, PO6	
<b>Reading List</b>			
1.	Ben Horowitz, <i>'The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers'</i> .		
2.	Angela Duckworth, <i>'Grit: The Power Of Passion and Perseverance'</i> .		
3.	Elaine Welteroth, <i>'More Than Enough: Claiming Space For Who You Are (No Matter What They Say)'</i> .		
4.	Amy Cuddy, <i>'Presence: Bringing Your Boldest Self To Your Biggest Challenges'</i> .		
<b>References Books</b>			
1.	Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.		
2.	John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.		
3.	Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers		
4.	Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st edition Sage Pub.		
5.	Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, Encyclopedia of Personality Development and Career		

	Management,1st Edition 2016 Himalaya publishing house Pvt. Ltd.	
6.	Jonothan P West, Career Planning, Development, and Management: An Annotated Bibliography Routledge, 1st edition 2017.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	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		
CO 2		M						M
CO 3			S			M		
CO 4	M							M
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	
P23MS3H6	<b>Emotional Intelligence and Managerial Effectiveness</b>	Elective	3	-	-	1	3	3	25	75	100	
<b>Course Objectives</b>												
C1	To familiarize the students to the basic concepts of Emotional Intelligence											
C2	To provide insights on Emotional Competencies											
C3	To throw light on Emotional literacy											
C4	To elucidate on significance of Emotional Intelligence											
C5	To create awareness and importance of Emotional Learning in organizations											
UNIT	Details							No. of Hours	Course Objectives			
I	<b>Introduction to Emotional Intelligence:</b> Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.							9	C1			
II	<b>Emotional Competencies:</b> The emotional competency framework- Self-awareness, self-regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventory.							9	C2			
III	<b>Emotional literacy:</b> Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training- developing emotional skill (awareness), cognitive skills and behavioural skill.							9	C3			
IV	<b>Emotional Intelligence at work place:</b> The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.							9	C4			
V	<b>Emotional Learning in organizations:</b> Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
<b>Course</b>	On completion of this course, students will;							<b>Program Outcomes</b>				

<b>Outcomes</b>		
<b>CO1</b>	Recognize and apply basic concepts of Emotional Intelligence	PO4, PO6, PO7
<b>CO2</b>	Enumerate and chart Emotional Competencies	PO3, PO6, PO8
<b>CO3</b>	Annotate and signify Emotional literacy	PO6, PO7
<b>CO4</b>	Be aware of using Emotional Intelligence tools	PO1, PO7, PO8
<b>CO5</b>	Hypothesize and assimilate importance of Emotional Learning in organizations	PO1, PO6, PO7
<b>Reading List</b>		
1.	Goleman, Richard Boyatzis, Annie McKee, ' <i>Primal Leadership</i> '.	
2.	Travis Bradberry, Greaves, ' <i>Emotional Intelligence 2.0</i> '	
3.	Colleen Stanley, ' <i>Emotional intelligence for sales success: Connect with customers and get results</i> '	
4.	David R. Caruso, Peter Salovey, ' <i>The Emotionally Intelligent Manager</i> '.	
<b>References Books</b>		
1.	Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25 <sup>th</sup> Anniversary Edition 2020.	
2.	Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.	
3.	Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1 <sup>st</sup> Edition 2015.	
4.	M S Battacharya, Emotional Intelligence, Excel Publications, 1 <sup>st</sup> Edition 2007.	
5.	Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.	
6.	Sumner Redstone , Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1 <sup>st</sup> Edition 2001.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or	



	Presentations
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	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				S		S	M	
<b>CO 2</b>			M			S		S
<b>CO 3</b>						S	M	
<b>CO 4</b>	M						M	S
<b>CO 5</b>	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
P23MS3H7	<b>HR Analytics</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To derive a strong understanding of HR Analytics, Process and impact										
C2	To expand the learning on statistics and toolkits of HRM										
C3	To summarize the best practices in HR analytics										
C4	To collate and appraise optimal methods for measuring HR contribution										
C5	To develop and construct HR regulations and reporting requirements										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to human resource analytics:</b> Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.							9	C1		
II	<b>Statistics for HRM:</b> Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash boards, analyzing and reporting.							9	C2		
III	<b>Best Practices in HR analytics:</b> Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics.							9	C3		
IV	<b>Measuring HR contribution:</b> Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain-Balance Score card – ROI –Predictive Analytics.							9	C4		
V	<b>HR regulations and reporting requirements:</b> HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or goals to HR Benchmarks and metrics, Reporting &							9	C5		

	Advising - the 4 rules of reporting HR analytics - importance of data visualization.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Gain clarity on the concept of HR Analytics	PO1, PO2, PO6	
<b>CO2</b>	Explore on statistics and toolkits	PO1, PO3, PO6	
<b>CO3</b>	Contrasting and assimilating best practices in HR analytics	PO2, PO6	
<b>CO4</b>	Demonstrate in analyzing optimal methods for measuring HR contribution	PO1, PO6	
<b>CO5</b>	Design and construct HR regulations and reporting requirements	PO1, PO2, PO6	
<b>Reading List</b>			
1.	Mong Shen Ng, 'Predictive HR Analytics, Text Mining & Organizational Network Analysis (ONA)'		
2.	Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig, 'The Power of the People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance'		
3.	Steve van Wieren, 'Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish'		
4.	Erik van Vulpen, 'The Basic Principles of People Analytics: Learn How to Use HR Data to Drive Better Outcomes for Your Business and Employees'		
<b>References Books</b>			
1.	Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.		
2.	Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1 <sup>st</sup> Edition, 2014.		
3.	Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association Amacom, 1 <sup>st</sup> Edition, 2018.		
4.	Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi & Company, 1st Edition, 2012.		
5.	Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1 <sup>st</sup> Edition, 2017.		
6.	Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/practical demonstrations		
	Seminars		
	Attendance and Class Participation		

<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	M	M				S		
<b>CO 2</b>	M		M			S		
<b>CO 3</b>		M				S		
<b>CO 4</b>	M					M		
<b>CO 5</b>	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
P23MS3H8	<b>Learning and Development</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To introduce L&D Organisations, Models, Practices and Experiential Learning Cycles.										
C2	To assimilate arguments towards designing L&D framework, Mapping organizational learning maturity and Skill Gap Analysis.										
C3	To introspect the ethical implications and L&D delivery and Design Thinking.										
C4	To demonstrate coaching and implementation of L&D strategies.										
C5	To evaluate the L&D approaches, Learning theories, Learning Analytics and redesign continuous learning										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Learning & Development Foundation: The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation- Contemporary Frameworks & Tools to Evaluate L&D Programs- Leadership & Management Development- Organizational Design & Development-Learning Vs Training, Training Cycle, Experiential Learning Cycles-Creating Learning ecosystems.							9	C1		
II	<b>Learning and Development Strategy:</b> Objectives and learning outcomes-Sequencing learning content- Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning-Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, Setting up learning programs and strengthening the informal learning landscape; Skill Gap Analysis-Learning Key Techniques.							9	C2		
III	<b>Delivery:</b> Delivery Styles, L&D activities, Physical Environment – Tools & Techniques, digital learning content, Delivery and Evaluations; Role of Learning and Development Practitioners-Issues, Design Thinking; Ethics in Learning and Development.							9	C3		

IV	<b>Coaching Strategy:</b> Introduction to Coaching - Evidence-Based Coaching-Coaching Process-Models- Benefits; Mentoring Process- Models-Benefits; Social Media and Collaborative Learning; Learning & Development In Organisations: Strategy, Evidence And Practice.	9	C4
V	<b>Learning Engagement, Evaluation and Learning Analytics:</b> Learner Engagement, Factors affecting Learning, Psychology and Neuroscience of Learning-Strategies for learning enhancement and engagement. Learning Evaluation theory and thinking -process and practice-Evaluation Methods, Approaches, Tools-Analyzing and reporting recommendations. Learning Analytics: Collecting Learning Data - Implementing Learning Analytics.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend the importance of L&D Organisations and design Models, Practices and Experiential Learning Cycles.	PO1, PO2, PO6	
<b>CO2</b>	Assimilate arguments towards designing L&D framework and Mapping Organisational Learning.	PO1, PO6, PO8	
<b>CO3</b>	Introspect the ethical implications of L&D delivery.	PO6, PO8	
<b>CO4</b>	Illustrate implementation of coaching and implementation of L&D strategies.	PO1, PO6, PO8	
<b>CO5</b>	Design and evaluate the L&D approaches for continuous learning and development.	PO1, PO2, PO6	
<b>Reading List</b>			
1.	Boller, Fletcher, 'Design Thinking for Training and Development'		
2.	Sharon Boller, Karl Kapp, 'Play to Learn: Everything You Need to Know About Designing Effective Learning Games'		
3.	Michelle Weise, 'Preparing for Jobs That Don't Even Exist Yet'		
4.	Jaime Roca, Sari Wilde, 'The Connector Manager: Why Some Leaders Build Exceptional Talent – and Others Don't'		
<b>References Books</b>			
1.	Rebecca Page-Tickell, Learning and Development: A Practical Introduction (HR Fundamentals Book 15), 2 <sup>nd</sup> edition, 2018 by Kogan Page.		
2.	Kathy Beevers, Andrew Rea, David Hayden, Learning and Development Practice in the Workplace 2019, CIPD - Kogan Page; 4th edition.		
3.	Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Even Exist Yet, 1 <sup>st</sup> Edition, Wiley 2020.		
4.	Sharon Boller, Laura Fletcher, Design Thinking for Training and Development: Creating Learning Journeys That Get Results, ATD Press, 1 <sup>st</sup> edition, 2020.		

5.	Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins, Learning & Development in Organisations: Strategy, Evidence and Practice, 1 <sup>st</sup> edition, Oak Tree Press, 2020.	
6.	Andrew Mayo, Creating a Learning and development strategy, 2 <sup>nd</sup> edition, Viva CIPD, 2017.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest ideas/concepts with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	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				S		
CO 2	M					S		M
CO 3						S		M
CO 4	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
P23MS3H9	<b>Organizational Change</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To gather meaning and nature of organizational change and change process and models.										
C2	To comprehend the management of change and effective ways of managing change										
C3	To familiarize about the change agents										
C4	To summarize an in-depth analysis of OD interventions										
C5	To draw insights on HR management interventions.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Organizational Change:</b> Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs – job redesign.							9	C1		
II	<b>Management of Change:</b> Diagnosing the organization, determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research. <b>Effective Ways of Managing Change:</b> Evolutionary and Revolutionary change in organization: Continuous versus discontinuous changes, Uni-directional and cyclic changes.							9	C2		
III	<b>Change Agents:</b> Change Agents: Skills – External and Internal Change Agents - Resistance to change- Managing the resistance to change - Levin’s change model.							9	C3		
IV	<b>OD Intervention:</b> Human process interventions- Individual, group and inter-group human relations- structure and technological interventions- strategic interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.							9	C4		



V	<b>HR Management Interventions:</b> Performance management, employee development, Workforce diversity and wellness. Strategic interventions - Mergers and acquisitions - Organizational Culture Change - Team Intervention, third-party peace-making, Structural Intervention, Comprehensive OD Interventions.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend the meaning and nature of organizational change and change process and models.	PO1, PO2, PO6, PO7, PO8	
<b>CO2</b>	Gain knowledge about the management of change and effective ways of managing change	PO1, PO5, PO6, PO8	
<b>CO3</b>	Contrast and hypothesize the change agents	PO2, PO6, PO7, PO8	
<b>CO4</b>	Gain in-depth knowledge about OD interventions	PO1, PO5, PO6, PO7, PO8	
<b>CO5</b>	Draw insights about HR management interventions.	PO1, PO2, PO5, PO6, PO7, PO8	
<b>Reading List</b>			
1.	William and Susan Bridges, <i>Managing Transitions: Making the Most of Change</i> .		
2.	John Kotter and Holger Rathgeber, <i>Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions</i> .		
3.	Al Comeaux, <i>Change (the) Management: Why We as Leaders Must Change for the Change to Last</i> .		
4.	Spencer Johnson and Kenneth Blanchard, <i>Who Moved My Cheese</i> .		
<b>References Books</b>			
1.	Palmer. I, Dunford. R, Akin. G,(2016), Managing organizational change: A multiple perspectives approach, 3 <sup>rd</sup> edition, McGraw-Hill Irwin		
2.	R. G. Priyadarshini, Organizational Change and Development, Cengage Learning, 1 <sup>st</sup> Edition 2015.		
3.	Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning, 11 <sup>th</sup> Edition, 2020.		
4.	Paul Gibbons, The Science of Successful Organizational Change: How Leaders Set Strategy, Change Behavior, and Create an Agile Culture, Pearson FT Press, 1st Edition 2015.		
5.	Organizational, Design, and Change-Gareth R. Jones, Pearson Education, 5th Edition 2007.		
6.	Dipak Kumar Bhattacharya, Organizational Change & Development, OUP India, 1 <sup>st</sup> Edition, 2011.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/ demonstration sessions		

	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	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
<b>CO 1</b>	M	M				S	M	M
<b>CO 2</b>	M				M	S		M
<b>CO 3</b>		M				S	M	M
<b>CO 4</b>	M				S	M	M	M
<b>CO 5</b>	M	M			S	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
P23MS3H10	<b>Strategic HRM</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students with the basic concepts of Strategic Management										
C2	To provide insights into Environmental Forecasting										
C3	To throw light on Human Resource Strategy										
C4	To elucidate on Strategic Human Resource Processes										
C5	To create awareness and importance of New Economic Policy and HRM Strategy										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Strategic Management:</b> Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;							9	C1		
II	<b>Environment Forecasting:</b> Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.							9	C2		
III	<b>Human Resource Strategy (HRS):</b> Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation							9	C3		
IV	<b>Strategic Human Resource Processes:</b> Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and							9	C4		

	employee development.		
V	<b>New Economic Policy and HRM Strategy:</b> Role of Human Resources in Strategy Formulation; Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend the application of Strategic Management	PO1, PO2, PO6, PO7	
<b>CO2</b>	Evaluate Corporate Strategy & aid in Environment Forecasting	PO1, PO6, PO7	
<b>CO3</b>	Develop strategies, approaches for higher Organisational Performance	PO1, PO2, PO6	
<b>CO4</b>	Elucidate on Strategic Human Resource Processes and resource utilization	PO1, PO6, PO7	
<b>CO5</b>	Analyse and formulate New Economic Policy and HRM Strategy	PO2, PO6, PO7	
<b>Reading List</b>			
1.	J.C. Spender, 'Business Strategy: Managing Uncertainty, Opportunity, and Enterprise'.		
2.	Mark Schaefer, 'Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing'.		
3.	Niraj Dawar, 'Tilt: Shifting Your Strategy from Products to Customers'.		
4.	W. Chan Kim, 'Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant'.		
<b>References Books</b>			
1.	Ananda Das Gupta, Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Rouledge, 1 <sup>st</sup> Edition 2020.		
2.	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1 <sup>st</sup> Edition 2007.		
3.	Gary Rees & Paul Smith, Strategic Human Resource Management An International Perspective, Sage, 3 <sup>rd</sup> Edition, 2021.		
4.	Marielle G. Heijltjes, Strategic Human Resource Management, Sage Publications Ltd. (UK), 1 <sup>st</sup> Edition 2000.		
5.	Rajib Lochan Dhar : Strategic Human Resource Management, Excel Books New Delhi, 1 <sup>st</sup> Edition 2010.		
6.	David Ulrich, Jon Younger, Wayne Brocbank, 'HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)', McGraw Hill. 1st Edition, 2012.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks	
	Assignments/mini project/ demonstration sessions		

	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	M	M				S	M	
<b>CO 2</b>	M					S	M	
<b>CO 3</b>	M	M				S		
<b>CO 4</b>	M					M	M	
<b>CO 5</b>		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
P23MS3H11	Talent Management	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To have a clear understanding of the concept of talent management and its role										
C2	To acquire knowledge on talent planning										
C3	To obtain knowledge on talent acquisition and retention										
C4	To understand the concept of competency mapping and models of competency mapping										
C5	To understand the methodology to be followed in competency mapping										
UNIT	Details							No. of Hours	Course Objectives		
I	<p><b>Introduction to Talent Management:</b> Definition, Meaning of Talent Management, Objectives &amp; Role of Talent Management in building the sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management, Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent , Tools for Managing Talent.</p> <p><b>Building blocks of talent management:</b> competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.</p>							9	C1		
II	<p><b>Talent Planning – Understanding the needs and mind set of employees,</b> Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.</p>							9	C2		
III	<p><b>Talent Acquisition and Retention –</b> Talent Acquisition- Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model ( Satisfy,</p>							9	C3		

	Motivate and Reward), Employee Retention Programs, Career Planning and Development, Best practices in employee retention.		
IV	<b>Competency Mapping:</b> Concepts and definition of competency; types of competencies, Features of competency, approaches to mapping methods, Competency mapping procedures and steps , 5-level competency model, Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals.	9	C4
V	<b>Methodology of Competency Mapping:</b> Competency models people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping , competency-based interviewing, assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have a clear understanding the concept of talent management and its role	PO2,PO4,PO5	
<b>CO2</b>	Have knowledge on talent planning	PO1,PO4	
<b>CO3</b>	Have knowledge of talent acquisition and retention	PO3,PO5,PO8	
<b>CO4</b>	Have an understanding of the concept of competency mapping and models of competency mapping	PO1,PO6	
<b>CO5</b>	Have an understanding the methodology to be followed in competency mapping	PO1,PO7	
<b>Reading List</b>			
1.	Talent management, William J Rothwell		
2.	Talent Management for the 21 <sup>st</sup> century, P Cappelli-HBR		
3.	Strategic Talent Management, Robert J Greene		
4.	Reinventing Talent Management, Edward E Lawler		
<b>References Books</b>			
1.	Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016		
2.	Lance A. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People Tata McGraw Hill, 3rd Edition, 2018.		
3.	Edward J Cripe, Competency Development Guide, Workitect Inc., 1st Edition,		

	2012.	
4.	Lyle M. Spencer, Signe M. Spencer, Competence at work: Models for Superior Performance, John Wiley Publishing, 1st Edition 2008.	
5.	Rao T.V., Performance Management: Toward Organizational Excellence, SAGE, 2nd Edition, 2015.	
6.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE, 1st Edition, 2019.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	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			M		S			S
CO 4	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
P23MS3H12	<b>Workplace Counselling</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to Understanding Workplace Counseling and role of counsellor.										
C2	To summarize and establish setting a counseling ecosystem, Training of Counsellors, Understanding Burnout and ambiguous decision making.										
C3	To extrapolate problems at workplace, Relationship concerns in the Family & Workplace and counseling interventions.										
C4	To interpret counseling evaluation formats, documentations and resolving issues.										
C5	To justify ethical code of conduct in counseling and restricting undue influences at work.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION:</b> Meaning and Definition of Counselling - Counselling process – Building the counselling relationship and facilitating initial disorder – In depth exploration - Understanding Workplace Counselling – History. Counsellor Qualities - Confidentiality, Unconditional Positive regard, Empathy, Active Listening, Six ways of responding.							9	C1		
II	<b>SETTING UP COUNSELING IN THE WORKPLACE:</b> Assessing need for workplace counselling - Preparing, Assessing, Contracting, Terminating counselling within an Organization. Training of Counsellors: Methods of training counsellors- Dynamics of counselling training- Training Ecosystem, Culture and tools. Models - Counselling Orientation - Brief Therapy - Problem Focused - Work Oriented - Manager Based - Internal, External based – Welfare -Organizational Change. Group counseling, Family Counseling- Preventive and Proactive Counseling. Understanding Burnout, compassion fatigue,							9	C2		

	dilemma and ambiguous decision making, professional uncertainty.		
III	<b>DEALING WITH SPECIFIC WORK PROBLEMS:</b> Employee problem counseling - Problems of Absenteeism, Turnover, Work Stress, BOSS, ROSS, Depression, Substance Abuse. Sexual Harassment, Work-life balance, Unethical behavior in work place, Travel stress, Relationship concerns in the Family and Workplace, Psychosomatic Disorders, Internet Addiction Disorder, Eating Disorders.	9	C3
IV	<b>EVALUATIONS:</b> Needs Theory and Self Awareness, Johari window, learning to use free associations - Setting boundaries in Counselling - Strategies for the client to explore, understand and resolve the problem - Formative and Summative Evaluation, Methods of evaluation- Analyzing, Recording and escalation procedures. Resolving client issues - Field force analysis.	9	C4
V	<b>ETHICS:</b> Ethical issues in decision making, training, and counselling - Ethical responsibilities for Employers, employees and stakeholders - Ethics governing counselling. Understanding undue influences - Setting guidelines for workplace relations, ethical code of conduct, whistle blowing mechanisms, EEO, transparent support system within Organization.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand Workplace Counselling need and assume role of a counsellor	PO1,PO5	
<b>CO2</b>	Summarize and establish setting a counseling ecosystem	PO8	
<b>CO3</b>	Design solutions to workplace counseling through interventions	PO4,PO7	
<b>CO4</b>	Contrast counseling evaluation formats and implement appropriately	PO2,PO6	
<b>CO5</b>	Compare and justify ethical code of conduct in counseling and construct guidelines	PO3	
<b>Reading List</b>			
1.	The effectiveness of workplace counselling, J Mc Leod		
2.	Guidelines for counselling in the workplace, R Hughes A Kinder		
3.	Counselling in the workplace, A Coles		
4.	Counselling in organisations, M Carroll		
<b>References Books</b>			

1.	S Narayana Rao, Prem Sahajpal, Counselling and Guidance, 3rd edition, TATA McGraw Hill Education, 2017.	
2.	Thomas M. Skovholt, Michelle Trotter-Mathison, The Resilient Practitioner: Burnout and Compassion Fatigue Prevention and Self-Care Strategies for the Helping Professions, 3rd Edition, Routledge 2016.	
3.	Jan Sutton, William Stewart, Learning to Counsel, Develop the Skills, Insight and Knowledge to Counsel Others, 4th edition, 2017, Robinson Publishing.	
4.	Amy Cooper Hakim, Working with Difficult People, Second Revised Edition: Handling the Ten Types of Problem People Without Losing Your Mind, Tarcher Perigee, 2nd edition, 2017.	
5.	John Ballard, Decoding the Workplace, Gildan Media, 1st edition, 2018.	
6.	Samuel T. Gladding, Counseling: A Comprehensive Profession, Pearson Education, 8th edition, 2018.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	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			
CO 2								S
CO 3				M			M	
CO 4		M				M		
CO 5			S					

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3H13	<b>Human Capital Planning</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To understand the basic concepts of Human resource planning										
C2	To know the sources of recruitment and recent trends in recruitment.										
C3	To explore selection and induction processes in an organization.										
C4	To know and use various promotions, transfers and separations.										
C5	To learn ethical issues in human capital planning.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Human Resource Planning (HRP):</b> Objectives of HRP - Significance and methods of HRP - Methods of Forecasting, Demand and supply forecasting - Models of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.							9	C1		
II	<b>Sources of Recruitment:</b> Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy, Employee Referral Initiatives, E-Recruitment /Online recruitment Technique - Recent trends in Recruitment, Evaluation of a recruitment program.							9	C2		
III	<b>Selection &amp; Induction:</b> <b>Selection:</b> Selection Process, Selection Methods, Selection Test, different types of selection tests, Interview Techniques, Different types of interviews, Skill Gap Analysis <b>Placement:</b> Differences between recruitment, selection and placement <b>Induction:</b> Purpose – Objectives – Process and Principles – Factors of Effective Induction							9	C3		
IV	<b>Promotion:</b> Promotion Procedure & Program, Demotion. Transfer - Purpose and Procedure – Types. Separations – Terminations – Dismissals – Suspension – Retrenchment – Layoffs – Resignations – VRS.							9	C4		

V	<b>Ethical Issues:</b> Ethical issues in Human Capital Planning - Ethical issues in Recruitment and Selection, Ethical issues in Attrition and Retention, Ethical issues in Appraisal - Enhancing the effectiveness of Recruitment & Selection.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand about the basic concepts of Human resource planning	PO1	
<b>CO2</b>	Know the sources of recruitment and recent trends in recruitment.	PO2	
<b>CO3</b>	Use appropriate selection and induction processes in an organization.	PO4	
<b>CO4</b>	Know various promotions, transfers and separations.	PO2	
<b>CO5</b>	Learn the ethical issues in human capital planning.	PO3,PO8	
<b>Reading List</b>			
1.	The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance Sigal HaberaArie Reichelb		
2.	Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital, Nagwan AlQershi		
3.	Beyond HR: The New Science of Human Capital By John W. Boudreau, Peter M. Ramstad		
4.	Human capital and regional development Alessandra Faggian, Félix Modrego, and Philip McCann		
<b>References Books</b>			
1.	Heneman III. H.G, Judge. T.A, R.L. Heneman, 1 <sup>st</sup> Edition 2014, Staffing Organizations, McGraw-Hill Education		
2.	Kenneth McBey, Strategic Human Resources Planning, Cengage learning, 5th Edition, 2015.		
3.	Dipak Kumar B, Human Resource Planning, Excel, 3rd Edition, 2016.		
4.	Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices,14th edition, McGraw-Hill.		
5.	H.R. Appannaiah, H.A. Bhaskara, (2021) – Human Capital Management, First edition – Himalaya publishing house.		
6.	William J Rothwell, H. C. Kazanas, Planning & Managing Human Resources: Strategic Planning for Personnel Management, HRD Press Inc., 2nd Edition, 2014.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/ demonstration sessions		
	Seminars		
	Attendance and Class Participation		

<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	S							
<b>CO 2</b>		M						
<b>CO 3</b>				M				
<b>CO 4</b>		S						
<b>CO 5</b>			M					M

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3H14	<b>Human Resource Information System</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of Data & Information										
C2	To provide insights on Data Management for HRIS										
C3	To throw light on HR Management Process & HRIS										
C4	To elucidate on HR Management Process II & HRIS										
C5	To create awareness and importance of Security, Size & Style of Organizations & HRIS										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Data &amp; Information:</b> Needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager – Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal [only data input, output & screens] ,EHRM ,Objectives, Advantages & Disadvantages.							9	C1		
II	<b>Data Management for HRIS:</b> Data Formats, Entry Procedure & Process, Data Storage & Retrieval, Transaction Processing , Office Automation, Information Processing & Control Functions, Design of HRIS, Relevance of Decision Making, Concepts for Information System Design							9	C2		
III	<b>HR Management Process in HRIS:</b> Modules on HR Planning, Recruitment, Selection, Placement, Module on Performance Appraisal System, Training & Development Module, Module on Pay & other Related Dimensions, Information System’s support for Planning & Control.							9	C3		
IV	<b>HRIS Application:</b> HR administration – Outsourcing – Job shadowing – HR planning Sub System – Data input - Data Capturing for Monitoring & Review – Outflow –							9	C4		

	Report – Information Processing for Decision Making - DSS – Overview of HR metrics.		
V	<b>HRIS Security and Privacy:</b> Security - Style of Organizations – Security of Data and Operations of HRIS Modules –Problems during IT Adoption Efforts and Processes to Overcome – Cyber Security – Needs – Approaches – Principles – Types – Information Security Management in HRIS.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be familiarized with the basic concepts of Data & Information	PO4	
<b>CO2</b>	Have knowledge on Data Management for HRIS	PO2	
<b>CO3</b>	Know about HR Management Process & HRIS	PO1	
<b>CO4</b>	Will use HR Management Process II & HRIS	PO2,PO5	
<b>CO5</b>	Will be aware of the importance of Security, Size & Style of Organizations & HRIS	PO6,PO8	
<b>Reading List</b>			
1.	Human resource information systems (HRIS) and technology trust Susan K. Lippert, Paul Michael Swiercz		
2.	Human Resource Information Systems (HRIS) in HR Planning and Development in Mid to Large Sized Organization, AshaNagendra Mohit Deshpande		
3.	Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and ProspectsG. M. Azmal Ali Quaosar, Md. Siddikur Rahman		
4.	Human Resource Information Systems (HRIS): Providing Business with Rapid Data Access, Information Exchange and Strategic Advantage Dr. Kenneth A. Kovach, Charles E. Cathcart, Jr.		
<b>References Books</b>			
1.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3 <sup>rd</sup> Edition, 2019.		
2.	Sathish.M.Badgi, Practical Guide to Human Resource Information Systems,PHI, 1 <sup>st</sup> Edition 2012.		
3.	Kavanagh, Human Resource Information Systems: Basics, Applications and Future Directions, Sage South Asia Edition, 1 <sup>st</sup> Edition 2011.		
4.	P.K. Gupta ,Susheel Chhabra ,Human Resource Information System ,Himalaya Publishing House, 1 <sup>st</sup> Edition, 2015.		
5.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3 <sup>rd</sup> Edition, 2019.		
6.	Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page,10th Edition, 2006.		
<b>Methods of Evaluation</b>			
<b>Internal</b>	Continuous Internal Assessment Test	40 Marks	



<b>Evaluation</b>	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				S				
<b>CO 2</b>		M						
<b>CO 3</b>	M							
<b>CO 4</b>		M			M			
<b>CO 5</b>						M		S

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3H15	Stress Management	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To understand the concept of stress management										
C2	To understand the impact of stress										
C3	To analyse the stress reduction techniques										
C4	To study the strategies to cope up with stress										
C5	To develop resilience to stress										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Stress Management:</b> Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,							9	C1		
II	<b>Impact of Stress:</b> Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal							9	C2		
III	<b>Stress Reduction Techniques:</b> Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress							9	C3		
IV	<b>Coping Strategies:</b> Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model							9	C4		
V	<b>Developing Resilience to Stress:</b> Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management							9	C5		

	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have a clear understanding on the concept of stress management	PO3	
<b>CO2</b>	Illustrate the impact of stress and predict Stress warning signals	PO2	
<b>CO3</b>	Develop ability to analyse the stress reduction techniques	PO1, PO4	
<b>CO4</b>	Acquire the ability to identify the strategies to cope up with stress	PO5,PO6	
<b>CO5</b>	Develop resilience strategies to stress	PO7,PO8	
<b>Reading List</b>			
1.	Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini		
2.	Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce A. Adkins, PhD, Debra L. Nelson		
3.	Stress Management, Richard Pettinger		
4.	Stress and stress management, Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.		
<b>References Books</b>			
1.	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1 <sup>st</sup> Edition, 2022.		
2.	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1 <sup>st</sup> Edition, 2011.		
3.	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Livea Longer Life, 1 <sup>st</sup> Edition, 2014.		
4.	Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1 <sup>st</sup> Edition, 2019.		
5.	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1 <sup>st</sup> Edition 2016.		
6.	Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5 <sup>th</sup> Edition 2010.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/ demonstration sessions		
	Seminars		
	Attendance and Class Participation		
<b>External Evaluation</b>	End Semester Examination		60 Marks
	Total		100 Marks
<b>Methods of Assessment</b>			
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions		

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

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>			M					
<b>CO 2</b>		M						
<b>CO 3</b>	M			S				
<b>CO 4</b>					M	M		
<b>CO 5</b>							M	M

**S-Strong      M-Medium      L-Low**



	Resistance -Strategies to acquire stakeholder confidence-Stakeholder's Map-Resolving resistance. Clarifying Implementation Goals & Standards - Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering & Interim Competency Model - Finalize & Validate Competency Model.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Recognize the importance of competency-based framework	PO2	
<b>CO2</b>	Comprehend types and methods of competency	PO1,PO4	
<b>CO3</b>	Demonstrate use of competency tools and clusters	PO5	
<b>CO4</b>	Schematize audit plans for competency implementation cycles	PO6	
<b>CO5</b>	Negotiate stakeholders' confidence and implement competency model	PO7,PO8	
<b>Reading List</b>			
1.	Competency Mapping – A Drive For Indian Industries, Rajeshwaree A		
2.	Competency Mapping of the Employees, N. Anisha		
3.	Competency Mapping in Indian Industries -A Case Study, Amey Choudhari		
4.	Competency Measurement Model, Dario russo		
<b>References Books</b>			
1.	Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, SAGE Publications India, 3 <sup>rd</sup> edition, 2016.		
2.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE Publications India Pvt Ltd, 1 <sup>st</sup> Edition, 2019.		
3.	Sudhir Warier, Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies, Notion Press, 1 <sup>st</sup> Edition, 2019		
4.	Mahesh Kuruba, Role Competency Matrix: A Step-By-Step Guide to an Objective Competency Management System, Springer,1 <sup>st</sup> Edition, 2019.		
5.	David D Dubious, Competency-Based Human Resource Management: Discover a New System for Unleashing the Productive Power of Exemplary Performers, Davies-Black Publisher, 1 <sup>st</sup> Edition, 2010.		
6.	Lyle M Spencer, Signe M Spencer, Competence at Work: Models for Superior Performance, Wiley India, 1 <sup>st</sup> Edition, 2008.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/ demonstration sessions		
	Seminars		

	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		M						
<b>CO 2</b>	M			M				
<b>CO 3</b>					S			
<b>CO 4</b>						M		
<b>CO 5</b>							M	M

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CI	A	Total
P23MS3H17	<b>International HRD</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To summarize and comprehend the expanding role of global corporations										
C2	To demonstrate the functioning of international assignments										
C3	To elucidate development of global IHRM practices										
C4	To interpret compliance norms of global organizations										
C5	To introspect future of sustainable IHRM practices										
UNIT	Details							No. of Hours	Course Objectives		
I	<p><b>IHRD:</b> Scope of IHRD- Positivist and Interpretive views on Culture, Values, Power-Cross Cultural Management, Model, Dimensions; Comparison between HRD India and Globalization.</p> <p>Learning Theories globally and implications-Career development in multinational and multicultural environment-Schein's career anchors-Holland's vocational preference inventory.</p>							9	C1		
II	<p><b>Processes:</b> Transfer of employment practices across borders-The four influences framework-IHRM approaches-Factors affection-Implications.</p> <p>International Assignments and Employment practices- motives-Process-Dimensions of success and failure. Expatriation- Developing International Staff and Multinational Teams, Approaches to International Compensation.</p>							9	C2		
III	<p><b>Development &amp; Practices:</b> Multinational companies and Host companies-Sustainable practices of host and divergent country employment arrangements-Global Employment Relations.</p> <p>Training &amp; Development in global environment-Krikpatrick's Taxonomy-Expatriate Training, PMS - Transition of Expats to global leaders-Global and local sourcing-Compliance to Labour Market-Capitalist Vs</p>							9	C3		



	Socialist Market economies.		
IV	<b>Practices in Economies:</b> PMS in different economies-Total Rewards in International Context-Components-Complexities-approaches. Global Context: EEO-Gender Sensitivity-Diversity-Inclusivity- Onshoring, offshoring, Friendshoring-Models of strategic HRD.	9	C4
V	<b>Sustainability:</b> Repatriation-issues-best practices; Sustainable practices through Ethics and CSR; Green HRD; Ethical Issues-dispute settlement-International labour contract. Knowledge Management-Transfer; Changing and Future Trends: International labour standards, Managing Remote Work -issues-digital privacy and decent work.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Demonstrate IHRM factors influential in global corporations	PO2,PO4	
<b>CO2</b>	Design IHRM elements for global assignments	PO1,PO5	
<b>CO3</b>	Critique and conclude developmental strategies for IHRM practices	PO2	
<b>CO4</b>	Implement and audit compliance IHRM norms	PO6	
<b>CO5</b>	Predict and appraise sustainable IHRM practices	PO8	
<b>Reading List</b>			
1.	International HRD: context, processes and people – introduction Thomas Garavan, Alma McCarthy, and Ronan Carbery		
2.	Theoretical frameworks for comparing HRD in an international context, Jean Woodall		
3.	The Issue of International Values and Beliefs: The Debate for a Global HRD Code of Ethics, Darlene Russ-Eft, Timothy Hatcher		
4.	International Technology Transfer For Competitive Advantage: A Conceptual Analysis Of The Role Of HRD, A. Ahad M. Osman-Gani		
<b>References Books</b>			
1.	K Ashwathappa, International Human Resource Management, TATA McGraw Hill, 2 <sup>nd</sup> Edition, 2017.		
2.	Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE, 4 <sup>th</sup> Edition, 2014.		
3.	Thomas Garavan, Alma McCarthy, Ronan Carbery, Handbook of International Human Resource Development: Context, Processes and People, Edward Elgar Publishing, 3 <sup>rd</sup> Edition, 2017.		
4.	Peter J. Dowling   Marion Festing   Allen D. Engle, International Human Resource Management, CENGAGE INDIA, 7 <sup>th</sup> Edition , 2017.		
5.	Edwards Tony, Chris Rees, International Human Resource Management:		

	Globalization, National Systems and Multinational Companies, Pearson Education India, 3 <sup>rd</sup> Edition, 2016.	
6.	Yongsun Paik , Charles M. Vance, Managing A Global Workforce : Challenges And Opportunities In International Human Resource Management, PHI Learning, 2 <sup>nd</sup> Edition, 2013.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	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		
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
P23MS3H18	<b>Compensation and Rewards Management</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of compensation										
C2	To provide insights on compensation planning										
C3	To throw light on compensation Pay										
C4	To elucidate on Executive compensation										
C5	To create awareness and importance of Wage administration in India:										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Compensation:</b> types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic							9	C1		
II	<b>Compensation Planning:</b> Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.							9	C2		
III	<b>Variable Pay:</b> Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time–off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.							9	C3		
IV	<b>Executive Compensation:</b> Elements of executive							9	C4		

	compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems.		
V	<b>Wage Administration in India:</b> wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices - Pay for performance for global employees -practices in different industries, Employee benefits around the world, CEO pay in a global context, Beyond compensation.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be familiarized with compensation	PO4,PO8	
<b>CO2</b>	Understand Compensation Planning	PO1,PO2	
<b>CO3</b>	Design Executive Compensation	PO2,PO6	
<b>CO4</b>	Understand Wage administration in India	PO6,PO7	
<b>CO5</b>	Be aware of the importance of Wage administration in India	PO8	
<b>Reading List</b>			
1.	A Strategic Perspective on Compensation Management, Milkovich, George T.		
2.	Compensation Management, Dipak Kumar Bhattacharyya		
3.	Employees Perception Towards Compensation Management Practices in Software Industry: An Indian Evidence,Dr. Das Kishore Kumar		
4.	Compensation in Organizations, Sara L. Rynes, Barry Gerhart		
<b>References Books</b>			
1.	B. D. Singh ,Compensation and Reward Management ,Excel Books,2012.		
2.	Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,10th Edition, 2011.		
3.	Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 1st Edition, 2009.		
4.	Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011.		
5.	Jerry M. Newman ,Barry Gerhart & George T. Milkovich ,Compensation, McGrawHill,12 <sup>th</sup> Edition, 2020.		
6.			
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/ demonstration sessions		
	Seminars		
	Attendance and Class Participation		
<b>External Evaluation</b>	End Semester Examination		60 Marks

	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	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	
CO 5								S

**S-Strong      M-Medium      L-Low**

## SPECIALIZATION COURSES: SYSTEMS MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3S1	Data Base Management System	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To provide insights to the database concepts and modeling.										
C2	To throw light on RDBMS and basic structure of SQL.										
C3	To familiarize on integrity & domain constraints and normalization using functional, multivalued, join dependencies.										
C4	To create awareness and importance of object oriented data model.										
C5	To elucidate on database system architectures.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E - R Diagram – Weak Entity Sets – reduction of E- R Diagram to tables.							9	C1		
II	Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.							9	C2		
III	Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition – normalization using functional, multivalued, Join dependencies– Domain – Key Normal form – alternative approaches.							9	C3		
IV	Object Oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and							9	C4		

	objects – comparison.		
V	Database System Architectures : Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction –inter query –intra query, intra-operation –interoperation parallelism – distributed databases –distributed data storage– network transparency –Query processing – Transaction model–Commit protocols –coordinator selection –concurrency control –deadlock handling – multi database systems.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Summarise the database concepts and modeling.	P02, P06	
<b>CO2</b>	Recall the concept of RDBMS and basic structure of SQL.	P01, P06	
<b>CO3</b>	Generalise on integrity & domain constraints and normalization using functional, multivalued, join dependencies.	P01, P05, P06	
<b>CO4</b>	Formulate one’s understanding on object oriented data model.	P01, P06	
<b>CO5</b>	Criticise and compare the database system architectures.	P02, P05, P06	
<b>Reading List</b>			
1.	T. William Olle, Database management system, Encyclopedia of Computer Science		
2.	Journal of Intelligent Information Systems - Integrating Artificial Intelligence and Database Technologies, Springer		
3.	Knowledge and Information Systems, Springer		
4.	Journal of Network and Systems Management, Springer		
<b>TEXT BOOKS</b>			
1.	C.J. Date, A.Kannan, S.SwamiNadhan, An Introduction to Database systems, , Pearson, 8 <sup>th</sup> Edition, 2003		
2	Paneerselvam, R; Database Management Systems; PHI; 2018		
3	SatinderBal Gupta; Aditya Mittal; Introduction to Database Management; Laxmi Publication; 2009		
4	Raghu Ramakrishnan;JohannesGehrke; Database management systems; third edition; McGraw Hill; 2000		
5	Rajiv Chopra; Database management sytems: A Practical approach; 5 <sup>th</sup> edition; S Chand		

	and company; 2008
<b>References Books</b>	
1.	A Silberschatz, H Korth, S Sudarshan, “Database System and Concepts ”, McGraw-Hill, 6 <sup>th</sup> Edition, 2013
2.	Raghurama Krishnan, Johannes Gehrke, Data base Management Systems, McGraw-Hill 3 <sup>rd</sup> Edition, 2014.
3.	ElmasriNavathe, Fundamentals of Database Systems, Pearson Education, 7 <sup>th</sup> Edition, 2015
4.	Rob, Coronel, “Database Systems”, Seventh Edition, Cengage Learning, 2006.
	Total
	100 Marks

### CO – PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		S				S		
<b>CO 2</b>	M					S		
<b>CO 3</b>	M				S	M		
<b>CO 4</b>	S					M		
<b>CO 5</b>		S			S	M		

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS3S2</b>	<b>System Analysis and Design</b>	Elective	3	-	-	-	3	4 5	25	75	100

### Course Objectives

C1	To familiarize the students on the fundamentals of system analysis and design.
C2	To provide insights on computer-assisted tools and types of automated tools.
C3	To throw light on review and selection fact-finding techniques.
C4	To elucidate on the essentials of design designing effective output.
C5	To create awareness and importance on software design & documentation and case studies on various domains.

### SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	System Analysis Fundamentals: Introduction to System, System Analysis and Design, Need for System Analysis and Design, Role of the System Analyst System Development Strategies: SDLC,	9	C1



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

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

### CO-PO MAPPING

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	S					S		
<b>CO 2</b>		S				S		
<b>CO 3</b>	M			S				

CO 4		M				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
<b>P23MS3S3</b>	<b>Decision Support System</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To provide insights on components and characteristics of DSS.										
C2	To throw light on modeling process, model directory and model base management system.										
C3	To familiarize on data structure and data base languages.										
C4	To create awareness and importance of dialog management, user interface and										
C5	To elucidate on development of decision support system.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Decision concept – Steps – Decision Support System – Components – Characteristics – Classifications and Applications.							9	C1		
II	Model Management: Model – Modeling Process – Types of Models – Optimization – Simulation – Heuristic: Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.							9	C2		
III	Data Management System: Data Base – Sources of Data – Data Directory – Data Structure and Data Base Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.							9	C3		
IV	Dialog Management: User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface.							9	C4		

V	Development of Decision Support System: Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have insights on components and characteristics of DSS.	P01, P02	
<b>CO2</b>	Possess knowledge on DSS architecture; approaches to development; and models in DSS.	P02, P04	
<b>CO3</b>	Possess knowledge on Group DSS and Executive Information Systems (EIS).	P01, P05	
<b>CO4</b>	Have better understanding on AI and expert	P02, P06	
<b>CO5</b>	Learn and understand on development of decision support system.	P01, P06	
<b>Reading List</b>			
1.	Decision Support Systems and Electronic Commerce, Elsevier		
2.	Decision Support Systems, Science Direct		
3.	Decision Sciences – Wiley Online Library		
4.	Soft Computing - A Fusion of Foundations, Methodologies and Applications Springer		
<b>Text Books</b>			
1	Sitansu S Mitra; Decision Support Systems: Tools and Techniques; Wiley; 1986		
2	Ramanathan Sugumaran; John Degroote; Spatial Decision Support System: Principles and Practices; Taylor and Francis; 2011		
3	V S Janakiraman; Sarukesi, K; Decision Support Systems; PHI; 2008		
4	B Ravindranath; Decision Support Systems and Data Warehouses; NewAge International; 2003		
<b>References Books</b>			
1.	Efraim Turban, Jay E. Aronson, Ting-Peng Liang, Ramesh Sharda, Decision Support & Business Intelligent Systems, Pearson Education, 8 <sup>th</sup> Edition, 2007		
2.	Mallach, Efreem G, Decision Support & data Warehouse Systems –McGraw-Hill, 2002		
3.	Marakas, George. M, Decision Support Systems in the 21st century – Pearson Education, 1999		

4.	Daniel J Power, Decision Support Systems – Concepts and Resources for Managers: Quorum Books, 2002
5.	Efraim Turban, Ramesh Sharda, DursunDelen, Business Intelligence and Analytics – Systems for decision support, Pearson, 2018

**CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	S	M						
<b>CO 2</b>		S		S				
<b>CO 3</b>	M				S			
<b>CO 4</b>		M				S		
<b>CO 5</b>	S					M		

**S-Strong      M-Medium      L-Low**

<b>Subject Code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	<b>P</b>	<b>H</b>	<b>Marks</b>
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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Summarise the knowledge on the web designing software tools.	P05, P06, P07
<b>CO2</b>	Describe the application of data warehousing and of e-commerce in various sectors.	P02, P04
<b>CO3</b>	Explain the tools of E-Marketing and ERP & its modules.	P02, P06
<b>CO4</b>	Interpret the issues associated with E-security, Internet governance and cyber law.	P02, P03, P06, P07
<b>CO5</b>	Explain the role of E-commerce in service sector; and privacy & information rights	P04, P06
<b>Reading List</b>		
1.	Information Systems and e-Business Management, Springer	
2.	Electronic Commerce Research, Springer	
3.	Dien D. Phan , E-Business Management Strategies: A Business-To-Business Case Study, Information Systems Management, Taylor & Francis	
4.	E-business model design, classification, and measurements, Thunderbird International Business Review, Wiley Online Review	
<b>Text Books</b>		
1.	Joseph P T, “E-Commerce: An Indian Perspective”, PHI Publications, 5th Edition, 2015.	
2.	UrmiDatta&NehaSomani, “E-commerce and Business Communication”, Oxford University Press, 1st Edition, 2017	
3	E commerce: An Introduction;AmirManzoor; Lambert Academic Publishing; 2019	
4	MamtaBhusry; E Commerce; Firewall Media; 2005	
5	V Rajaraman; Essentials of E Commerce Technology; PHI Learning; 2009	
<b>References Books</b>		
1.	David Whiteley, “E-Commerce: Strategy, Technologies and Applications”, Indian Edition, McGraw Hill Publications, 2017.	
2.	Jelassi, Tawfik, Martínez-López, Francisco J, “Strategies for e-Business - Concepts and Cases on Value Creation and Digital Business Transformation”,	
3.	Kenneth C Laudon and Carol GuercioTraver, “E-Commerce – Business, Technology, Society”, Pearson Publication, 15th Edition, 2019.	

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>					M	M	M	
<b>CO 2</b>		S		M				
<b>CO 3</b>		M				S		
<b>CO 4</b>		S	S			S	S	
<b>CO 5</b>				M		M		

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS3S5</b>	<b>Internet of Things (IoT)</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To provide insights to the students on the basic concepts of IoT										
C2	To throw light on the various models related to IoT architecture.										
C3	To familiarize on the design and building blocks of IoT.										



C4	To create awareness and importance of data analytics tools for IoT.		
C5	To elucidate on IoT related case-studies and real world applications.		
<b>SYLLABUS</b>			
UNIT	Details	No. of Hours	Course Objectives
I	<b>Introduction:</b> Evolution of Internet of Things - Physical Design of IoT - Logical Design of IoT - IoT Enabling Technologies - IoT Levels and Deployment Templates - Domain Specific to IoTs.	9	C1
II	<b>IoT Architecture:</b> ETSI, IETF, OGC architectures - IoT reference model - Domain model - information model - functional model - communication model - IoT reference architecture.	9	C2
III	<b>Building IoT:</b> IoT Systems - Logical Design using Python - IoT Physical Devices and Endpoints: What is an IoT Device - Basic building blocks of an IoT device - Exemplary Device: Raspberry Pi - Programming Raspberry Pi with Python - Other IoT Devices.	9	C3
IV	<b>IoT Data Platform:</b> Data Analytics for IoT: Introduction - Apache Hadoop - Using Hadoop Map Reduce for Batch Data Analysis - Apache Oozie - Apache Spark - Tools for IoT - Introduction - Chef: Setting up Chef.	9	C4
V	<b>Case Studies and Real-World Applications:</b> Real world design constraints - IoT Physical Servers & Cloud Offerings - Case Studies Illustrating IoT Design: Introduction - Asset management – Smart Cities - Environment - Productivity Applications.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Infer the basic concepts of IoT.	P04, P06	
<b>CO2</b>	Comparison on the various models related to IoT architecture.	P02, P04, P05	
<b>CO3</b>	Recall the design and building blocks of IoT.	P01, P02, P06, P07	
<b>CO4</b>	Assess the importance of data analytics tools for IoT.	P02, P06, P07	
<b>CO5</b>	Analyse the IoT related case-studies and real world applications.	P01,P02,P03,P06, P07	

<b>Reading List</b>	
1.	Internet of Things – Science Direct
2.	International Journal of Internet of Things and Cyber-Assurance, Inderscience
3.	S Li, LD Xu, S Zhao, The internet of things: a survey, , Information systems frontiers, Springer
4.	F Wortmann, K Flüchter ,Internet of things - Business & Information Systems Engineering, Springer
<b>Text Books</b>	
1.	ArshdeepBahga, Vijay Madiseti, - Internet of Things – A hands-on approach, University Press, 2015
2	DrKamleshLakhwani; DrHemant Kumar Gianey; Joseph KoftWireko; Internet of Things; BPB Publications; 2020
3	Sunil Cheruvu; Anil Kumar; Ned Smith; Demystufying Internet of Things Security: Successful IoT; Apress; 2019
4	RajkumarBuyya; Amir VahidDastjerdi; IoT: Principles and Paradigms; Elsevier; 2016
5	AbhikChaudhry; Internet of things, for things and by things; Taylor and Francis; 2019
<b>References Books</b>	
2.	Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), —Architecting the Internet of Things, Springer, 2011.
3.	Honbo Zhou, —The Internet of Things in the Cloud: A Middleware Perspectivel, CRC Press, 2012.
4.	Jan Holler, VlasiosTsiatsis , Catherine Mulligan, Stamatis , Karnouskos, StefaAvesand. David Boyle, "From Machine-to-Machine to the Internet of Things – Introduction to a
5.	Olivier Hersent, David Boswarthick, Omar Elloumi , —The Internet of Things – Key applications and Protocols, Wiley, 2012
6.	Adrian McEwen and Hakim Cassimally, “Designing the Internet of Things”, John Wiley & Sons, 2013.

### CO-PO MAPPING

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

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>P23MS3S6</b>	<b>Cloud Computing</b>	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students on the history and models of cloud computing.										
C2	To provide insights on characteristics, challenges and virtualization concepts of cloud computing.										
C3	To throw light on cloud computing applications such as Amazon AWS, Microsoft Azure and Google App Engine.										
C4	To elucidate on cloud access, cloud provenance and cloud security.										
C5	To create awareness and importance of governance and the future of cloud based system in organization.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>History of Cloud Computing:</b> History of Centralized and Distributed Computing - Overview of Distributed Computing, Cluster computing, Grid computing. Technologies for Network based systems- System models for Distributed and cloud computing- Software environments for distributed systems and clouds.							9	C1		
II	<b>Introduction to Cloud Computing:</b> Introduction to Cloud Computing- Cloud issues and challenges -							9	C2		

	Properties - Characteristics - Service models, Deployment models. Cloud resources: Network and API - Virtual and Physical computational resources - Data-storage. Virtualization concepts - Types of Virtualization- Introduction to Various Hypervisors - High Availability (HA)/Disaster Recovery (DR) using Virtualization, Moving VMs .		
III	<b>Cloud Computing Applications:</b> Cloud Programming and Software Environments – Parallel and Distributed Programming paradigms – Overview on Amazon AWS and Microsoft Azure – Overview on Google App Engine – Emerging Cloud software Environment.	9	C3
IV	<b>Cloud Security:</b> Cloud Access: authentication, authorization and accounting - Cloud Provenance and metadata - Cloud Reliability and fault-tolerance - Cloud Security, privacy, policy and compliance Cloud federation, interoperability and standards.	9	C4
V	<b>Governance and the future of Cloud:</b> Organizational Readiness and Change Management in the Cloud Age, Legal Issues in Cloud Computing, Achieving Production Readiness for Cloud Services, How Cloud Will Change Operating Systems, Future of Cloud TV & Cloud-Based Smart Devices, Cloud and Mobile, Home-Based Cloud Computing.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Quote on the history and models of cloud computing.	P04, P06, P07, P08	
<b>CO2</b>	Analyse the characteristics, challenges and virtualization concepts of cloud computing.	P01, P04, P05	
<b>CO3</b>	Comprehend on cloud computing applications such as Amazon AWS, Microsoft Azure and Google App Engine.	P01, P02, P03, P06, P07	
<b>CO4</b>	Compare and contrast on cloud access, cloud provenance and cloud security.	P05, P06, P07. P08	
<b>CO5</b>	Organise your thoughts on governance and the future of cloud based system in organization.	P01,P02,P03,P04, P07	
<b>Reading List</b>			

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

### CO-PO MAPPING

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

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	L	T	P	O	M	Marks
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	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Define the basics of ERP models, structures and advantages	P01, P02, P07	
<b>CO2</b>	Comprehend and categorize the advancement of IT and data management	P05, P06, P07	
<b>CO3</b>	Summarise the ERP marketplace dynamics	P01, P02, P07	
<b>CO4</b>	Compare and design implementation of ERP	P01, P02, P05, P06	
<b>CO5</b>	Contrast and use open source ERP towards future directives	P03, P04, P05, P07, P08	
<b>Reading List</b>			
1.	Business Process Management Journal, Emerald insight		
2.	Journal of Business Research, Elsevier		
3.	T Huang, K Yasud, Comprehensive review of literature survey articles on ERP - Business Process Management Journal, Emerald		
4.	H Klaus, M Rosemann, GG Gable, What is ERP?, Information systems frontiers, Springer		
<b>Text Books</b>			
1.	Enterprise Resource Planning (ERP) Text and Case Studies, Mr. C.S.V. Murthy, Himalaya Publication, 2008.		
2.	Dr. Ashim Raj Singla, Enterprise Resource Planning 2 <sup>nd</sup> Edition, Cengage Learning, 2019.		
3.	S. Sadagopan, ERP-A Managerial Perspective, McGraw Hill, 1999.		
4.	K Ganesh; Sanjay Mohapatra; AnbuShankar, S P; Enterprise Resource Planning: Fundamentals of Design and Implementation; Springer; 2014		
5.	S Parthasarathy; Enterprise Resource Planning: A Managerial and Technical Perspective; NewAge Publications; 2007		
<b>References Books</b>			
1.	Alexis Leon , Enterprise Resource Planning McGraw Hill, 2 <sup>nd</sup> Edition, 2018		
2.	David L. Olson , Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, 2008.		
3.	F. Robert Jacobs and D. Clay Whybark, Why ERP? A primer on SAP Implementation, McGraw Hill, 2000.		

### CO-PO MAPPING

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

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3S8	Software Project and Quality management	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To comprehend and reflect on overview of project planning, project evaluation, project analysis and technical planning, software estimation										
C2	To elaborate and critically analyze Resource scheduling and management, CMM, key process indicators, process monitoring and control.										
C3	To generate and align Critical Chain Project Management, Test Maturity Model & Six Sigma and collate reports.										
C4	To evaluate existing Adaptive Project Framework and build quality models based on Six Sigma & Lean Process Model.										
C5	To contrast Software configuration management processes and audit quality standardisations.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		



I	<b>Introduction:</b> Project Overview - Traditional Project Management - Scoping the Project - Identifying Project Activities-An overview of project planning, project evaluation, project analysis and technical planning, software estimation. Organizational quality goals, policy, quality plans, certification, accreditation, process measurements, audits.	9	C1
II	<b>Requirements:</b> Estimating Duration, Resource Requirements and Cost - Constructing and Analyzing the Project Network Diagram - Finalizing the Schedule and Cost Based on Resource Availability - Organizing and Conducting the Joint Project Planning Session. Capability Maturity Model: CMM & CMMI, goals, commitment, ability, measurement & verification, maturity levels, key process areas, key process indicators, process monitoring and control.	9	C2
III	<b>Project Teams:</b> Recruiting Organizing and Managing the Project Team - Monitoring and Controlling Progress - Closing out the Projects - Critical Chain Project Management - Activity planning, project schedules, sequencing and scheduling projects. Test Maturity Model & Six Sigma: Overview, Key Process Areas, TPI framework of test quality, levels of maturity, assessment, analysis, reporting.	9	C3
IV	<b>Framework:</b> Introduction to the Adaptive Project Framework - Version Scope - Cycle Plan - Cycle Build - Client Checkpoint - Post-Version Review - network planning model, shortening project duration, Identifying critical activities. Six Sigma & Lean Process Model: quality criteria, quality metrics, frameworks, process wastages, operational processes, guidelines and templates	9	C4
V	<b>Standardisations:</b> Variations to APF- Software configuration management, Basic functions, Responsibilities, standards configuration management, prototyping, models of prototyping. Organizational Considerations - Project Portfolio Management - Project Support Office Case study - PRINCE Project management standards. Audits: ISO, CMM, People CMM, TMM, Six Sigma.	9	C5
<b>Total</b>		<b>45</b>	

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Comprehend and reflect on overview of project planning, project evaluation, project analysis and technical planning, software estimation	P01, P02, P06, P07
<b>CO2</b>	Critically analyze Resource scheduling and management, CMM, key process indicators, process monitoring and control.	P05, P06, P07
<b>CO3</b>	Generate and align Critical Chain Project Management, Test Maturity Model & Six Sigma and collate reports.	P01, P02, P06
<b>CO4</b>	Evaluate existing Adaptive Project Framework and build quality models based on Six Sigma & Lean Process Model.	P01, P02, P05, P06
<b>CO5</b>	Contrast and conclude Software configuration management processes and audit quality standardisations.	P04, P05, P07, P08
<b>Reading List</b>		
1.	Software Quality Journal, Springer	
2.	International Journal of Project Management, Elsevier	
3.	MJ Parzinger, R Nath, A study of the relationships between total quality management implementation factors and software quality, Total quality management, Taylor & Francis	
4.	K Kautz, EA Larsen Diffusion theory and practice: Disseminating quality management and software process improvement innovations, Information Technology & People, Emerald	
<b>Text Books</b>		
1	Ashfaque Ahmed; Software Project Management: A process driven approach; T& F; 2011	
2	PankajJalote; Software Project Management in Practice; Pearson Education ; 2002	
3	PriyadarshiniTripathy; KshirasagarNaik; Software Testing and Quality Assurance; Wiley Publishing; 2011	
4	Bharat BhushanAgarwal; ShivangiDhall; Software Project Management; Laxmi Publication; 2011	
5	K K Singh; Akansha Singh; software Project management; Umesh Publication; 2011	
<b>References Books</b>		

1.	Richard L. Chamberlain, Planning Quality Project Management of (EMR/EHR) Software Products (HIMSS Book Series), CRC Press, 1 <sup>st</sup> Edition 2017.
2.	Ronald Cummings - John, Owais Peer, Leading Quality: How Great Leaders Deliver High Quality Software and Accelerate Growth, ROI Press, 1 <sup>st</sup> Edition 2019.
3.	Greg Caldwell, Lean Mastery: 8 Books in 1 - Master Lean Six Sigma & Build a Lean Enterprise, Accelerate Tasks with Scrum and Agile Project Management, Optimize with Kanban, and Adopt The Kaizen Mindset, Greg Caldwell Publishing, 1 <sup>st</sup> Edition 2020.
4.	Tom C. Witt, IT Best Practices: Management, Teams, Quality, Performance, and Projects, CRC Press, 1 <sup>st</sup> Edition 2018.
5.	Linda Westfall, The Certified Software Quality Engineer Handbook, ASQ Quality Press, 2 <sup>nd</sup> Edition, 2017.
6.	Stephan Goericke, The Future of Software Quality Assurance, 1 <sup>st</sup> 2020, Springer Open.

### CO-PO MAPPING

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

**S-Strong      M-Medium      L-Low**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MS3S9	Data Warehousing	Elective	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To provide insights to the characteristics and architecture of data warehouse.										
C2	To throw light on the fundamentals, classification and major issues in data mining.										
C3	To familiarize on APRIORI principle & Algorithm and Association rule										
C4	To create awareness and importance of classification techniques, decision tree										
C5	To elucidate on the various clustering techniques.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Data warehouse:</b> Introduction to Data warehouse, Difference between operational database systems and data warehouses, Data warehouse Characteristics, Data warehouse Architecture and its Components, Extraction-Transformation-Loading, Logical(Multi-Dimensional), Data Modeling, Schema Design, Star and Snow-Flake Schema, Fact Constellation, Fact Table, Fully Addictive, Semi-Addictive, Non-Addictive Measures; Fact-Less-Facts, Dimension Table Characteristics; OLAP Cube, OLAP Operations, OLAP Server Architecture-ROLAP, MOLAP and HOLAP.							9	C1		
II	<b>Data Mining:</b> Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Integration of a							9	C2		

	Data Mining System with a Database or Data Warehouse System, Major issues in Data Mining. Data Preprocessing: Need for Preprocessing the Data, Data Cleaning, Data Integration & Transformation, Data Reduction, Discretization and Concept Hierarchy Generation.		
III	<b>Association Rules:</b> Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation; APRIORI Algorithm, The Partition Algorithms, FP-Growth Algorithms, Compact Representation of Frequent Item Set- Maximal Frequent Item Set, Closed Frequent Item Set.	9	C3
IV	<b>Classification:</b> Problem Definition, General Approaches to solving a classification problem, Evaluation of Classifiers, Classification techniques, Decision Trees-Decision tree Construction, Methods for Expressing attribute test conditions, Measures for Selecting the Best Split, Algorithm for Decision tree Induction; Naive-Bayes Classifier, Bayesian Belief Networks; K- Nearest neighbor classification-Algorithm and Characteristics, prediction: Accuracy and Error measures, Evaluating the accuracy of a classifier or a predictor, Ensemble methods.	9	C4
V	<b>Clustering:</b> Clustering Overview, A Categorization of Major Clustering Methods, partitioning methods, hierarchical methods, , partitioning clustering-k-means algorithm, pam algorithm; hierarchical clustering-agglomerative methods and divisive methods, Basic Agglomerative Hierarchical Clustering Algorithm, Key Issues in Hierarchical Clustering, Strengths and Weakness, Outlier Detection.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have insights to the characteristics and architecture of data warehouse.	P05, P06, P07	
<b>CO2</b>	Possess knowledge on the fundamentals, classification and major issues in data mining.	P01, P02, P06	

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

## CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>					S	M	S	
<b>CO 2</b>	M	S				M		
<b>CO 3</b>	S	S				S	M	
<b>CO 4</b>	S				S	S		

CO 5				S	M		S	
			<b>S-Strong</b>	<b>M-Medium</b>	<b>L-Low</b>			

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MSS10	Deep Learning And Artificial Intelligence	Elective	3	-	-	-	3	45	25	75	100

<b>Course Objectives</b>			
C1	To familiarize the students on the modern practices of deep forward networks.		
C2	To provide insights on deep models, optimization techniques and algorithms with adaptive learning rates.		
C3	To throw light on foundation and applications of AI.		
C4	To elucidate on the approaches to knowledge representation.		
C5	To create awareness and importance of applications of expert systems and machine learning paradigms.		
<b>SYLLABUS</b>			
<b>UNIT</b>	<b>Details</b>	<b>No. of Hours</b>	<b>Course Objectives</b>
I	<b>Deep Networks:</b> Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.	9	C1
II	<b>Models:</b> Optimization for Training Deep Models: How Learning Differs from Pure Optimization -Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta-Algorithms	9	C2
III	<b>Intelligent Systems:</b> Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications -Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.	9	C3
IV	<b>Knowledge Representation:</b> Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems -Knowledge Representation: Introduction - Approaches to Knowledge Representation -Knowledge Representation using Semantic Network - Knowledge Representation using Frames.	9	C4
V	<b>Applications:</b> Expert Systems and Applications: Blackboard Systems – Truth Maintenance Systems – Applications of Expert Systems – Machine-Learning Paradigms: Machine-Learning Systems – Supervised and Unsupervised Learnings.	9	C5



	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Identify the modern practices of deep forward networks.	P01, P02, P05, P07	
<b>CO2</b>	Explain the deep models, optimization techniques and algorithms with adaptive learning rates.	P01, P02, P04, P06	
<b>CO3</b>	Summarise on the foundation and applications of AI.	P04, P05, P06, P07	
<b>CO4</b>	Criticise the approaches to knowledge representation.	P02, P06. P07	
<b>CO5</b>	Organise the applications of expert systems and machine learning paradigms.	P04, P05, P07, P08	
<b>Reading List</b>			
1.	Artificial Intelligence – Elsevier		
2.	International Journal of Machine Learning and Cybernetics, Springer		
3.	DM Dimiduk, EA Holm, SR Niezgod, Perspectives on the impact of machine learning, deep learning, and artificial intelligence on materials, processes, and structures engineering, Integrating Materials and and Manufacturing Innovation volume 2018 - Springer		
	<b>Text Books</b>		
1.	SarojKaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd, 2011		
2.	Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education (India) Private Limited, New Delhi, 2013		
3.	Elaine Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" 3 <sup>rd</sup> Edition, McGraw Hill, 2008.		
4.	A Sujith, GS Sajja, V Mahalakshmi, S Nuhmani, Systematic review of smart health monitoring using deep learning and Artificial intelligence, Neuroscience Informatics, Elsevier		
5.	Kanimozhi S; Suguna; Dhivya; Paiva, Sara; Artificial Intelligence: Recent trends and Applications; CRC Press; 2021		
<b>References Books</b>			
1.	Ian Goodfellow, YoshuaBengio, Aaron Courville, “Deep Learning”, MIT Press, 2016.		
2.	Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing, 2014.		

3.	YoshuaBengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning, 2009
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**CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	S	S			S		M	
<b>CO 2</b>	M	S		S		S		
<b>CO 3</b>				M	S	M	S	
<b>CO 4</b>		S				S	S	
<b>CO 5</b>				S	M		M	S

**S-Strong      M-Medium      L-Low**