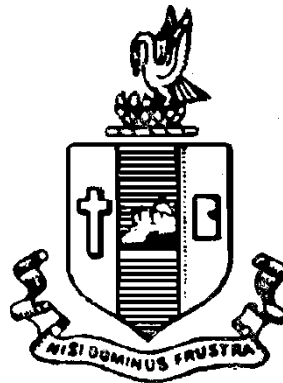# MASTER OF BUSINESS ADMINISTRATION(MBA)

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

2020 - 2021

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.

Programme Outcomes (POs) - MBA

On Completion of this programme graduate will be able to

KNOWLEDGE

PO1: Exhibit their core competencies to solve different business issues and implement theoretical learning into practice in realtime.

PO2: Identify problems, formulate and test hypotheses, analyse, interpret and draw conclusions from data and report the results of investigations.

SKILL

PO3: Analyse and synthesize data from a variety of sources; evaluate the reliability and relevance of evidence; critique logical flaws in the arguments and draw valid conclusions.

PO4: Manage projects effectively till its completion, work independently, identify appropriate resources required for the projects.

PO5: Demonstrate ability to access ICT in a variety of learning situations, evaluate and use appropriate software for the analysis of data.

PO6: Adapt to the multicultural society effectively and interact respectfully with diverse groups in international business environment.

ATTITUDE

PO7: Assess the tasks of a team or an organization, setting direction in building a team to achieve an inspiring vision.

PO8: Practice learning activities throughout life, through self-paced and self-directed learning aimed at personal development.

ETHICAL & SOCIAL VALUES

PO9: Demonstrate professional ethics, social values, to appreciate environmental and sustainability issues.

Programme Specific Outcomes (PSOs) - MBA

On completion of the programme the graduate will be able to

PSO1: Evolve as effective professionals and equip to adapt to the rapidly changing global business environment.

PSO2: Inculcate entrepreneurial skills to take up new or existing businesses and to operate successfully across the world.

PSO3: Communicate effectively in a business environment and confidently sharing views in appropriate media.

PSO4: Exhibit self-confidence to address general issues prevailing in the society at large through digital and non-digital media.

Semester	COURSE CODE	Course Type	Title of the Paper	Hours of Teaching	Credits	CIA	ESE	TOTAL
I	P18MSP01	Core-I	Business Communication (Theory and Practicals)	5	5	40	60	100
Jun to Oct	P18MS102	Core-II	Mathematics and Statistics for Managers	5	5	25	75	100
	P18MSP03	Core-III	Information Technology for Managers (Theory and Practicals)	5	5	40	60	100
	P18MS104	Core-IV	Managerial Economics and Business Environment	5	5	25	75	100
	P18MS105	Core-V	Principles of Management and Organizational Behavior	5	5	25	75	100
	P20MS106	Core-VI	Accounting For Managers	5	5	25	75	100
			Total hours of teaching and Credits	**30**	**28**			**600**
II	P18MS207	Core-VII	Operations Research	5	5	25	75	100
Nov to April	P20MS208	Core-VIII	Marketing Management	5	5	25	75	100
	P18MS209	Core-IX	Production and Operations Management	5	5	25	75	100
	P18MS210	Core-X	Financial Management	5	5	25	75	100
	P18MS211	Core-XI	Human Resource Management	4	4	25	75	100
	P19MS212	Core - XII	Entrepreneurship Development	4	4	25	75	100
	P19MS2B1	Internship	Internship (May/June)	--	4	--	--	100
	P17VL2:1/ P17VL2:2	**VLO**	RI/MI (Value and Life Oriented Course)	2	2	25	75	100
			Total Credits	**30**	**34**			**800**

III	P19MS313	Core-XIII	Management Information Systems	5	5	25	75	100
	P19MS314	Core-XIV	International Business Management	5	5	25	75	100
	P19MSP15	Core-XV	Research Methodology (Theory and Practicals)	5	4	40	60	100
Jun to Oct		Elective I		5	4	25	75	100
		Elective II		5	4	25	75	100
		Elective III	Any Five from Elective List – I *	5	4	25	75	100
		Elective IV		5	4	25	75	100
		Elective V		5	4	25	75	100
			Total Credits		**34**			**800**
IV	P19MS416	Core XVI	Strategic Management	6	5	25	75	100
Nov to April		Elective VI		6	4	25	75	100
		Elective VII	Any Three from Elective List – II *	6	4	25	75	100
		Elective VIII		6	4	25	75	100
	P19MS4PJ	Core Project	Project (Feb 2nd week till Mar 4th week)	--	5	--	--	100
			Total Credits		**22**			**500**
			Total Number of Credits and Marks for the Programme		**120**			**2700**

SEMESTER – I

Business Communication
Mathematics and Statistics for Managers
Information Technology for Managers
Managerial Economics and Business Environment
Organizational Behavior and Principles of Management
Management Accounting

SEMESTER – II

Operations Research
Marketing Management (Principles and Concepts)
Production and Operations Management
Financial Management
Human Resource Management

Entrepreneurship Development
RI / MI (Religious Instruction/Moral Instruction)
Internship (May/June)

SEMESTER – III

Management Information Systems

International Business Management

Research Methodology
Elective course – I
Elective course – II
Elective course – III   Any Five from Elective List-I*
Elective course – IV

SEMESTER – IV

Strategic Management
Elective course – V
Elective course – VI   Any Three from Elective List – II *
Project -II

Semester III (Any five to be Chosen)

Marketing	*Sales and Distribution Management*	P18MS3M1
	Advertising and sales promotion	P18MS3M2
	Strategic Brand Management	P18MS3M3
	Digital Marketing	P19MS3M4
Finance	*Global Financial Management*	P18MS3N1
	Project Appraisal Planning and Control	P18MS3N2
	Security Analysis and Portfolio Management	P18MS3N3
	Micro Finance	P18MS3N4
	Commercial Banking Management	P18MS3N5
	Managing Interpersonal Effectiveness	P18MS3H1
	Organizational Change and Development	P18MS3H2

Human Resource	Labour Legislation	P18MS3H3
	Training and Development	P18MS3H4
Systems	Knowledge Management	P18MS3S1
	Enterprise-wide Information Systems	P18MS3S2
	Information Security and Control	P18MS3S3
	System Analysis and Design	P18MS3S4
	Digital Economy and E-Business	P18MS3S5

Extra Credit Course: **Legal Aspects of Business**   **PXMS3:1**
                        Total Quality Management.   **PXMS3:2**

Semester IV (Any three to be Chosen)

Marketing	Rural Marketing	P18MS4M1
	Planning and Managing Retail Business	P18MS4M2
	Applied Marketing Research	P18MS4M3
	Services Marketing	P18MS4M4
	Customer Relationship Management	P18MS4M5
Finance	Financial Services	P18MS4N1
	Strategic Cost Management	P18MS4N2
	Corporate Valuation (M and A)	P18MS4N3
	Wealth Management	P19MS4N4
Human Resource	Compensation Management	P18MS4H1
	Performance Management	P18MS4H2
	Strategic Human Resource Development	P18MS4H3
	Talent Management	P18MS4H4
Systems	Software Project Management	P18MS4S1
	Business Intelligence	P18MS4S2
	RDBMS with ORACE	P18MS4S3
	Advanced MS Excel for Managers	P18MSPS4

Extra Credit Course:

NPTEL courses suggested (Any One can be selected)

1. *Financial Derivatives and Risk Management*
2. *Working Capital Management*
3. *E - Business*
4. *Marketing Research and Analysis*
5. *Business Analytics and Data Mining*
6. *Performance and Reward Management*
7. *Corporate Social Responsibility*

PROGRAMME ARTICULATION MATRIX - MBA

S. No.	COURSE NAME	COURSE CODE	CORRELATION WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES												
			PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
1.	Business Communication	P18MSP01	✓	-	-	-	-	✓	✓	✓	-	✓	✓	✓	✓
2.	Mathematics and Statistics for Managers	P18MS102	✓	✓	✓	-	L	-	-	-	-	-	-	-	✓
3.	Information Technology for Managers	P18MSP03	✓	-	✓	✓	✓	-	-	✓	-	✓	-	-	✓
4.	Managerial Economics and Business Environment	P18MS104	✓	-	-	-	-	✓	-	✓	-	✓	✓	✓	✓

No.	Subject	Code													
5.	Principles of Management and Organizational Behavior	P18MS105	✓	-	-	-	-	✓	✓	✓	-	✓	✓	-	-
6.	Accounting For Managers	P18MS106	✓	✓	✓	-	-	-	-	✓	-	✓	✓	-	-
7.	Operations Research	P18MS207	✓	✓	✓	✓	-	-	-	✓	-	✓	✓	-	-
8.	Marketing Management	P18MS208	✓	-	-	✓	-	✓	✓	-	-	✓	✓	✓	-
9.	Production and Operations Management	P18MS209	-	-	✓	✓	✓	✓	✓	✓	-	-	-	✓	✓
10	Financial Management	P18MS210	✓	✓	✓	-	-	-	-	✓	-	✓	✓	-	-
11	Human Resource Management	P18MS211	-	-	-	✓	✓	✓	✓	-	-	✓	✓	-	-
12	Entrepreurship Development	P19MS212	-	✓	✓	✓	✓	✓	✓	-	-	-	✓	✓	✓
13	Management Information Systems	P19MS313	-	-	-	✓	✓	✓	✓	-	-	✓	-	✓	✓
14	International Business Management	P19MS314	✓	-	-	✓	✓	✓	-	-	✓	✓	✓	✓	-
15	Research Methodology (Theory and Practicals)	P19MSP15	-	✓	✓	✓	✓	-	✓	✓	-	-	-	✓	-
16	Sales and Distribution Management	P18MS3M1	✓	-	-	✓	✓	✓	✓	✓	-	✓	✓	-	-
17	Advertising and sales promotion	P18MS3M2	✓	-	-	✓	✓	✓	✓	✓	-	✓	✓	-	✓
18	Strategic Brand Management	P18MS3M3	✓	-	-	✓	✓	✓	✓	✓	-	✓	✓	-	-

S.No	Course	Code													
19	Global Financial Management	P18MS3F1	✓	✓	✓	-	-	-	-	✓	-	✓	✓	-	✓
20	Project Appraisal Planning and Control	P18MS3F2	✓	✓	✓	✓	-	✓	-	-	-	✓	✓	-	-
21	Security Analysis and Portfolio Management	P18MS3F3	✓	✓	✓	-	✓	✓	-	-	-	✓	-	-	✓
22	Micro Finance	P18MS3F4	✓	-	✓	✓	✓	✓	-	-	✓	✓	✓	✓	-
23	Commercial Banking Management	P18MS3F5	✓	-	✓	-	✓	✓	-	-	✓	✓	✓	✓	-
24	Managing Interpersonal Effectiveness	P18MS3H1	-	-	-	✓	-	-	✓	✓	-	✓	-	-	-
25	Organizational Change and Development	P18MS3H2	-	-	-	✓	-	✓	✓	✓	-	✓	✓	-	✓
26	Labour Legislation	P18MS3H3	✓	-	✓	-	-	-	-	✓	✓	✓	✓	✓	-
27	Training and Development	P18MS3H4	✓	-	-	✓	✓	-	✓	✓	-	-	✓	✓	-
28	Knowledge Management	P18MS3S1	✓	-	-	✓	✓	-	✓	✓	-	✓	✓	-	-
29	Enterprise-wide Information Systems	P18MS3S2	✓	-	-	✓	✓	-	✓	-	-	✓	✓	-	-
30	Information Security and Control	P18MS3S3	✓	-	-	✓	✓	-	-	✓	✓	✓	-	✓	-
31	System Analysis and Design	P18MS3S4	✓	-	-	✓	✓	-	-	-	-	✓	-	✓	-
32	Digital Economy and E-Business	P18MS3S5	-	-	-	✓	✓	✓	-	✓	-	✓	-	✓	-
33	Legal Aspects of Business	PXMS3:1	✓	✓	-	-	-	-	-	-	✓	-	✓	-	✓

No	Course	Code													
34	Total Quality Management.	PXMS3:2	✓	✓	✓	✓	-	-	✓	✓	✓	-	✓	✓	-
35	Strategic Management	P19MS416													
36	Rural Marketing	P18MS4M1	✓	-	-	✓	✓	✓	✓	✓	-	✓	✓	✓	-
37	Planning and Managing Retail Business	P18MS4M2	✓	-	-	✓	✓	✓	✓	✓	-	✓	✓	-	-
38	Applied Marketing Research	P18MS4M3	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	✓	-	✓
39	Services Marketing	P18MS4M4	✓	-	-	✓	✓	✓	✓	✓	-	✓	✓	-	✓
40	Customer Relationship Management	P18MS4M5	✓	-	-	✓	✓	✓	✓	✓	-	✓	✓	✓	-
41	Financial Services	P18MS4F1	✓	✓	✓	-	✓	-	-	✓	-	✓	-	✓	-
42	Strategic Cost Management	P18MS4F2	✓	✓	✓	✓	-	-	-	✓	-	✓	-	✓	✓
43	Corporate Valuation (M and A)	P18MS4F3	✓	✓	✓	✓	-	✓	-	-	✓	✓	-	-	✓
44	Compensation Management	P18MS4H1	-	-	-	✓	-	-	-	-	✓	✓	✓	✓	-
45	Performance Management	P18MS4H2	-	-	-	✓	-	✓	✓	-	-	✓	✓	-	✓
46	Strategic Human Resource Development	P18MS4H3	-	-	-	✓	-	-	✓	-	-	✓	✓	-	-
47	Talent Management	P18MS4H4	✓	-	-	✓	-	✓	✓	-	-	✓	✓	-	✓
48	Software Project Management	P18MS4S1	✓	-	-	✓	✓	✓	✓	-	-	✓	✓	-	✓

S no	Title	Course Code													
49	Business Intelligence	P18MS4S2	✓	-	-	✓	✓	-	✓	-	-	-	✓	-	✓
50	RDBMS with ORACE	P18MS4S3	✓	-	-	-	✓	-	✓	-	-	-	-	✓	✓
51	Advanced MS Excel for Managers	P18MSPS4	✓	-	✓	✓	✓	-	-	✓	-	✓	✓	-	✓

SEMESTER-I

S no	Title of the Paper	Course Code
1	Business Communication	P18MSP01
2	Mathematics and Statistics for Managers	P18MS102
3	Information Technology for Managers	P18MSP03
4	Managerial Economics and Business Environment	P18MS104
5	Principles of Management and Organizational	P18MS105

	Behavior	
6	Accounting For Managers	P18MS106

Core I: BUSINESS COMMUNICATION

(60% - Theory, 40% - Practical)

SEMESTER – I   **CODE: P18MSP01**

CREDITS: 5   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the students will be able to,

S. No	Course Outcomes	Level	Unit Covered
1	Familiarize the importance of communication, verbal and non-verbal communication	K1	I
2	Prepare various types of business reports needed for the organization	K3	III
3	Draft effective business correspondence with brevity and clarity.	K3	II

4	Demonstrate their ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.	K3	II
5	Stimulate their Critical thinking in Conducting effective Seminars and Conference	K4	V
6	Demonstrate their verbal and non-verbal communication ability through Group discussion and Interviews	K2	IV

COURSE CONTENTS

UNIT-I: INTRODUCTION TO COMMUNICATION   **12 Hours**

Introduction and Meaning of communication, Significance of communication for Management, Types of Communication, Media - Barriers to communication- Principles of effective communication. - Ethics in communication.

UNIT-II: BUSINESS CORRESPONDENCE   **12 Hours**

Norms for Business letters - Letter for different kinds of Situations - Personalized Stand letters - Enquiries - Customers complaints - Collection letter- Sales Promotional letter - Effective E-main message and correspondence

UNIT-III: REPORT WRITING   **12 Hours**

Structure of reports - Long and short reports - Formal and Informal Reports -Technical reports - Norms for including exhibits and Appendices - Importance of Executive summary

UNIT-IV: NON-VERBAL COMMUNICATION   **12 Hours**

Personal appearance - Posture-Body language - Use of charts- Diagrams and tables- Visual and Audio Visual Aids for Communication - Dyadic Communication -FACE to FACE - Telephonic conversation

UNIT-V: CONDUCTING MEETING   **12 Hours**

Procedure to follow in conducting a meeting- Preparing Agenda -Minutes and resolutions - Conducting Seminars and Conference -Procedure of regulating speech -Evaluating Oral presentation- Group Discussion-Drafting Specific Negotiation Skills

TOPICS FOR SELF STUDY

S. No	Topics	Web Links

1	The Evolution Of Communication Through The Centuries	https://www.mobilecon2012.com/the-evolution-of-communication-through-the-
2	Advantages of Technology in Business Communication	https://www.avocor.com/blog/7-advantages-of-technology-in-business-communication/#:~:text=Some%20ways%20in%20which%20businesses,efficient%20and%20international%20customer%20service.
3	3 Tips for Global Communication in the Digital Age	https://www.inc.com/amy-vetter/3-tips-for-global-communication-in-the-digital-age.html?cid=search
4	Importance of Cross Cultural Communication in Business	https://bizfluent.com/about-6710853-importance-cross-cultural-communication-business.html

 TEXT BOOK:

1. Business Communication- Rajendra Pal and J S Korlahalli, Sultan Chand and Sons 2012
2. Soft Skills for Everyone by Jeff Butterfield - Cengage Learning India Private Ltd, First Edition (2011)

REFERENCE BOOKS:

1. Business Communication-KK Sinha, Taxxman Allied Services 2012
2. Business Correspondence and Report Writing-RC Sharma and Krishna Mohan McGraw Hill, 2016
3. Effective Technical Communication-M Ashraf Rizvi – TMH 2005
4. Foundation of Business Communication – Dona J Young – Irwin/McGraw Hill 2006

LEARNING OUTCOMES

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	INTRODUCTION TO COMMUNICATION		
1.1	Introduction and Meaning of communication	Define Communication	**K1**
1.2	Significance of communication	Illustrate the importance given to communication	**K1**
1.3	Principles of effective communication.	Explain the principles of effective communication	**K1**

1.4	Verbal Communication	Demonstrate the applicability of verbal communication	**K1**
1.5	Non- Verbal Communication Personal appearance , Use of Charts, Visual and audio visual aids, Dyadic Communication	Explain importance of Non-verbal communication	**K1**
1.6	Barriers to Communication	Examine various barriers	**K4**
1.7	Ethics in communication	Make use of Ethics	**K3**
II	**BUSINESS CORRESPONDENCE**		
2.1	Norms for Business letters	Summarize the Norms of Business Letters	**K1**
2.2	Letter for different kinds of Situations, Personalized Stand letters, Enquiries, Customers complaints, Collection letter, Sales Promotional letter	Construct Business Letters	**K2**
2.3	Effective E-mail message and correspondence	Design effective emails	**K2**
III	**AGENDA, MINUTES AND REPORT WRITING**		
3.1	Procedure to follow in conducting a meeting	Illustrate the procedure to conduct a meeting	**K1**
3.2	Preparing Agenda	Construct an agenda	**K3**
3.3	Minutes and resolutions	Show the importance of minutes	**K1**
3.4	Conducting Seminars and Conference	Organise seminars and conferences	**K3**
3.5	Structure of reports -Long and short reports, Formal and Informal Reports, Technical reports	Classify different types of reports	**K1**
3.6	Norms for including exhibits and Appendices	Choose when to include exhibits and appendices	**K5**
3.7	Executive summary	Know the importance of Executive summary	**K4**
IV	**LANGUAGE SKILLS - LSRW (Practicals)**		
4.1	Listening	Know the importance of listening	**K1**
4.2	Speaking - Cognitive Sequencing of ideas, Public Speaking, Voice Modulation, Presentation Skills, Role Play	Make use of the speaking skills	**K3**
4.3	Reading - Reading books, articles and business dailies, Reading Comprehension	Apply the reading skills	**K3**

4.4	Writing - Essay Writing, Resume Writing	Improve writing skills	**K4**
V	**GROUP DISCUSSION AND INTERVIEW SKILLS (Practicals)**		
5.1	Group Discussion General topics, Management topics and cases, Updating of Current affairs	Interpret and justify their point of view	**K6**
5.2	Interview - Types of Interview - Technical, Personal and Panel Interview, Interview Techniques	Utilise the interview skills	**K3**

Mapping:

COURSE ASSESSMENT METHODS

	PROGRAMME OUTCOMES										PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	L	-	-	-	L	H	M	H	M	M	-	L	L	M
CO2	-	M	L	L	-	M	-	-	L	-	M	H	-	H
CO3	H	L	M	H	M	-	-	-	M	-	L	-	M	H
CO4	M	-	L	-	M	L	-	-	L	H	L	M	H	L
CO5	-	L	H	L	-	-	L	-	L	-	M	M	-	M
CO6	-	M	L	M	H	L	M	-	M	-	H	L	H	L

Direct
1. Continuous Assessment Test I,II   2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation   3. End Semester Examination
Indirect
1. Course-end survey

CORE II: MATHEMATICS AND STATISTICS FOR MANAGERS

SEMESTER: I **CODE: P18MS102**

CREDITS: 5 **TOTAL HOURS: 75**

COURSE OUTCOMES :

On completion of this course, the student will be able to,

S. No	Course Outcomes	Level	Unit Covered
1	Identify and develop the mathematical models using matrices	K3	I
2	Make use of the knowledge in mathematics in solving business problems	K3	I
3	Outline the different types of sampling technique and data collection	K2	II
4	Apply the statistical concepts learnt into business that are essential for carrying out best practices in the modern world	K3	IV
5	Select and appreciate the connections between theory and applications	K3	V
6	Determine and interpret the correlation between two variables and the simple linear regression equation for a set of data	K4	III

COURSE CONTENTS:

UNIT-I MATHEMATICS FOR MANAGERS   **15 Hours**

Matrices concepts, Basic concepts, Simultaneous equation method, Crammer's Rule, Inverse method, Basics of Arithmetic progression and Geometric progression. Its application to Managerial Decision Making.

UNIT-II STATISTICS FOR MANAGERS   **15 Hours**

Sampling and data collection, Kinds of data, Data condensation methods using different graphical methods and tables, Uni-variate Analysis of data using Measures of central tendency-Mean, Median, Mode. Dispersion, Standard deviation, Coefficient of variation, Its application to managerial decision making.

UNIT- III CORRELATION AND REGRESSION   **15 Hours**

Types of Correlation, Methods of Studying Correlation, Rank Correlation, Regression Analysis Scatter Diagram, Regression line, Method of Least squares, Regression Co – efficient, Standard error of estimates

UNIT-IV PROBABILITY THEORY   **15 Hours**

Concepts of Probability and Probability Distribution, Basic Probability Concepts, Types of Probability, Probability rules, Baye's Theorem.

UNIT-V PROBABILITY DISTRIBUTION   15 Hours

Random Variables, Types of probability Distributions- Binomial Distribution, Poisson distribution, Normal distribution.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Teaching Mangers to think statistically	http://gebrc.nccu.edu.tw/proceedings/APDSI/2001/PAPERS/Johnson%20David%202.doc
2	Mathematics & Statistics for Financial Risk Management	https://onlinelibrary.wiley.com/doi/book/10.1002/9781118819616
3	Quantitative Investment Analysis	https://www.wiley.com/en-gb/Quantitative+Investment+Analysis+Workbook%2C+3rd+Edition-p-9781119104575

TEXT BOOK:
Statistics for Managers-Levin, Rubin, Pearson Publication, 7th Edition.

REFERENCE BOOK:
1. Mathematics for Modern Managers, Dr. P Mariappan, New Century Books (P) Ltd, Chennai. 2004 – ISBN – 81-234-0852-8
2. Business Mathematics, Suchirtra S Jaipur, Mangaldeep – 2005 ISBN 81-7594-182-0
3. Statistics for managers by David M Levine, David Stephan, Mark L Berenson, Pin T Ng, Timothy C Krehbiel (2007)

LEARNING OUTCOMES:

UNIT	COURSE	LEARNING OUTCOMES	TAXONOMY

	CONTENTS		LEVEL
I	**Mathematics for Managers**		
1.1.0	Matrices concepts	Apply the techniques and rules in the matrix's concepts	**K3**
1.1.1	Basic concepts	Identify the basic concepts	**K3**
1.1.2	Simultaneous equation method	Solve the single equation which involves the other unknown.	**K3**
1.1.3	Crammer's Rule, Inverse method	Solve systems of equation that have the same number of equations as variable	**K3**
1.2.0	Basics of Arithmetic progression and Geometric progression	Evaluate the difference between AP and GP	**K3**
1.3.0	Its application to Managerial Decision Making.	Apply the application tools to managerial decision making	**K3**
II	**Statistics for Managers**		
2.1.0	Sampling and data collection	Explain the concepts of sampling and data collection	**K2**
2.1.1	Kinds of data	Classify the various kinds of data	**K2**
2.1.2	Data condensation methods using different graphical methods and tables	Summarize the various methods used for graphical methods and tables	**K2**
2.2.0	Uni-variate Analysis of data using Measures of central tendency	Estimate central location of the data using measures of central tendency	**K5**
2.2.1	Mean	Measure the central tendency	**K5**
2.2.2	Median	Measure from the smallest and largest value	**K5**
2.2.3	Mode	Value that appears most often.	**K5**
2.3.0	Dispersion	Explain about the various process of distributing	**K5**
2.3.1	Standard deviation	Measure the amount of variation	**K5**
2.3.2	Coefficient of variation	Measure the dispersion of a probability distribution	**K5**
2.3.3	Its application to managerial decision making.	Apply the application tools to managerial decision making	**K3**
III	**Correlation and Regression**		
3.1.0	Types of	Classify the various methods of	**K4**

		Correlation	correlation	
	3.1.1	Methods of Studying	Examine the various methods of correlation	**K4**
	3.1.2	Correlation		
	3.1.3	Rank Correlation	Measure the relationship between variables	**K5**
	3.1.4	Regression Analysis		
	3.1.5	Scatter Diagram Regression line		
3.2.0		Method of Least squares	Classify the various methods of least squares	**K4**
	3.2.1	Regression Co – efficient	Analyses the regression and standard error of estimates	**K4**
	3.2.2	Standard error of estimates		
IV		**Probability Theory**		
4.1.0		Concepts of Probability and Probability Distribution	Explain about the equation that links each out comes of a statistical experiment	**K5**
4.2.0		Basic Probability Concepts	Identify the number that reflects the chance.	**K3**
4.3.0		Types of Probability	Classify the various types of probability	**K2**
4.4.0		Probability rules	Explain about the probability rules	**K5**
4.5.0		Baye's Theorem	Apply the mathematical formula for determining conditional probability	**K3**
V		**Probability Distribution**		
5.1.0		Random Variables	Identify the random variable	**K3**
5.2.0		Types of probability Distribution	Make use of various models of probability distribution	**K3**
	5.2.1	Binomial Distribution	Experiment with the various distribution	**K4**
	5.2.2	Poisson distribution		
	5.2.3	Normal distribution		

	PROGRAMME OUTCOMES	PROGRAMME SPECIFIC OUTCOMES

Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	H	H	M	H	L	-	H	-	H	H	L	M
CO2	H	H	M	H	H	M	L	H	L	H	H	H	H
CO3	M	H	H	H	H	H	H	M	H	M	H	L	H
CO4	H	H	L	H	H	H	H	H	H	H	H	H	H
CO5	H	H	H	H	H	H	H	H	H	M	H	H	M
CO6	H	L	H	H	M	-	H	L	M	H	M	-	L

Direct
1. **Continuous Assessment Test I,II**   2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**   3. **End Semester Examination**
Indirect
1. Course-end survey

Core-III: INFORMATION TECHNOLOGY FOR MANAGERS
COURSE ASSESSMENT METHODS

SEMESTER - I   **CODE: P18MSPO3**

CREDIT: 5   **TOTAL HOURS - 45**

COURSE OUTCOMES:
On completion of the course, students will be able to:

S. No	Course Outcomes	Level	Unit Covered
1	Explain basic knowledge of the concepts and tools of Information technology	K2	I
2	List official packages of information technology	K4	I
3	Apply the concepts of IT in business and management	K3	II

4	Take part in hands on experience with business application software	K4	III
5	Identify the trends in the field of information technology.	K3	IV
6	Build an exposure on application of IT in business and management	K5	V

COURSE CONTENTS

UNIT 1 - INTRODUCTION TO INFORMATION TECHNOLOGY   9 Hours

Introduction to Information Technology, Information Technology and Business: Definition, Evolution-role of IT in business and industry, Component technologies of IT, Types of applications, Trends in IT including Hardware, Operating systems, software and packages and peripherals

UNIT II – APPLICATION OF IT   9 Hours

Introduction, Networking, Internet - intranet technologies, Use of IT in Management Information Systems, Decision support systems and expert systems, E-Business Applications - Tele communications, Introduction to security issues.

UNIT III – BUSINESS APPLICATION SOFTWARE –I   9 Hours

MS Windows, MS Office, MS Word, Ms Excel, Ms –PowerPoint

UNIT IV – BUSI NESS APPLICATION SOFTWARE –II (STATISTICAL PACKAGES)
9 Hours

Introduction to SPSS, Data entry, data analysis diagrammatic and graphical representation, Statistical Analysis in SPSS

UNIT V – BUSINESS APPLICATION SOFTWARE –II (ACCOUNTING PACKAGE)
9 Hours

Introduction to Accounting Package, Features of Tally, Preparation of Financial Statement Analysis (Creation of Balance Sheet, Creation of Vouchers)

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Cloud computing	https://www.zdnet.com/article/what-is-cloud-computing-everything-you-need-to-know-about-the-cloud/
2	Artificial Intelligence and Smart Machines	https://builtin.com/artificial-intelligence
3	Internet of Things (IoT)	https://internetofthingsagenda.techtarget.com/definition/Internet-of-Things-IoT

LEARNING OUTCOMES

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO INFORMATION TECHNOLOGY**		
1.1	Introduction to Information Technology	Recall about Information technology.	K1
1.2	Information Technology and Business: Definition	Define Information technology and business.	K1
1.3	Evolution-role of IT in business and industry	Identify the role of IT in business.	K3
1.4	Component technologies of IT	Explain fundamental component technologies (Modules and Interfaces)	K2
1.5	Types of applications	Categorize application of IT in business	K4
1.6	Trends in IT including Hardware	Identify the trends in IT	K3
1.7	Operating systems, software and packages and peripherals	Outline the concept of OS and different peripherals.	K2
II	**APPLICATION OF IT**		
2.1	Introduction	Explain the applications of IT in business organisation	K2
2.2	Networking	Explain the nature and importance of networking	K2
2.3	Internet - intranet technologies-	Identify the difference between Internet and Intranet technologies.	K3
2.4	Use of IT in Management Information Systems	Examine uses of IT in MIS	K4
2.5	Decision support systems and expert systems	Explain DSS and take business decisions by using	

		various software.	K2
2.6	E-Business Applications - Tele communications	Explain the concept of E – business and its applications	K2
2.7	Introduction to security issues.	Explain security Issues	K2
III	**BUSINESS APPLICATION SOFTWARE -I**		
3.1	MS Windows, MS Office	Explain MS office packages	K2
3.2	MS Word	Apply the application of MS word in business and provide hands on experience	K4
3.3	Ms Excel	Apply the spreadsheet tools for making business decisions	K4
3.4	Ms –PowerPoint	Apply the methods of preparing effective presentation	K4
IV	**BUSINESS APPLICATION SOFTWARE –II (STATISTICAL PACKAGES)**		
4.1	Introduction to SPSS	Explain SPSS and its uses in business.	K2
4.2	Data entry, data analysis diagrammatic and graphical representation	List process of entering the various data for obtaining results	K4
4.3	Statistical Analysis in SPSS	Make use of the steps involved to analyse the data to bring solutions for business problem	K3
V	**BUSINESS APPLICATION SOFTWARE –II (ACCOUNTING PACKAGE)**		
5.1	Introduction to Accounting Package	Explain Accounting package	K2
5.2	Features of Tally	Identify the features of tally in digital world	K3
5.3	Preparation of Financial Statement Analysis (Creation of Balance Sheet, Creation of Vouchers)	Analyse various financial statements through computerized accounting	K4

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4

CO1	L	M	M	H	---	M	M	M	H	L	M	H
CO2	L	M	H	M	M	H	M	H	L	M	M	M
CO3	M	H	M	H	M	M	---	M	H	M	M	M
CO4	M	L	M	H	M	---	H	M	H	M	M	M
CO5	L	M	M	M	H	M	M	H	M	H	H	H
CO6	M	--	H	M	H	L	M	--	H	M	M	M

COURSE ASSESSMENT METHODS

Direct

1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Practical's, Journal paper review, Group Presentation
3. End Semester Examination

Indirect

1. Course-end survey

Core-IV: MANAGERIAL ECONOMICS AND BUSINESS ENVIRONMENT

SEMSTER - I   **CODE:P18MS104**

CREDITS: 5   **TOTAL HOURS: 60**

COURSE OUTCOMES :

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Analyse the exact demand & its elasticity that leads to better clarity on consumption pattern and revenue.	K4	I
2	Classify the market structure and give exposure towards pricing practice	K5	I
3	Measure the business environment which comprise policies & procedures for a business.	K6	III
4	Manage the political philosophy which can reflect on Annual financial budget.	K6	IV
5	Describe the concepts of national income & measuring its difficulties	K4	V
6	Diagnose the cause, consequence that leads to control of inflation	K3	II

COURSE CONTENTS:

UNIT-I: INTRODUCTION **9 Hours**

Introduction about Demand and Revenue Analysis; Law of Demand, Factors affecting demand, Law of diminishing marginal utility, Consumer surplus , Elasticity of demand, Estimation of Demand and Forecasting Demand.

UNIT-II: PRICING **9 Hours**

Pricing and Market structure ,Pricing concepts and Determinants, Pricing in Practice , Price Index , Market structure.

UNIT-III: BUSINESS ENVIRONMENT **9 Hours**

Introduction to Business Environment ;Various Forces affecting the business environment

UNIT –IV: POLITICAL ENVIRONMENT **9 Hours**

Indian Political Philosophy towards Business Enterprise ,Annual Financial Budgets , Various factors of government influencing the business policies.

UNIT-V: MACRO ECONOMICS **9 Hours**

National Income; Concepts of National Income, Circular Flow of income , Measuring the difficulties in National Income, Inflation; Definition, Causes of Inflation, Consequences of Inflation. Control of Inflation, Monetary Policy; Definition, Objectives, Instruments of Monetary Policy , Fiscal Policy; Definition, Objectives, Tools of Fiscal Policy.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Agricultural Economics	https://www.britannica.com/topic/agricultural-economics
2	Labour Economics	https://www.britannica.com/topic/labour-economics
3	Natural Resource Economics	https://courses.lumenlearning.com/boundless-economics/chapter/introduction-to-natural-resource-economics/

TEXT BOOKS:
1. Managerial Economics by VarshiniandMageshwari Sultan Chand & Sons, 22nd Edition.
2. Business Environment – Francis Cherunilium, Himalaya Publishing House Pvt. Ltd.; Twenty Fifth Edition edition (2016)

3. Business Law – N D Kapoor, Sultan Chand & Sons (2013)

REFERENCE BOOKS:
1. Managerial Economics by Dominik Salvatore, OUP USA; Seventh Edition edition (28 July 2011)
2. Business Environment by Aswanthappa, Himalaya Publications, 2011.

LEARNING OUTCOMES

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	INTRODUCTION		
1.1.0	Definition of Demand	Define the real demand	**K1**
1.1.1	Factors affecting demand	Illustrate the factors that affect demand	**K2**
1.1.2	Law of demand &Law of diminishing marginal utility	Explain Law of demand & LDMU	**K4**
1.1.3	Consumer surplus	Define consumer surplus	**K4**
1.1.4	Elasticity of demand& forecasting	Demonstrate the applicability of elasticity of demand and its forecast.	**K4**
II	PRICING		
2.1.0	Pricing	Define the term pricing	**K2**
2.1.1	Pricing concept	Explain the concepts of pricing	**K2**
2.1.2	Price determinants	Illustrate the factors that affect pricing	**K3**
2.1.3	Price Index	Know price index	**K6**
2.3.0	Market Structure	Analyse the type of market	**K5**
III	BUSINESS ENVIRONMENT		
3.1.0	Business environment	Define business environment.	**K4**
3.1.1	Various factors affecting business environment	Analyse the issues related to business environment	**K4**
IV	POLITICAL ENVIRONMENT		
4.1.0	Indian political philosophy	Demonstrate the status of Indian political philosophy	**K6**
4.1.1	Government which influence business	Examine the role of Government in business.	**K6**
4.1.2	Annual Financial budget	Understand the annual financial budget.	**K5**
V	**MACRO ECONOMICS**		
5.1.0	National Income	Explain the process of National Income	**K4**

5.1.1	Inflation	Explain the cause, consequences and to control it.	**K4**

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO 1	PO 2	PO 3	PO 4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	H	H	L	M	H	M	M	H	M	L	M
CO2	L	M	H	M	L	M	M	M	M	H	M	M	M
CO3	M	M	M	H	M	M	H	H	H	H	M	H	M
CO4	M	M	L	H	M	H	H	M	H	H	H	H	M

5.1.2	Monetary policy	Explain the objectives & instruments.	**K5**
5.1.3	Fiscal policy	Explain the objectives & Tools	**K5**

MAPPING

CO5	M	H	L	H	M	H	M	M	M	H	H	M	M
CO6	M	M	H	L	L	M	L	M	H	H	H	M	L

COURSE ASSESSMENT METHODS

Direct
1. **Continuous Assessment Test I,II**   2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**   3. **End Semester Examination**
Indirect
1. Course-end survey

Core-V: PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

SEMESTER – I   **CODE: P18MS105**
CREDITS: 5   **TOTAL   HOURS: 75**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the importance of Principles of Management in an organization	K3	I

2	Demonstrate the importance of Vision, Mission and Quality Policy Statements of the organizations to improve and maintain the organisational behaviour	K2	I
3	Make use of the old and new behavioural tools to improve and maintain quality in an organization	K3	II
4	Apply the concept of Values, Attitudes, Emotions and interpersonal behaviour in the quality improvement process of organizations	K3	III
5	Illustrate the use of Group dynamics in the organisation structure of the industries	K2	IV
6	Analyse the prevailing conditions and provide solutions to enhance the organizations' behaviour standards	K5	V

COURSE CONTENTS:

UNIT-I: MANAGEMENT   15 Hours

Definition, Basic Principles of Management, Functions of Management, Evolution of Management thought from the early pioneers to Modern thinkers.

UNIT-II: ORGANIZATION   15   Hours

Need- Hierarchy in an Organization and reporting relationship, Co-ordination, Need for Co-ordination, Techniques of Co-ordination., Delegation and Authority, Definition and Meaning of Process-Techniques- Advantages and Disadvantages, Factors affecting an Organisation, , Applicability to different forms to Structure

UNIT-III: ORGANIZATION BEHAVIOR   15 Hours

Definition of **O**rganization **B**ehavior, Contributing Disciplines to OB, Responding to globalization, Individual behavior, Values, Attitudes, Personality, Emotions, Perception, Learning, Motivation, Inter-personal behavior.

UNIT-IV: GROUP BEHAVIOR AND ORGANIZATION STRUCTURE   15 Hours

Group Behavior ,   Teams , Communication , Organizational rules , Power, Authority and Status, Conflict, Leadership, Nature, Type and Approaches , Development of leadership, Group dynamics, Organization structure, Human Resource Policy, Organization Culture.

UNIT-V: CONFLICT AND CROSS CULTURE MANAGEMENT   **15 Hours**

Management of Change, Conflict management, Organization Health, Development and effectiveness, Cross- Culture Management

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Training New Managers	https://www.vital-learning.com/blog/training-new-managers-12-topics-to-focus-on#:~:text=A%20great%20way%20to%20train,skills%20with%20their%20team%20members.
2	Nature & Model of Organizational Behaviour	https://www.iedunote.com/organizational-behavior
3	Conflict and Cross Culture Management	https://www.coursera.org/specializations/conflict-management

TEXT BOOKS:

1. Fred Luthans- Organizational Behaviour 10th e Tata Mcgraw Hill Publications

2. Stephen P Robbins-Organization Behavior, Pearson Education inc, 15th Edition

3. Koontz and Donnel -   Organization Behavior, Mc Graw Hill, 5th Edition

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**MANAGEMENT**		
1.1.0	Definition of Management	Define Management	**K1**
1.1.1	Basic principles of management	Illustrate the importance of Management	**K2**
1.1.2	Functions of management	Explain the functions of Management	**K2**
1.1.3	Evolution of management thoughts of Early pioneers	Demonstrate the applicability of thoughts of early management pioneers	**K2**
1.1.4	Evolution of management thoughts of modern thinkers	Discover the evolution management thoughts of management thoughts	**K4**
II	**ORGANISATION**		

2.1.0	Need for hierarchy in an organisation	Illustrate the applications of hierarchy in an organization	**K2**
2.1.1	Need for coordination	Explain the need for coordination	**K2**
2.1.2	Techniques of coordination	Demonstrate the techniques of coordination	**K2**
2.1.3	Delegation and Authority	Make use of the delegation and authority to improve the quality in organizations	**K3**
2.1.4	Factors affecting an organisation	Discover the factors affecting an organization	**K4**
2.1.5	Applicability of coordination in different forms of structure	Analyse the applicability of coordination in different forms of structure	**K4**
2.1.6	Organisational Behaviour(OB) in different forms of structure	Appraise OB in different forms of structure	**K5**
III	**ORGANISATION BEHAVIOUR**		
3.1.0	Definition of OB	Define the meaning of Organisational Behaviour	**K1**
3.1.1	Contributing disciplines to OB	Analyse the ccontributing disciplines to Organisational Behaviour	**K4**
3.1.2	Learning, Motivation,	Relate the importance of Learning and Motivation	**K2**
3.1.3	Inter-personal behavior	Relate The importance of inter personal behaviour in an Organisation	**K2**
3.1.4	Globalisation	Discover the need for Globalisation	**K4**
3.1.5	Individual behaviour	Apply the individual behaviour in building effective groups	**K3**
3.1.6	Values, Attitudes	Explain the importance of Values and Attitudes	**K2**
3.1.7	Personality, Emotions, Perception	Interpret Personality, Emotions and Perception	**K2**
IV	**GROUP BEHAVIOUR AND ORGANISTION STRUCTURE**		
4.1.0	Group Behavior	Interpret Group Behavior in an organization	**K2**
4.1.1	Teams	Analyze teams and its importance	**K4**
4.1.2	Communication	Test the impact of communication	**K2**
4.1.3	Organizational rules	Explain Organizational rules to	**K2**

		the employees for better coordination	
4.1.4	Power, Authority and Status	Categorize Power, Authority and Status among the top level management	**K4**
4.1.5	Conflict	Understand Conflict and its impact	**K2**
4.1.6	Leadership, Nature, Type and Approaches , Development of leadership,	Develop Leadership qualities among the employees	**K3**
4.1.7	Group dynamics	Make use of Group dynamics	**K3**
4.1.8	Organization structure	Illustrate Organization structure	**K2**
4.1.9	Human Resource Policy	Appraise Human Resource Policy	**K5**
4.1.10	Organization Culture	Examine Organization culture	**K4**
V	**CONFLICT AND CROSS CULTURE MANAGEMENT**		
5.1.0	Management of Change	Make use of Management of Change	**K3**
5.1.1	Conflict management	Analyse Conflict management	**K4**
5.1.2	Organization Health	Explain Organization Health	**K2**
5.1.3	Organization Health, Development and effectiveness	Compare Organization Health and its effectiveness	**K4**
5.1.4	Cross-Culture Management	Explain Cross- Culture Management concepts	**K2**

Mapping:

COURSE ASSESSMENT METHODS

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	M	M	M	M	M	M	M	M	M	M
CO2	M	H	M	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	L	L	H
CO4	L	M	H	H	H	H	M	M	M	-	M	H	M
CO5	M	M	H	H	M	L	M	M	M	H	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

Direct
1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination
Indirect
1. Course-end survey

Core-VI: ACCOUNTING FOR MANAGERS

SEMESTER – I   **CODE: P18MS106**
CREDITS: 5   **TOTAL HOURS: 75**

COURSE OUTCOMES:

On completion of this course- the students will be able to

S.No	Course Outcomes	Level	Unit Covered
1	Understand the nature and role of the principal financial statements	K2	I
2	Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements and negotiate with vendors and competitors	K3-K6	I
3	Ability to read- interpret and analyze financial statements; combine financial analysis with other information to assess the financial performance and position of a company	K3	II
4	Apply course concepts to analyze common business management decisions such as pricing and outsourcing decisions from a financial perspective	K3	III
5	Mange the role of manager in organizations- their limitations and the behavioral issues to consider when developing and using financial planning and control	K6	IV
6	Develop an awareness of the need to consider ethical- social and other relevant issues- in addition to financial information- in the management decision-making process	K5	V

COURSE CONTENTS:

UNIT-I: BASIC ACCOUNTING PROCEDURES AND FINAL ACCOUNTS   15 Hours

Purpose and Scope of accounting- Changing role of Accountant in profession-Role of accounting manager in Industry and as a consultant-Basic accounting concepts and postulates and their implications-Accounting Records and systems-The journal entries and its golden rules -Preparations of subsidiary books-The Ledger account preparation-Debit and credit adjusting in ledger closing entries- rules in balancing accounts.-The trial balance preparation without suspense account preparation-Final Accounts Preparation.

UNIT II: COMPANY ACCOUNTS   15 Hours

Introduction to company accounts -Types of shares-Issue of shares at par- at premium- at discount-Pro rata allocations- refund and adjustment-Making calls- calls in arrear and calls in advance -Forfeiture of shares and adjustment with capital reserve-Re issue and bonus issue.

UNIT–III: COST CONCEPTS AND COST CLASSIFICATIONS   15 Hours

Cost concepts and various types of cost classifications- Determination of costs- and cost sheet calculation- Elements of Cost- calculation of material cost- issue procedures

UNIT-IV MARGINAL COSTING   15 Hours

Overheads meaning and classification-Overheads allocation-Overheads Apportionment-Overheads Absorption- Overheads Control over Factory- administration- selling and distribution Overheads- Valuation of Inventories- LIFO- FIFO- Weighted Average- Marginal costing- Break Even Analysis-Contribution approach and - Direct costing-Short term Decision making-

UNIT –V:FINANCIAL STATEMENT ANALYSIS   15 Hours

Ratio Analysis- Comparative Analysis- Common Size Analysis.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	**Accounting Standards**	https://www.bcasonline.org/Referencer2015-16/Accounting%20&%20Auditing/accounting_standards.html
2	**Companies act 2013**	https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf
3	**Cost accounting standards**	https://www.cms.gov/Medicare/Medicare-Contracting/Medicare-Administrative-Contractors/Downloads/cas.pdf
4	**Inventory management**	https://www.researchgate.net/publication/317970709_INTRODUCTION_TO_INVENTORY_MANAGEMENT
5	Model of financial statement analysis and report	https://cs.thomsonreuters.com/ua/acct_pr/fina/cs_us_en/pdfs/fina_sample_reports.pdf

TEXT BOOKS:

1. Advanced Accountancy - Suneel K Maheshwari-Vol-1- 10th editions-Vikas Publishing.

2. Advanced Cost Accounting Cost Management -Sp Jain- Kl Narang-Simmi Agrawal- 2013-Kalyani Publishers / LyallBk Depot

REFERENCE BOOKS:

1. Advanced Accounting Combo Volume I & II -M C Shukla- S C Gupta- T S Grewal-2019 edition- S.CHAND publications

LEARNING OUTCOMES

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**BASIC ACCOUNTING PROCEDURES AND FINAL ACCOUNTS**		
1.1	Purpose and Scope of accounting	Explain the Purpose and Scope of accounting	K3
1.2	Changing role of Accountant in profession	Analyze the Changing role of Accountant in profession	K4
1.3	Role of accounting manager in Industry and as a consultant	Formulate the Role of accounting manager in Industry and as a consultant	K6
1.4	Basic accounting concepts and postulates and their implications.	Identify the Basic accounting concepts and postulates and their implications	K1
1.5	Accounting Records and systems	Classify the Accounting Records and systems	K4
1.6	The journal entries and its golden rules	Recall the journal entries and its golden rules	K1
1.7	Preparations of subsidiary books.	Illustrate Preparations of subsidiary books	K4
1.8	The Ledger account preparation	Prepare The Ledger accounts	K4
1.9	Debit and credit adjusting in ledger closing entries- rules in balancing accounts.	Compute Debit and credit adjusting in ledger closing entries- rules in balancing accounts	K3
1.10	The trial balance preparation without suspense account preparation.	Preparation of trial balance without suspense account.	K6
1.11	Final Accounts Preparation.	Preparation of final accounts	K6
II	**COMPANY ACCOUNTS**		
2.1	Introduction to company accounts	Explain the company accounts	K2
2.2	Types of shares	Classify the types of shares	K4
2.3	Issue of shares at par- at premium- at discount	Apply Issue of shares at par- at premium- at discount	K3
2.4	Pro rata allocations- refund and adjustment.	Apply Pro rata allocations- refund and adjustment.	K3
2.5	Making calls- calls in arrear and calls in advance	Prepare Making calls- calls in arrear and calls in advance	K6
2.6	Forfeiture of shares and adjustment with capital reserve.	Prepare Forfeiture of shares and adjustment with capital reserve	K6
2.7	Re issue and bonus issue	Prepare Re issue and bonus	K6

		issue	
III	**COST CONCEPTS AND COST CLASSIFICATIONS**		
3.1	Cost concepts and various types of cost classifications	Classify the Cost concepts and various types of cost	K4
3.2	Determination of costs- and cost sheet calculation	Determination of costs- and cost sheet calculation	K3
3.3	Elements of Cost	Categorize the elements of cost	K4
3.4	calculation of material cost- issue procedures	calculation of material cost- issue procedures	K4
IV	**MARGINAL COSTING**		
4.1	Overheads meaning and classification	Classification of overheads	K4
4.2	Overheads allocation-	Estimate	K5
4.3	Overheads Apportionment-	Estimate	K5
4.4	Overheads Absorption-	Estimate	K5
4.5	Overheads Control over Factory- administration- selling and distribution Overheads	Estimate	K5
4.6	Valuation of Inventories	Construct Valuation of Inventories	K6
4.6.1	LIFO- FIFO- Weighted Average	Construct LIFO- FIFO- Weighted Average	K6
4.7	Marginal costing-	Construct Marginal costing-	K6
4.7.1	Break Even Analysis	Formulate Break Even Analysis	K6
4.7.2	Contribution approach and	Apply Contribution approach	K3
4.7.3	Direct costing-	Calculate direct costing	K3
4.7.4	Short term Decision making-	Manage short term decision making	K6
V	**FINANCIAL STATEMENT ANALYSIS**		
5.1	Ratio Analysis	Analyze ratios	K4
5.2	Comparative Analysis	Analyze comparative statements	K4
5.3	Common Size Analysis	Analyze common size statements	K4

MAPPING:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	H	M	M	M	H	M	M	M	H	H	M	H
CO2	M	H	H	M	H	H	H	H	H	H	H	H	H
CO3	M	H	H	H	H	H	H	H	H	H	H	H	H
CO4	H	M	H	H	H	H	M	H	M	H	M	H	M
CO5	H	H	H	H	H	H	M	M	M	H	H	H	H
CO6	H	H	H	H	H	M	H	H	M	H	M	H	H

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I-II**
2. **Online test; Assignment; Seminar; Journal paper review- Group Presentation**
3. **End Semester Examination**

Indirect

1. Course-end survey

SEMESTER - II

S no	Title of the Paper	Course Code
1	Operations Research	P18MS207
2	Marketing Management (Principles and Concepts)	P18MS208
3	Production and Operations Management	P18MS209
4	Financial Management	P18MS210
5	Human Resource Management	P18MS211
6	Entrepreneurship Development	P19MS212
7	Religious Instruction	P17VL2:1
8	Moral Instruction	P17VL2:2
9	Project -I (May/June)	P18M2PJ

Core-VII: OPERATIONS RESEARCH

SEMESTER – II   **CODE: P18MS207**

CREDITS: 5   **TOTAL HOURS: 75**

COURSE OUTCOMES

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Understand the mathematical tools that are need to solve optimization problems.	K3	I
2	Carry out the significance of analytical techniques in decision making	K4	I
3	Apply the knowledge of basic and calculation of the network analysis	K3	III
4	formulate specialized linear programming problems and describe theoretical working of the solution methods	K3	II
5	Make the decision theory and game theory to solve real time business problems	K6	IV
6	Know about the queuing models are used to describe and manage the behavior of waiting lines	K5	V

COURSE CONTENTS:

UNIT-I: INTRODUCTION TO OPERATIONS RESEARCH   15 Hours

Operations Research, Phases of Operations Research, Scope of Operations Research, Merits of Operations Research, Limitations of Operations Research, Concept of Optimization. LPP - Theory of Simplex Method, Canonical Form of LPP, Graphical Method, Simplex Method, Big M Method.

UNIT-II: SIMPLEX AND TRANSPORTATION MODELS   15 Hours

LPP - Primal and Dual Method, Properties of Primal and Dual LPP, Dual Simplex Method, Sensitivity Analysis, Changes in tightness of Constraints (bj values only), Co-efficient of Objective function (cj values only), Transportation Problem- North West Corner Rule and Least Cost Method, Vogel's approximation method, MODI optimality test, Assignment problem - Hungarian Model, Traveling salesman model.

UNIT-III: NETWORK ANALYSIS   **15 Hours**

Network analysis, Drawing of Arrow diagram, Critical path method, Calculation of critical path duration, Total, free and independent floats, PERT problems

UNIT-IV: DECISION THEORY AND GAME THEORY   **15 Hours**

Decision trees, Decision under uncertainty, Decision under risk. Theory of Games - Pure and mixed strategies, Principles of dominance, Graphical methods, Simplex methods

UNIT –V: QUEUING THEORY AND SIMULATION   **15 Hours**

Queuing theory, M/M1/FIFO/ ∞ model, Markovian chain, Simulation, Monte Carlo Method (Inventory method alone)

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Queuing Theory & Operations Management	https://www.researchgate.net/publication/242697353_Queueing_theory_and_operations_management
2	Why use Simulation Modelling	https://www.anylogic.com/use-of-simulation/
3	Business uses of a Linear Programming Model	https://bizfluent.com/info-8489565-business-uses-linear-programming-model.html

TEXT BOOKS:

1. Operations Research: An introduction, Handy A. Taha, Pearson Education, 9th edition, 2010.

REFERENCE BOOKS:

1. Fundamentals of Operations Research for Management-Gupta and Cozzolino, Hoden-Day, 2015

2. Operations Research- KantiSwarup, Manmohan and Gupta, Sultan Chand and Sons, 2010

3. Operations research methods and applications – Dr. P Mariappan, New Century Book House Pvt Limited, ISBN – 81 – 234 – 0716 – 5

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO OPERATIONS RESEARCH**		
1.1.0	Operations Research Phases, scope, Merits, Limitations of operation research Concept of Optimization	Apply the techniques and rules in the operations research To identify the concepts of optimization	**K3**
1.2	LPP Theory of Simplex Method Canonical Form of LPP Graphical Method Simplex Method Big M Method	Identify the concepts of LPP To explain about the theory of LPP Apply the methods to solve the LPP form Solve the various methods in the LPP	**K3 & K2**
II	**SIMPLEX AND TRANSPORTATION MODELS**		
2.1	LPP Primal and Dual Method Properties of Primal and Dual LPP Dual Simplex Method	Categorize the various methods of LPP Compare between the primal and dual LPP	**K4**
2.2	Sensitivity Analysis Changes in tightness of Constraints (bj values only) Co-efficient of Objective function (cj values only)	Determine the different values of variables under a set of assumption Compare between the changes in tightness of constraints and co-efficient of objectives function	**K5**
2.3	Transportation Problem North West Corner Rule and Least Cost Method Vogel's approximation method MODI optimality test	Apply the concepts to solve the problems Make use of the various methods to compute the feasible solution	**K3**
2.4	Assignment problem	Explain the various problem in assignment	**K3**

	Hungarian Model Traveling salesman model	Develop and simplifying the rows and columns to reach optimal assignment	
III	**NETWORK ANALYSIS**		
3.1.	Network analysis Drawing of Arrow diagram Critical path method Calculation of critical path duration Total, free and independent floats	Analyze the various methods of analysis Determine the correct sequence of the tasks. To identifying all paths of activities from the beginning of the network diagram until the end	**K4 & K5**
3.2	PERT problems	Examine the tasked that are in a schedule and determine a variation of the Critical Path Method	**K4**
IV	**DECISION THEORY AND GAME THEORY**		
4.1	Decision trees Decision under uncertainty Decision under risk	Categorize information in a **tree**-like structure Compare between uncertainty and risk	**K4**
4.2	Theory of Games Pure and mixed strategies Principles of dominance Graphical methods Simplex methods	Explain about the pure and mixed strategies Explain the difference between the graphical and simplex methods	**K3 & K2**
V	**QUEUING THEORY AND SIMULATION**		
5.1	Queuing theory M/M1/FIFO/ ∞ model	Explain the mathematical study of the formation of various model	**K2**
5.2	Markovian chain	Explain about the model of possible events of probability	**K4**
5.3	Simulation Monte Carlo Method (Inventory method alone)	Solve the real problems safely and efficiently	**K3**

Mapping:

COURSE ASSESSMENT METHODS

Direct

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	H	H	H	L	M	H	L	-	M	H	H	M
CO2	H	H	H	H	H	H	M	H	M	H	H	M	H
CO3	M	H	H	H	H	-	H	H	H	H	H	H	H
CO4	H	H	H	H	H	H	H	-	H	H	H	-	M
CO5	H	H	H	H	H	M	H	L	H	H	H	H	H
CO6	H	L	H	H	H	L	-	H	H	M	H	H	H

1. **Continuous Assessment Test I, II**

2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**

3. **End Semester Examination**

Indirect
1. Course-end survey

Core-VIII: MARKETING MANAGEMENT

SEMESTER – II   **CODE: P18MS208**

CREDITS: 5   **TOTAL   HOURS:75**

COURSE OUTCOMES

On completion of this Course, the students will be able to

S.No	Course Outcomes	Level	Unit Covered
1	Recollect the basic concepts of marketing and its planning	K2	I
2	Understand the advanced concepts and significance of products and its life performance	K2	II
3	Analyze the various mechanisms of effective promotions to reach consumers	K4	III
4	Apply the concept of marketing mix to the various industries	K3	IV
5	Evaluate the significance of various marketing strategies to face competition	K6	V
6	Develop marketing plan and tools for effective marketing decisions	K5	V

COURSE CONTENTS

UNIT-I: INTRODUCTION TO MARKETING   **15 Hours**

Marketing: Meaning-Concept-Functions, Marketing Planning and Implementing Marketing Programs, Marketing Environment, Market Segmentation

UNIT-II: PRODUCTS AND PRICE   **15 Hours**

Product: Meaning, Product Planning, Product Policies, Product Positioning, New Product Development Process, Product Life Cycle, Branding, Packing, Labeling. Price: Pricing Objectives, Factors affecting pricing decisions Methods and Procedure of Pricing, Relevance to Digital world

UNIT-III: MARKETING COMMUNICATION AND DISTRIBUTION   **15 Hours**

Promotion: Meaning, Marketing Mix, Advertisement meaning, Advertising Message, Copy-writing, Advertisement Budgeting, Measuring Advertisement Effectiveness, Media Strategy, Sales Promotion, Personal Selling and Publicity, Physical Distribution: Distribution Mix, Managing Channel Intermediaries, Transport and Warehousing, Distribution Strategies, Distribution Cost Analysis. Relevance to Digital world

UNIT-IV: APPLICATION OF MARKETING   **15 Hours**

Application of 4 P's in various sectors like FMCG, Consumer Durables, Pharmaceuticals and Industrial Products. Consumer Behaviour (Meaning), Consumer decision making process, Marketing Research, Marketing Information System.

UNIT-V: MARKETING STRATEGIES AND MEASURING MARKETING PERFORMANCE   15 Hours

Marketing Strategies, Tools for Competitive Differentiation of Product, Strategies for Competitors – Leaders, Challenges, Follower and niches, Marketing of Services, Consumerism and Consumer Protection act. Evaluating and Controlling Marketing Performance. Direct Selling, Direct Marketing, Digital Marketing, Laws regulating marketing in India

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Word of mouth and viral marketing	https://www.emerald.com/insight/content/doi/10.1108/07363760810870671/full/html
2	Green marketing in India	http://www.nitttrbpl.ac.in/hindi_final/journal/volume3/Pavan%20%20Mishra%20and%20Ms.%20Payal%20Sharma.pdf
3	Successful customer value management	https://www.sciencedirect.com/science/article/abs/pii/S0263237312000771

TEXT BOOK:

Marketing Management – Ramaswamy and Namakumari McGraw Hill 5th Edition 2013

REFERENCE BOOKS:

1. Marketing – V S RAMASAMY and NAMAKUMARI, McMillian 2010 Edition
2. Fundamentals of Marketing – WILLIAM STANTON, MICHAEL ETZEL, BRUCE WALKER Tata McGraw Hill 1991
3. Marketing – ANTHONY G BENNET, Tata Mcgraw Hill 2009
4. Marketing Management – Philip Kotler PHI 2005 Edition

LEARNING OUTCOMES

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY

			LEVEL
I	**INTRODUCTION TO MARKETING**		
1.1	Marketing: Meaning Concept-Functions	Define meaning of Marketing	**K1**
1.2	Marketing Planning and Implementing Marketing Programs	Analyze the marketing planning and implementation programs of corporate	**K4**
1.3	Marketing Environment	Explain the present marketing environment	**K2**
1.4	Market Segmentation	Apply market segmentation based on the needs	**K3**
II	**PRODUCTS AND PRICE**		
2.1	Product: Meaning, Product Planning, Product Policies, Product Positioning	Explain the meaning of product, its policies and positioning	**K2**
2.2	New Product Development Process	Apply the new product development process	**K3**
2.3	Product Life Cycle	Illustrate the product life cycle	**K2**
2.4	Branding - Packing, Labelling	Summarize the concept of branding	**K2**
2.5	Price: Pricing Objectives	Develop the pricing objective for a product	**K3**
2.5.1	Factors affecting pricing decisions	List the factors affecting the pricing decisions	**K1**
2.5.2	Methods and Procedure of Pricing	Analyze various methods and pricing procedure of pricing	**K4**
2.6	Relevance to Digital world	Apply the pricing and branding strategies in digital world	**K3**
III	**MARKETING COMMUNICATION AND DISTRIBUTION**		
3.1	Promotion: Meaning	Illustrate the meaning of promotion	**K2**
3.2	Media Strategy	Apply the various media strategy	**K3**
3.3	Physical Distribution: Distribution Mix	Analyze the distribution mix in an organization	**K4**
3.4	Transport and Warehousing	Plan the transport and warehousing strategies	**K3**
3.5	Distribution Strategies	Examine the distribution strategies	**K4**
3.6	Relevance to Digital world	Apply the promotion mix concepts in digital world	**K3**

IV	APPLICATION OF MARKETING		
4.1	Application of 4 P's in various sectors like FMCG, Consumer Durables, Pharmaceuticals and Industrial Products.	Apply the 4Ps in various sectors like FMCG, Consumer Durables, Pharmaceuticals and Industrial Products	**K3**
4.2	Consumer Behaviour: Meaning	Define the meaning of consumer behaviour	**K1**
4.2.1	Consumer decision making process	Demonstrate the consumer decision making process	**K2**
4.3	Marketing Research	Analyze the market condition using marketing research	**K4**
4.4	Marketing Information System	Examine the various components of marketing information system	**K4**
V	MARKETING STRATEGIES AND MEASURING MARKETING PERFORMANCE		
5.1	Marketing Strategies	Explain about various marketing strategies	**K2**
5.1.1	Tools for Competitive Differentiation of Product	Categorize the tools for competitive differentiation of product	**K4**
5.1.2	Strategies for Competitors – Leaders, Challenges, Follower and niches	Compare the marketing strategies of competitors	**K4**
5.2	Marketing of Services.	Explain about the services marketing	**K2**
5.3	Consumerism and Consumer Protection act.	Illustrate about consumerism and consumer protection act	**K2**
5.4	Evaluating and Controlling Marketing Performance.	Interpret about evaluating and controlling marketing performance	**K2**
5.5	Direct Selling	Explain about direct selling	**K2**
5.6	Direct Marketing.	Explain about direct marketing	**K2**
5.7	Digital Marketing	Make us of digital marketing techniques	**K3**
5.8	Laws regulating marketing in India	Summarise the laws regulating marketing in India	**K2**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO 1	PO 2	PO 3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	M	H	-	-	H	M	M	-	H	H	H	M
CO2	M	H	H	M	M	H	M	M	-	H	H	M	M
CO3	M	M	M	M	H	H	H	H	M	H	H	H	M
CO4	H	M	M	H	M	M	M	L	-	M	H	H	M
CO5	M	L	H	H	M	M	M	H	L	H	H	M	M
CO6	M	M	H	M	M	M	M	M	L	H	H	M	H

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I,II**

2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**

3. **End Semester Examination**

Indirect

1. **Course-end survey**

Core IX: PRODUCTION AND OPERATIONS MANAGEMENT

SEMSTER - II   **CODE: P18MS209**

CREDIT:5   **TOTAL HOURS: 75**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Choose between the different types of production for their respective organization.	K3	I
2	Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.	K3	I
3	Compare the cost of debt and cost of equity in organization's capital budgeting decision.	K2	II
4	Analyse and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments.	K4	III
5	Plan and implement suitable quality control measures in Quality Circles to TQM.	K3	IV
6	Demonstrate world class manufacturing and maintenance standards in organizations.	K2	V

COURSE CONTENTS:

UNIT-I: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT

15 Hours

Production function and systems, Introduction, Definitions and Types of production systems, Strategic planning decisions for operations, Demand forecasting for operations.

UNIT-II: PLANT LAYOUT AND CAPACITY PLANNING   **15 Hours**

Technology and Design, Products, Services - Capacity planning, Design Capacity and System capacity – Location, Flexible/cell manufacturing systems - Facility Layout - Housekeeping

UNIT-III: PLANNING AND CONTROLLING   **15 Hours**

Operations planning and control, Planning - Aggregate production, Work force, Inventory levels, Inventory replenishment policies, Just in Time – Kaizen.

UNIT-IV: MAINTENANCE AND QUALITY CONTROL   **15 Hours**

Maintenance, Maintaining system reliability, Maintenance SPC, Statistical quality control, Quality Control, Quality assurance, Quality circles, Total quality control, Concepts for Quality, ISO Series, LEAN Manufacturing, TQM, Six Sigma, FMEA, QFD.

UNIT-V: WORLD CLASS MANUFACTURING   **15 Hours**

Industrial scheduling systems - Maintenance and World Class Manufacturing - Benchmarking - Concepts like TPM.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Operations management	https://hbr.org/topic/operations-management
2	Operations management body of knowledge and its relevance to manufacturing and service organizations	https://www.emerald.com/insight/content/doi/10.1108/REGE-03-2018-0049/full/html
3	Operations management research: contemporary themes, trends and potential future directions	https://www.emerald.com/insight/content/doi/10.1108/01443570911006018/full/html

TEXT BOOKS:

1. KanishkaBedi - Production and Operations Management- Third edition, New Delhi, India : Oxford University Press, 2013
2. E.S. Buffa Modern Production/Operations Management -8th Edition, Wiley publications
3. R B Khanna,-Production and Operations - PHI Learning, 2007

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT**		
1.1.0	Introduction to production function and system	Define production	**K1**
1.1.1	Definition of production function	Define Production function	**K1**
1.1.2	Types of production systems	Classify between production systems	**K2**
1.1.3	Strategic planning decisions for operations	Explain about strategic planning	**K2**
1.1.4	Demand forecasting for operations	Recall what is demand forecasting	**K1**
II	**PLANT LAYOUT AND CAPACITY PLANNING**		
2.1.0	Technology and Design Concept	Illustrate on technology and design concept	**K2**

2.1.1	Products	Tell about products	**K1**
2.1.2	Services	Define what are services	**K1**
2.2.0	Capacity Planning	Explain capacity planning	**K2**
2.2.1	Design Capacity and System capacity	Contrast design capacity and system capacity	**K2**
2.2.2	Location	Choose location for a plant	**K3**
2.3.0	Flexible/cell manufacturing systems	Develop flexible/cell manufacturing system	**K3**
2.4.0	Facility Layout	Outline facility layout	**K2**
2.5.0	5S Housekeeping	Apply 5s housekeeping	**K3**
III	**PLANNING AND CONTROLLING**		
3.1.0	Operations planning and control	Explain what is operation planning	**K2**
3.2.0	Planning	Define planning	**K1**
3.2.1	Aggregate Planning	Explain aggregate planning	**K2**
3.2.2	Work force	Define work force	**K1**
3.2.3	Inventory levels	Illustrate about inventory levels	**K2**
3.3.0	Inventory replenishment policies	Apply inventory replenishment policies in the plant	**K3**
3.3.1	Just in Time	Explain Just in Time	**K2**
3.3.2	Kaizen	Explain Kaizen	**K2**
IV	**MAINTENANCE AND QUALITY CONTROL**		
4.1.0	Maintenance	Organize maintenance	**K3**
4.1.1	Maintaining system reliability	Evaluate system reliability	**K5**
4.1.2	Maintaining SPC	Measure with the use of SPC	**K5**
4.1.3	Statistical Quality Control	Examine with Statistical Quality Control	**K4**
4.2.0	Quality Control	Recall Quality Control	**K1**
4.2.1	Quality assurance	Explain Quality assurance	**K2**
4.2.2	Quality circles	Illustrate Quality circles	**K2**
4.2.3	Total quality control	Explain Total quality control	**K2**
4.3.0	Concepts for Quality	Recall the concepts for quality	**K1**
4.3.1	ISO Series	Illustrate ISO Series	**K2**
4.3.2	LEAN	Demonstrate LEAN	**K2**
4.3.3	TQM	Analyze the implementation of TQM in an organization	**K4**
4.3.4	Six Sigma	Make use of Six Sigma	**K3**
4.3.5	FMEA	Demonstrate FEMA	**K2**
4.3.6	QFD	Explain QFD	**K2**
V	**WORLD CLASS MANUFACTURING**		
5.1.0	Industrial scheduling systems	Apply industrial scheduling systems	**K3**

5.2.0	Maintenance and World Class Manufacturing	Illustrate about maintenance and world class manufacturing	**K2**
5.3.0	Benchmarking	Explain the concept of Benchmarking	**K2**
5.4.0	Concepts like TPM	Make use of concepts like TPM	**K3**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	H	M	H	H	M	M	-	-	L	H	H	L	L
CO2	H	H	H	L	M	L	M	M	L	H	H	M	L
CO3	H	H	H	M	L	L	M	L		H	H	M	M
CO4	H	M	H	L	L	M	H	M	L	H	M	M	L
CO5	H	M	M	M	M	H	H	H	M	M	M	L	L
CO6	M	M	H	M	M	M	H	M	-	H	H	M	M

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II   2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation   **3.** End Semester Examination

Indirect
1. Course-end survey

Core-X: FINANCIAL MANAGMENT

SEMESTER: II   **CODE:P18MS210**

CREDITS: 5   **TOTAL HOURS: 75**

COURSE OUTCOMES :

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the nature of finance and its interaction with other management functions	K3	I
2	Analyse the combined effect of financial, operating and combined leverage	K4	I
3	Make use of the present value techniques in financial decisions	K3	V
4	Illustrate the methods of calculating capital budgeting of a company	K3	II
5	Compare the differences between Modigliani – Miller view and the traditional view on relationship between capital structure and cost of capital and the value of the firm	K2	III
6	Analyse the prevailing policies and provide solutions to enhance the organizations' financial position	K4	IV

COURSE CONTENTS:

UNIT-I FINANCIAL AND PROFITANALYSIS   **15 Hours**

Aims and objectives of financial management**,** Aim and role of the finance manager, Financial goal of the firm, Financial Statements, Financial analysis and control, leverages and its types, Financial and Profit Planning

UNIT-II VALUATION CONCEPTS AND INVESTMENTDECISIONS   **15 Hours**

Concepts of Value and Return- Future value, Present value, Net present value, Present Value of Bonds, Analysis of Capital Budgeting Decisions – Discounted and Non discounted cash flow, Cost of Capital, weighted average Cost of Capital

UNIT-III FINANCING AND DIVIDEND DECISIONS   **15 Hours**

Capital Structure**-** Traditional Approach, Net Income Approach, Net Operating Income Approach, Modigliani Miller Approach, Capital Structure Planning and Policy, Optimum Capital Structure, Dividend theory.

UNIT-IV WORKING CAPITAL MANAGEMENT   **15 Hours**

Short – Term financing investments**,** Management of Working Capital, Cash management, Receivables management, Inventory management, Inventory Control system

UNIT-V LONG TERM SOURCES OF FINANCE   **15 Hours**

Long term sources of funds – shares, Debentures, Term loan, Venture Capital, Mergers and Acquisitions, Financial Policy

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Budget Exercise	http://www.leoisaac.com/budget/budgetexercises/index.htm
2	Royalty Financing	https://www.oliverwyman.com/our-expertise/insights/2015/sep/royalty-financing--unlocking-value-.html
3	Venture Capital	https://www.edupristine.com/blog/venture-capital

TEXT BOOKS:

1.Financial Management- I M Pandey, Vikas Publications.10thedition.
2.Financial Management - S. N. Maheswari, Sultan Chand & Sons,2014.
3. Financial Management- Theory and Practice by Prasanna Chandra, Tata McGraw
Hill.8th edition

REFERENCE BOOK:

1.Bhalla , VK. Financial management and policy, 2nded, new Delhi,Anmol.1998.

2. Van horne, James c. financial management and policy. 10thed. New Delhi, Prentice hall of India,1997

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**FINANCIAL AND PROFIT ANALYSIS**		
1.1.0	Aims and objectives of financial management	Explain aims and objectives of financial management in nature	**K2**
1.1.1	Aim and role of the finance	Demonstrate role of a finance	**K2**

	manager	manager in an organisation	
1.1.2	Financial goal of the firm	Identify financial goal of the firm.	**K3**
1.1.3	Financial Statements	Classify various financial statements of the organisation to know about its financial position	**K2**
1.1.4	Financial analysis and control	Identify financial strengths and weaknesses of a firm	**K3**
1.1.5	Leverages and its types	Categorize risk and return implications of various leverages	**K4**
1.1.6	Financial and Profit Planning	Explain the components of financial planning.	**K2**
II	**VALUATION CONCEPTS AND INVESTMENT DECISIONS**		
2.1.0	Concepts of Value and Return- Future value, Present value, Net present value	Explain the use of present value technique in financial decisions.	**K2**
2.1.1	Present Value of Bonds	Explain the use of present value of bonds in financial decisions.	**K2**
2.1.2	Analysis of Capital Budgeting Decisions – Discounted and non-discounted cash flow	Analyse capital budgeting techniques to choose an appropriate project.	**K4**
2.1.3	Cost of Capital	Identify the need for calculating cost of capital for divisions	**K3**
2.2.0	Weighted average Cost of Capital	Examine a firm's cost of capital which is proportionally weighted.	**K4**
III	**FINANCING AND DIVIDEND DECISIONS**		
3.1.0	Capital Structure- Traditional Approach, Net Income Approach, Net Operating Income Approach, Modigliani Miller Approach	Explain the theories of the relationship between capital structure and value of the firm.	**K3**
3.1.1	Capital Structure Planning and Policy	Analyse the mix of sources of various capital	**K4**
3.1.2	Optimum Capital Structure,	Identify various sources to attain optimum capital structure.	**K4**
3.1.3	Dividend theory.	Utilise information content of dividend policy.	**K3**

IV	WORKING CAPITAL MANAGEMENT		
4.1.0	Short – Term financing investments	Illustrate short term financing investments.	**K2**
4.1.1	Management of Working Capital	Examine on the proper mix of short term and long term financing for current assets	**K4**
4.1.2	Cash management	Identify the requirement of cash in the firm.	**K3**
4.1.3	Receivables management	Analyse the process of taking decisions regarding amount of investment in receivables.	**K4**
4.1.4	Inventory management	Explain the concept of inventory management	**K2**
4.1.5	Inventory Control system	Identify the benefits of inventory control system	**K3**
V	LONG TERM SOURCES OF FINANCE		
5.1.0	Long term sources of funds – shares, Debentures, Term loan	Illustrate the sources of raising long term funds.	**K2**
5.1.1	Venture Capital	List the methods of venture capital financing	**K4**
5.1.2	Mergers and Acquisitions,	Explain the real motives of Merger and Acquisitions	**K2**
5.1.3	Financial Policy	Plan financial need of a firm.	**K3**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO 1	PO 2	PO 3	PO 4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4

CO1	L	M	M	M	-	M	M	M	M	H	M	M	M
CO2	M	H	-	M	H	L	H	H	H	L	M	M	H
CO3	M	L	H	M	H	M	H	M	M	L	-	L	H
CO4	L	M	H	H	M	H	M	M	M	-	M	H	M
CO5	M	M		H	M	L	M	-	M	-	L	M	M
CO6	M	M	H	M	-	M	H	L	M	-	M	H	M

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination

Indirect
1. Course-end survey

Core-XI: HUMAN RESOURCE MANAGEMENT

SEMESTER: III   **CODE:P18MS211**
CREDITS: 4   **TOTAL HOURS:60**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the importance of Human resource in an organization	K3	I
2	Demonstrate the importance of health, safety and welfare of workers to improve the profits of the organisation	K2	I
3	Make use of the old and new Performance Appraisal tools to improve and maintain quality and production in the work place	K3	II
4	Apply the concept of human relations, participation and integration in building a congenial environment	K3	III
5	Illustrate the use of recruitment process in a multi-unit manufacturing and marketing company	K2	IV
6	Analyse the importance of compensation in motivating and retaining employees in this competitive world	K5	V

COURSE CONTENTS: UNIT

-I HUMAN RESOURCE FUNCTIONS   12 Hours

Evolution of personnel management and Human Resource Management, Status and role of Human Resource Manage, Organization of HR Department, Organization planning, Human Resource planning , Job analysis,   Job description, Recruitment, Selection with special reference to testing and interviewing

UNIT-II TRAINING AND DEVELOPMENT   12 Hours

Training and Development with special reference to methodologies of training, Learning, Job changes, Job enlargement, Job enrichment, Job enhancement, Job Evaluation, Performance Appraisal methods.

UNIT-III WAGE AND SALARY ADMINISTRATION   12 Hours

Wage and salary administration including emerging compensation structure like ESOP, ESOS Etc., Incentive payments, Employee, health, safety and welfare, Social security, Personnel research-Separation, QWL

UNIT-IV INDUSTRIAL RELATIONS   12 Hours

Industrial relations theories, State and industrial relations labour policy and legislative framework, Administrative dimensions of labour laws, Trade unions, Functions, Structure and policy, Employers' Associations.

UNIT-V LABOUR MANAGEMENT RELATIONS AND RECENT TRENDS IN KNOWLEDGE INDUSTRIES   12 Hours

Labour Management relation, Industrial conflict, Collective bargaining, Participative management, Human Resource management in small and medium organizations, Emerging Trends in Knowledge Industries – BPO, ITES and other software companies.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Green HRM	https://www.iedunote.com/green-hrm#:~:text=The%20term%20green%20HRM%20is,on%20the%20issue%20of%20sustainability
2	The Role of employers in promoting work life balance	https://www.managementstudyguide.com/role-of-employers-in-promoting-work-life-balance.htm
3	HR Analytics	https://www.analyticsinhr.com/blog/what-is-hr-analytics/amp/

TEXT BOOKS:

1. L.M.Prasad(2014) – Human Resource Management,Third edition,Sultan Chand & Son.New Delhi
2. Dr. C.B.Gupta 2011_– Human Resource Management, thirteenth edition Sultan Chand & Sons.New Delhi

REFERENCE BOOK:

1. C.B.Mammoria 2003 – Personnel Management,23 rd Edition Himalaya Publishing House, .

2. Edwin B Flippo1984– Personnel Management, 2nd Revised McGraw-Hill Inc., US; International

3. Monappa and Saiyadin – 2008_ Personnel Management,2nd edition, Pearson Publishing Co,.

4. R. SDwivedi – A Text Book on Human Resource Management, First edition (2009),

   Vikas Publication House Pvt Ltd;

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**HUMAN RESOURCE FUNCTIONS**		
1.1.0	The Human Resource function	Define Human resource Management	**K1**
1.1.1	Evolution of personnel management and Human Resource Management	Illustrate the importance Personnel management and Human Resource management	**K2**
1.1.2	Status and role of Human Resource Manage	Explain the role of Human Resource manager	**K2**
1.1.3	Organization of HR Department	Demonstrate the applicability HR department	**K2**
1.1.4	Organization planning	Define organisation planning	**K1**
1.2.0	Human Resource Planning	Illustrate the various steps and techniques involved in the process of HR planning	**K2**
1.2.1	Job analysis	Explain the process involved in Job analysis	**K2**
1.2.2	Job description	Explain the contents of job description	**K2**
1.2.3	Recruitment	Compare internal and external interview	**K5**
1.2.4	Selection with special reference to testing and interviewing	Examine interviewing as a selection technique	**K4**

II		**TRAINING AND DEVELOPMENT**	
2.1.0	Training and Development with special reference to methodologies of training	Illustrate the methods of Training and development in organizations	**K2**
2.1.1	Learning	Explain the uses of the Learning in the work place	**K2**
2.1.2	Job changes	Find out the best reason for job change	**K1**
2.1.3	Job enlargement	Make use of job enlargement to motivate employees in the organisation	**K3**
2.1.4	Job enrichment	Analyse the different techniques of Job enrichment	**K4**
2.1.4	Job enhancement	Estimate on the steps involved in job enhancement	**K6**
2.1.5	Job evaluation	Discuss the different methods of job evaluation	**K6**
2.1.6	Performance Appraisal methods	Compare on the two statements "Performance Appraisal is a waste of time"or "Performance Appraisal has positive impact on productivity"	**K5**
III		**WAGE AND SALARY ADMINISTRATION**	
3.1.0	Wage and salary administration including emerging compensation structure like ESOP,ESOS, etc.,	Critically examine the importance of a well-structured compensation system for an organisation to succeed in a competitive environment.	**K5**
3.1.1	Incentive payments	Analyse the essentials of a good wage system	**K4**
3.1.2	Employee health, safety, and welfare	Appraise the usage of safety methods that an employee should adopt statutorily as well as voluntarily to prevent accidents	**K5**
3.1.3	Social security	Prove the importance of social security to the society	**K5**

3.1.3	Personnel research	Examine the steps involved in personnel research	**K4**
3.1.4	Separation	Discuss the different methods of separation	**K6**
3.1.5	QWL	Elaborate the techniques for improving QWL	**K6**
IV	**INDUSTRIAL RELATIONS**		
4.1.0	Industrial relations theories	Demonstrate the statutory machinery available for settlement of industrial disputes	**K2**
4.1.1	State and industrial relations labour policy and legislative framework	Examine the different state and industrial labour policy and its framework	**K4**
4.1.2	Administrative dimensions of labour laws	Demonstrate the functions involved in labour policy	**K2**
4.1.3	Trade unions	Illustrate the importance of Trade union	
4.2.0	Functions	Explain the purpose of Trade union in organizations	**K2**
4.2.1	Structure and policy	Identify the structure of trade unions in the maintain good industrial relations	**K3**
4.2.2	Employer's association	Examine the role played by the employer's association in industries	**K4**
V	**LABOUR MANAGEMENT RELATIONS AND RECENT TRENDS IN KNOWLEDGE INDUSTRIES**		
5.1.0	labour management relations	Examine the current state of industrial relation in India	**K4**
5.1.1	Industrial conflict	Examine the concepts of industrial concepts	**K4**

5.1.2	Collective bargaining	Compare collective bargaining methods to other methods of settling disputes	**K5**
5.1.3	Participative management	Explain the process involved in participative management	**K2**
5.1.4	Human Resource management in small and medium organisations	Critically examine the possibility of Industrial Democracy in India	**K5**
5.1.5	Emerging trends in Knowledge industries_ BPO. ITES. And other software companies	Explain the emerging trends in knowledge industries	**K2**

Mapping:

		PROGRAMME OUTCOMES	PROGRAMME SPECIFIC OUTCOMES

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	M	L	M	M	M	M	M	M	M	H	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	L	L	M	H	H	H	H	M	M	L	L	L	H
CO4	L	M	M	H	H	H	M	M	M	-	M	H	H
CO5	H	M	M	H	-	L	M	H	M	M	L	M	M
CO6	M	M	H	-	-	M	H	L	M	M	M	H	M

COURSE ASSESSMENT METHODS

Direct

1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination

Indirect

1. Course-end survey

Core-XII: ENTREPRENEURSHIP DEVELOPMENT

SEMESTER: II   **CODE:P19MS212**

CREDIT:4   **TOTAL HOURS:60**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the business opportunities for the budding entrepreneurs.	K3	I
2	Identify the influencing factors in the build of an entrepreneur.	K3	II
3	Construct their business according to various central and state government industrial policies and regulations.	K3	III
4	Compare and choose between various investment and credit opportunities available to start the business.	K2	IV
5	Plan and implement the technologies learnt from the various entrepreneurship incubator programs available	K3	V
6	Apply the entrepreneurial skills and initiate a start-up company in the competitive business environment.	K3	V

COURSE CONTENT

UNIT I ENTREPRENEUR'S PROFICIENCY   12 Hours

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II INFLUENCING FACTORS OF AN ENTREPRENEUR   12 Hours

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations.

UNIT III PROJECT FEASIBILITY   12 Hours

Project planning, Essentials of a project report for a business, Factors to be considered when selecting a project - Technical factors, Market factors, Economic factors. Market survey - Importance, Methods

UNIT IV CREDIT   **12 Hours**

Types of Credit - Seed Capital, Venture Capital, Fixed Capital, Working Capital, Packing & Export Credit

UNIT V ENTERPRENUERSHIP INCUBATOR PROGRAMS   **12 Hours**

KVIC, SHG, MSME, Ministry of Commerce and Industry, List of Export Promotion Councils - Importance, objectives (DGFT), Startups

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Women Entrepreneurship Development in India	http://www.ripublication.com/gjmbs_spl/gjmbsv3n4_05.pdf
2	The Government of India's Role in Promoting Innovation through Policy Initiatives for Entrepreneurship Development	https://timreview.ca/article/818
3	Role of Science and Technology Entrepreneurs' Parks (STEPs) towards Entrepreneurship Development in India	http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.417.1439&rep=rep1&type=pdf

Reference Books for Study:

1. Hisrich, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2014
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2013.
3. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition ,2005
4. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
5. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai. 1997.
7. Arya Kumar. Entrepreneurship. Pearson, 2012.
8. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage, 2012

LEARNING OUTCOMES

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL

I	ENTREPRENEUR'S PROFICIENCY		
1.1.0	Concepts of Entrepreneurship	Define Entrepreneurship	**K1**
1.1.1	Entrepreneurship as A Career	Choose Entrepreneurship as a career	**K1**
1.1.2	Personality of an Entrepreneur	Compare and contrast various personalities	**K2**
1.1.3	Characteristics of Successful Entrepreneur	Compare and contrast various characteristics	**K2**
1.1.4	Knowledge and Skills of Entrepreneur	Develop the knowledge and skills	**K3**
II	INFLUENCING FACTORS OF AN ENTREPRENEUR		
2.1.0	Business Environment	Categories the business environments	**K4**
2.1.1	Role of Family and Society	Find the role of family and society	**K1**
2.1.2	Entrepreneurship Development Training and Other Support Organizational Services	Identify the various sources of training	**K3**
2.1.3	Central and State Government Industrial Policies and Regulations	Interpret between the central and state policies	**K2**
III	PROJECT FEASIBILITY		
3.1.0	Project planning	Illustrate about Project planning	**K2**
3.1.1	Essentials of a project report for a business	Recall the essentials of a project report	**K1**
3.1.2	Factors to be considered when selecting a project	Recall and tell about the factors to be considered	**K1**
3.2.0	Technical factors	List and explain the technical factors	**K1**
3.2.1	Market factors	List and explain the technical factors	**K1**
3.2.2	Economic factors	List and explain the technical factors	**K1**
3.3.0	Market Survey	Classify the components of market survey	**K4**
3.3.1	Importance of Market Survey	Demonstrate the importance of Market survey	**K2**
3.3.2	Methods of Market Survey	Recall the methods of market survey	**K1**
IV	CREDIT		

4.1.0	Credit	Tell about what is credit	**K1**
4.1.1	Types of Credit	List the types of credit	**K1**
4.1.2	Seed Capital	Explain about seed capital	**K2**
4.1.3	Venture Capital	Explain about venture capital	**K2**
4.2.0	Fixed Capital	Explain about Fixed capital	**K2**
4.2.1	Working Capital	Explain about working capital	**K2**
4.2.2	Packing and Export Credit	Illustrate about packing and export credit	**K2**
V	**ENTERPRENUERSHIP INCUBATOR PROGRAMS**		
5.1.0	Entrepreneurship Incubator Programs	Choose the type of incubator programs	**K6**
5.1.1	KVIC	Illustrate KVIC	**K2**
5.1.2	SHG	Explain SHG	**K2**
5.1.3	MSME	Illustrate MSME	**K2**
5.2.0	Ministry of Commerce and Industry	Recall about ministry of commerce and industry	**K1**
5.3.0	List of Export Promotion Councils	Recall the list of Export promotion councils	**K1**
5.4.0	Importance and objectives (DGFT)	Demonstrate the importance and objectives of DGFT	**K2**
5.5.0	Startups	Construct a new business	**K6**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	M	M	H	H	M	L	M		H	H	M	L
CO2	H	H	H	M	M	M	M	M	L	H	H	M	M
CO3	H	M	H	M	L	H	M	M	H	H	H	H	M
CO4	M	M	H	H	M	L	M	M		H	H	M	M
CO5	H	M	H	H	M	H		H	M	H	H	M	M
CO6	H	M	H	H	M	H	H	H	H	H	H	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination

Indirect
1. Course-end survey

SEMESTER - III

S no	Title of the Paper	Course Code
1	Management Information System	P18MS312
2	International Business Management	P18MS313
3	Research Methodology	P18MSP14

Semester III (Any five to be Chosen)

Marketing	*Sales and Distribution Management*	P18MS3M1
	Advertising and sales promotion	P18MS3M2
	Strategic Brand Management	P18MS3M3
Finance	*Global Financial Management*	P18MS3F1
	Project Appraisal Planning and Control	P18MS3F2
	Security Analysis and Portfolio Management	P18MS3F3
	Micro Finance	P18MS3F4
	Commercial Banking Management	P18MS3F5
Human Resource	*Managing Interpersonal Effectiveness*	P18MS3H1
	Organizational Change and Development	P18MS3H2
	Labour Legislation	P18MS3H3
	Training and Development	P18MS3H4
Systems	*Knowledge Management*	P18MS3S1
	Enterprise-wide Information Systems	P18MS3S2
	Information Security and Control	P18MS3S3
	System Analysis and Design	P18MS3S4
	Digital Economy and E-Business	P18MS3S5

Extra Credit Course: *Legal Aspects of Business*   *PXMS3:1*
                          Total Quality Management   *PXMS3:2*

CORE-XIII: MANAGEMENT INFORMATION SYSTEMS

SEMESTER–III   **CODE: P19MS313**

CREDITS: 5   **TOTAL HOURS: 75**

COURSE OUTCOMES :

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Apply the concepts of Information systems for managerial decision support	K3	I
2	Illustrate the importance of information in day to day business activities	K2	I
3	Identify the re- engineering concept in business organisation and its implementation to increase productivity of the organisation.	K3	II
4	Analyze the Implementation of various ERP packages in management functions	K5	III
5	Appraise the ethical challenges in corporate using MIS	K5	V
6	Classify the various type of information system and its application to various level of management	K2	IV

COURSE CONTENTS:

UNIT -I INFORMATION SYSTEMS FOR MANAGERIAL DECISION SUPPORT
15 Hours

Management Information and Decision Support Systems, Management Information System Expert Systems-Examples, Executive Information Systems, Artificial Intelligence Technologies

UNIT –II BUSINESS PROCESS RE-ENGINEERING (BPR)   **15 Hours**

Emergence of reengineering concept, Business process restructuring Vs Business process reengineering, Ford Mazda reengineering experience, Transition from Functional focused Vertical organization to process focused Horizontal organization - Porter's value chain, Transition of old economy (Brick and Mortar) company to new economy (Click and mortar) company, Creating customer focused organization Chimney to grid, grid to bubble, Identification re-engineering need Preparing for reengineering, Global and Indian Practices of BPR Implementations.

UNIT – III ENTERPRISE RESOURCE PLANNING (ERP I)   **15 Hours**

Business Information Systems, Marketing Information Systems, Manufacturing Information Systems, Human Resource Information Systems, Accounting Information Systems, Financial Information Systems, Transaction Processing System. Evolution of ERP - MRP-MRP II and MRP III, Problems of System Island, Need for system integration, Various ERP packages, Evolution of SAP R/3 product- ERP and BPR, ERP and SCM, WEB enabled ERP.

UNIT – IV ENTERPRISE RESOURCE PLANNING (ERP II)   15 Hours

Process of ERP implementation, ERP implementation strategies, Personnel involved in ERP implementation, Consultant's way of selecting ERP package, CEO's way of selection of ERP packages, Successful ERP implementation practice in global level and in India.

UNIT – V MANAGEMENT INFORMATION SYSTEMS: 15 Hours

Enterprise management, Information Resource Management, Strategic management, Operational Management, Resource Management, Technology management, Distributed management. Organizing Planning, IS planning methodologies, Critical Success Factors, Business Systems planning- Computer Aided planning Tools. Security and Ethical Challenges, IS Controls, Facility Controls, Procedural Controls, Computer Crime-Privacy Issues, Introduction to Supply Chain Management and Customer Relationship Management.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Data Mining Techniques	https://www.talend.com/resources/data-mining-techniques/
2	OLAP	https://www.guru99.com/online-analytical-processing.html
3	Ethical Hacking	https://www.eccouncil.org/ethical-hacking/

TEXT BOOKS

1. O'Brien, J.A. "Management Information Systems" McGraw Hill Publications, 10th Edition
2. Enterprise Information System by Prof.Balasubramanian

REFERENCES

1. McLoed, J.R.R " Management Information Systems" Maxwell McMillan International, 8th

2. Kroenke D and et al " Management Information Systems- An Introduction" McGraw Hill Publications,1993.

3. Kenneth Loudon – Management Information Systems – Pearson's Publication, 14th Edition, 2015 Edition.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INFORMATION SYSTEMS FOR MANAGERIALDECISIONSUPPORT**		
1.1.0	Management Information and decision support system	Identify role of MIS and DSS in managerial level management to make decision	**K3**
1.1.1	Executive Information Systems	Illustrate the importance of EIS in Core level management	**K2**
1.1.2	Expert Systems	Utilise the concept of ES in organisation to make decision.	**K3**
1.1.3	Artificial Intelligence Technologies	Explain the concept of Artificial technologies in business.	**K2**
II	**BUSINESS PROCESS RE-ENGINEERING(BPR)**		
2.1.0	Business process restructuring Vs.Business processreengineering,	Illustrate difference between Business Process restructuring and Business process Reengineering	**K2**
2.1.1	Ford Mazda reengineering experience	Demonstrate Reengineering experience of accounts payable department of Ford - Mazda	**K2**
2.1.2	Transition from Functional focused Vertical organization to process focused Horizontal organization	Compare functional focused vertical organisation and process focused horizontal organisation	**K2**
2.1.3	Porters valuechain	Construct Porter's value chain framework for organisations to strengthen their processes.	**K3**
2.2.0	Transition of old economy (Brick and Mortar) company to new economy (Click and mortar)company	Develop a new process in day to day activities of organisations after reengineering.	**K3**
2.3.0	Creating customer focused organization Chimney to grid, grid tobubble,	Discover new move of an organisation from 'Chimneys' to 'grid'	**K4**
	Identification re-engineeringneed, Preparing for reengineering	Identify needs of re-engineering and prepare for reengineering process in want of time.	**K3**
	Global and Indian Practices of BPRImplementations.	List the practices of BPR implementation globally.	**K4**
III	**ENTERPRISE RESOURCE PLANNING**		
3.1.0	Marketing Information Systems	Illustrate the concept marketing information system and its role in marketing department	**K2**
3.1.1	Manufacturing Information	Show the uses of manufacturing	**K2**

	Systems	information system and its role.	
3.1.2	Human Resource Information Systems	Explain the role of HRIS in Human resource department.	**K2**
3.1.3	Accounting Information Systems	Illustrate the concept accounting information system and its role in accounts department	**K2**
3.1.4	Financial Information Systems,	Illustrate the concept marketing information system and its role in marketing department	**K2**
3.1.5	Evolution of ERP MRP-MRP II and MRPIII,	Classify Evolution of ERP and MRP, MRP I, MRP II, MRP III	**K2**
3.1.6	Various ERP packages Evolution of SAP R/3product, ERP and BPR	To demonstrate the various ERP packages and its application of using the resources effectively	**K3**
3.1.7	ERP and SCM	To examine the interaction of ERP with other EIS	**K4**
IV	**ENTERPRISE RESOURCE PLANNING (ERP II)**		
4.1.0	ERP implementation strategies	To demonstrate the implementation of ERP strategies.	**K2**
4.1.1	Personnel involved in ERP implementation	To examine the personal involved in ERP implementation.	**K4**
4.1.2	Consultant's way of selecting ERP package, CEO''s way of selection of ERP packages	To assess the consultant's and CEO's way of selection of ERP packages for appropriate functioning of organisation.	**K5**
4.1.3	Successful ERP implementation practice in global level and inIndia.	Inspect thepractices involved in implementation of ERP in India and global level.	**K4**
V	**MANAGEMENT INFORMATION SYSTEMS**		
5.1.0	Enterprise management	Explain concept of effective utilisation of information resources.	**K2**
5.1.1	Organizing Planning	Identify the Information system methodologies and computer aided management tools.	**K3**
5.1.2	Security and Ethical Challenges	Categorise the various factors that pose threats to information security and how these can be taken care of.	**K4**

Mapping

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	L	M	M	M	M	H	M	M	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	--	H	M	M	L	M	L	H
CO4	L	M	H	H	-	H	M	M	M	-	M	H	M
CO5	M	M	H	H	M	-	M	M	M	M	H	M	M
CO6	L	M	H	M	H	M	H	-	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II 2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation **3.** End Semester Examination

Indirect
1. Course-end survey

Core-XIV: INTERNATIONAL BUSINESS MANAGEMENT

SEMESTER: III   **CODE:P19MS314**

CREDITS: 5   **TOTAL HOURS: 75**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the importance of International Business Management	K3	I
2	Demonstrate the importance of GATT and Global liberalisation	K2	II
3	Make use of the structure and strategies of MNC's	K3	III
4	Apply the concept of MN's approach and evaluation systems	K3	IV
5	Illustrate the methods of resolving conflicts in International Business	K2	V
6	Improve the organizations quality standards and reach global level	K5	IV

COURSE CONTENTS:

UNIT-I-INTRODUCTION TO INTERNATIONAL BUSINESS   15 Hours

International Business, Definition - Trade and Investment flow - Economic theories, Mercantilism, Theory of Absolute Advantage, Theory of comparative advantage, Competitive theory, Product life cycle, New trade theory - Forms of International Business, Exporting, Licensing, Franchising - FDI, FII'S Trade theories.

UNIT-II - GLOBAL LIBERALIZATION   **15 Hours**

International Business Environment, Globalization of Business - WTO and trade Liberalization, Emerging issues, Implication for India - Regional Trade Blocks, Inter- regional trade among regional groups, GATT, GATS, TRIPS, TRIMS.

UNIT-III - MULTINATIONAL CORPORATIONS   **15 Hours**

Global Business Strategic Management - Structural Design of MNC's - Strategic Planning - Strategic Considerations - National Vs Global competitiveness

UNIT-IV - MN'S APPROACHES TO CONTROL   **15 Hours**

Control for MN's - Approaches to control - Role of Information systems - Performance measurement, Mechanics of measurement, Various performance indicators - Evaluation and Evaluation systems.

UNIT-V - CONFLICT MANAGEMENT IN INTERNATIONAL BUSINESS   **15 Hours**

Conflict in International Business and Negotiations, Factors causing conflict, Conflict resolution actions - Role of negotiations - Role international agencies in conflict resolutions

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	The World of Global Business 1965-2015	https://www.sciencedirect.com/journal/journal-of-world-business/vol/51/issue/1
2	Methodological practices in international business research: An after-action review of challenges and solutions	https://link.springer.com/article/10.1057/s41267-020-00353-7
3	Designing Global Strategies: Comparative and Competitive Value-Added Chains	https://search.proquest.com/openview/4bf98cb210b61a2051f08c770c3a5c3a/1?pq-origsite=gscholar&cbl=35193

TEXT BOOKS:

1. International Business (Fifteenth edition) by John D Daniels and Lee H Radebangh, PearsonEducation (2010)
2. International Management by Richard M Hodgetts and Fred Luthans, McGraw-Hill Education (ISE Editions) (2002)

REFERENCE BOOKS:

1. Global Business Today by Charles W L Hill, 9th edition, New York, N.Y: McGraw-Hill
2. The International Business Environment by Anand K Sundaram and Stewart Black, Prentice Hall ofIndia, New Delhi (2001)
3. International Business by Michael R czinkota, Ekka A Ronkainen and Michael H Moffeff, 8th edition Harcourt Thompson Learning, Singapore.
4. International Business: The challenge of Global competition by Don Ball and Wendell McCulloch, Irwin Mcgraw Hill, Newyork. 11th edition

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO INTERNATIONAL BUSINESS**		
1.1.0	International Business	Explain what international business is all about?	**K2**
1.1.1	Definition	Define International Business	**K1**
1.2.0	Trade and Investment flow	Explain the principles of trade and investment flow	**K2**
1.3.0	Economic theories	Demonstrate the applicability of the economic theories	**K2**
1.3.1	Mercantilism	Explain on mercantilism	**K2**
1.3.2	Theory of Absolute Advantage	Illustrate the theory of absolute advantage	**K2**
1.3.3	Theory of comparative advantage	Compare the theory of competitive advantage	**K2**
1.3.4	Competitive theory	Contrast on the competitive theory	**K2**
1.3.5	Product life cycle	Apply PLC in business	**K3**
1.3.6	New trade theory	Infer the new trade theory	**K2**
1.4.0	Forms of International Business	Classify the various forms of IB	**K2**
1.4.1	Exporting	Relate to the various norms of exporting	**K2**
1.4.2	Licensing	Show the various forms of licensing	**K2**
II	**GATT AND GLOBAL LIBERALIZATION**		
2.1.0	International Business Environment	Illustrate on the IBE	**K2**
2.1.1	Globalization of Business	Explain the use of globalisation of	**K2**

		business	
2.2.0	World Trade Organisation and trade Liberalization	Demonstrate the use of WTO and TL	**K2**
2.2.1	Emerging issues	Solve the emerging issues in organizations	**K3**
2.2.2	Implication for India	Apply TL in India	**K3**
2.3.0	Regional Trade Blocks	Analyse on the RTB for various countries	**K4**
2.3.1	Inter-regional trade among regional groups	Analyse on the Inter-regional trade amongregional groups	**K4**
2.3.2	GATT	Illustrate the applications GATT	**K2**
2.3.3	GATS	Explain the use of GATS	**K2**
2.3.4	TRIPS	Illustrate the applications of TRIPS	**K2**
2.3.5	TRIMS	Explain the use of TRIMS	**K2**
III	**MULTINATIONAL CORPORATIONS**		
3.1.0	Global Business Strategic Management	Make use of the global business strategies and formulate techniques to improve business.	**K3**
3.2.0	Structural Design of MNC's	Analyse structural design of MNC's	**K4**
3.3.0	Strategic Planning	Appraise the usage of strategic planning in solving the real time business problems	**K4**
3.4.0	Strategic Considerations	Make use of strategies taking various facts into consideration	**K3**
3.5.0	National Vs Global competitiveness	Differentiate between national and global competitiveness	**K4**
IV	**MN'S APPROACHES TO CONTROL**		
4.1.0	Control for MN's	Demonstrate the control techniques of MN's	**K2**
4.1.1	Approaches to control	Examine the approaches in control	**K4**
4.2.0	Role of Information systems	Demonstrate the role of IT	**K2**
4.3.0	Performance measurement	Illustrate the process involved in performance management	**K2**
4.3.1	Mechanics of measurement	Explain the purpose and mechanics of measurement	**K2**
4.3.2	Various performance indicators	Identify the various performance indicators	**K3**
4.4.0	Evaluation and Evaluation	Apply evaluation systems	**K3**

	systems		
V	**CONFLICT MANAGEMENT IN INTERNATIONAL BUSINESS**		
5.1.0	Conflict in International Business and Negotiations	Explain the Conflict in International Business and Negotiations	**K2**
5.1.1	Factors causing conflict	Examine the factors causing conflict	**K4**
5.1.2	Conflict resolution actions	Apply various techniques to resolve conflict	**K3**
5.2.0	Role of negotiations	Make use of the techniques of negotiations	**K3**
5.3.0	Role of international agencies in conflict resolutions	List the role of international agencies in conflict resolutions	**K2**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	M	M	-	M	M	M	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	-	M	H	M
CO5	M	M	H	H	-	L	M	M	M	-	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II 2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation **3.** End Semester Examination

Indirect
1. Course-end survey

Core-XV: RESEARCH METHODOLOGY (Theory and Practical)

SEMESTER – III   **CODE: P19MSP15**
CREDITS: 5   **TOTAL HOURS: 75**

Course Outcomes:

On Completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Describe about the concepts and basics of research	K1	I
2	Apply research terms; describe the research process and the principle activities, skills and ethics associated with the research.	K2	I
3	Justify the theory as well as the methodological decisions, including sampling and Measurement	K3	II
4	Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process	K4	III
5	Understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making	K5	IV
6	Construct an effective questionnaire and write a research report with good clarity of Thoughts.	K6	V

COURSE CONTENTS:

UNIT-I INTRODUCTION TO RESEARCH METHODOLOGY   15 Hours

Research - Definition, Meaning, Characteristics, Scientific attitude. Research Process - Significance, Scope, Research need, Formulating the problem, Designing, Sampling, Pilot testing, Data collection, Analysis and interpretation, Report. Research Design - Exploratory, Descriptive, Diagnostic, Experimental, Review of Literature, Hypothesis, Meaning, Types.

UNIT-II MEASUREMENT AND SCALING TECHNIQUES   15 Hours

Measurement - Nature, Scales, Sources and characteristics of sound measurement tool. Scaling - Nature, Methods, Scale construction techniques. Variables, Meaning, Types. Sampling - Nature, Simple probability and complex probability, Non-probability sampling.

UNIT-III METHODS OF DATA COLLECTION   15 Hours

Data, Sources of data, Collection of data, Primary and secondary sources, Questionnaire, Checking the validity and reliability, Survey observation, Experimentation, Details and evaluation. Determination of sample size, Analysis and presentation, Coding, Data entry, Tabulation, Cross tabulation. Hypothesis - Meaning, Types, TYPE I and TYPE II errors.

UNIT-IV TESTING OF HYPOTHESIS   15 Hours

Statistical Significance - Testing, Procedures and Applications. Test of significance - Z test,   t – test, F – test, Chi square test, ANOVA, Application to managerial decision making, Simple correlation, Simple regression, Introduction to Factor Analysis (only basic theory concepts)

UNIT-V REPORT WRITING   15 Hours

Presenting results, Written and oral reports, The written research report - Preparatory items, Introduction, Methodology, Findings and conclusions, Preparation and presentation of research reports in various specializations, Referencing.

Practical in:- SPSS and other related packages - Exposure

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Writing a Research Proposal	https://libguides.usc.edu/writingguide/researchproposal
2	Sample size calculation	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2876926/
3	Learning of Basis Statistical Tools in Research and data analysis	http://www.fao.org/3/W7295E/w7295e08.htm

Text Book:
    1. C R Kothari- Research methodology, New Age Publications, 2nd edition, 2014.

Reference Books:
    1. Rao K V- Research Methods for Management and Commerce, Sterling Publishers Pvt Ltd,1994.
    2. EMORY AND COOPER- Business Research Methods, Richard D Irwin publishers, 4th edition
    3. TULL and HAWKINS – Marketing Research: Measurements and methods, Macmillan Library Reference; 3rd edition

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO RESEARCH METHODOLOGY**		

1.1.0	Research
	    Definition
	    Meaning
	    Characteristics
	    Scientific attitude
		Define the research
		To label the characteristics of the research
		To show the accurate knowledge of scientific attitude
			K1

1.2.0	Research Process
	    Significance
	    Scope
		Explain about the significance and scope of the research process	**K2**

1.3.0	Research need
	    Formulating the problem
	    Designing
	    Sampling
	        Pilot testing
	    Data collection
	    Analysis and interpretation
	    Report
		Define the research problem
		Analyze the problem in the research
		Identify the design and sample for the research
		Examine the data collection and process for the analysis and interpretation
			K1, K4 K3

1.4.0	Research Design
	    Exploratory
	    Descriptive
	    Diagnostic
	    Experimental
		Explain about the research design
		Evaluate the various methods of research design
			K5

1.5.0	Review of Literature	Summarize the critical evaluation of previous research work	**K2**
1.6.0	Hypothesis – Meaning	Define the hypothesis Determine the out comes of	**K1 K5**

	Types	the data collected Find out the various method of hypothesis	
II	**MEASUREMENT AND SCALING TECHNIQUES**		

2.1.0	Measurement
	    Nature
	    Scales
	    Sources and characteristics of sound measurement tool.
		Find out how to measure the tools using various scales
		Identify the measurement tool for the data analysis
			K1
			K3

2.2.0	Scaling
	    Nature
	    Methods
	    Scale construction techniques
		Apply with various scaling techniques
		Measure the various scaling methods
			K3
			K5

2.3.0	Variables
	    Meaning
	    Types.
		Experiment with the various types of variables
		Measure the changes over the course of experiment
			K3
			K5

2.4.0	Sampling
	    Nature
	    Simple probability and complex probability
	    Non-probability sampling
		Select the various methods of sampling	**K3**

III	**METHODS OF DATA COLLECTION**		

3.1.0	Data
	    Sources of data Collection of data
	    Primary and secondary sources
	    Questionnaire
	    Checking the validity and reliability
	    Survey observation Experimentation
	    Details and evaluation
		Distinguish between the primary and secondary data
		Identify the experiment and evaluate the collected data
		Analyze the collected data with validity and reliability
			K4

3.2.0	Determination of sample size	Choose the sample size	**K3**

3.3.0	Analysis and presentation
	    Coding
	    Data entry
	    Tabulation
	    Cross tabulation
		Apply the various technique for the analysis
		Make use of raw data Solve the errors and omissions
			K3

3.4.0	Hypothesis
	    Meaning
	    Types
	    TYPE I and TYPE II errors.
		Determine the outcomes of the data collected
		Evaluate the errors occurs
			K5

IV		**TESTING OF HYPOTHESIS**	
4.1.0	Statistical Significance Testing Procedures and Applications	Find out the significance by applying the hypothesis	**K1**

	PROGRAMME OUTCOMES	**PROGRAMME SPECIFIC OUTCOMES**

4.2.0	Test of significance Z test, t – test F – test Chi square test ANOVA Application to managerial decision making Simple correlation Simple regression Introduction to Factor Analysis (only basic theory concepts)	Apply the various test of significance Examine the various applications for managerial decision making Compare between two variables and one variable	**K3** **K5**
V		**REPORT WRITING**	
5.1.0	Presenting results Written and oral reports The written research reports I. Preparatory items II. Introduction III. Methodology IV. Findings and conclusions V. Preparation and presentation of research reports in various specializations Referencing.	Create the report writing in simple and easy to present Compile the report with outline according to the procedure Formulate the presentation with the referencing	**K5**

Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	H	H	H	H	H	H	H	H	M	H	M	H
CO2	H	H	H	H	H	H	M	H	M	H	H	H	H
CO3	H	H	H	H	H	L	H	H	L	L	H	L	H
CO4	M	H	H	H	M	L	H	M	H	H	H	H	H
CO5	H	H	H	H	L	-	M	H	H	H	H	H	H
CO6	L	H	H	H	H	H	H	H	-	H	H	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination
Indirect
1. Course-end survey

MARKETING (ELECTIVES)

SALES AND DISTRIBUTION MANAGEMENT

SEMESTER – III   CODE: P18MS3M1

CREDIT: 4   TOTAL HOURS: 60

COURSE OUTCOMES :

On Completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Develop sales and its application	K5	I
2	Assess the service through Relationship management, Distribution & other functional roles	K6	II
3	Evaluate salesmen & sales	K6	III
4	Appraise the logistics and physical distribution	K6	IV
5	Review the sales management in product sales.	K6	V
6	Rate the sales management in service sector	K6	V

COURSE CONTENTS:

UNIT-I INTRODUCTION TO SALES MANAGEMENT: 12 Hours

Concept of Sales Management; Nature, Need and Extent of Application of Sales Management, The Sales Manager – Introduction and Functions, Sales Planning , Organizing sales Activities , Managing sales force.

UNIT-II SALES STRATEGY: 12 Hours

Channels of Distribution; Direct marketing ,Channel sales ,Personal selling. Various selling objectives and sales related marketing policies. Formulating personal selling strategies. The sales department, Various functional roles in the sales department, Relationship Marketing.

UNIT-III SALES FORCE MANAGEMENT   **12 Hours**

Recruitment, Selection and Training of Sales Personnel. Motivation and Compensation, Sales meeting and Sales Contests. Controlling the Sales Effort. Sales forecasting and budgeting, Quotas setting, Territories planning, Branch administration.

UNIT-IV LOGISTICS AND PHYSICAL DISTRIBUTION   **12 Hours**

Channel Strategy and Positioning, Channel Member Selection and Development, Problems of working with channel members (Including Motivation and Compensation), Channel Evaluation and control, Efficient stock replenishment plans, Win-win situation for channel partners.

UNIT-V EMERGING TRENDS IN SALES AND DISTRIBUTION MANAGEMENT
                                                                       12 Hours

Various ERP Packages, Sales Management in Various sectors like FMCG, Consumer Durable, Pharmaceutical, Software, Services etc. Introduction to industrial selling, Case Studies.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Supply side analysis	https://www.thebalance.com/supply-side-economics-does-it-work-3305786
2	Channel structure and intensity	https://courses.lumenlearning.com/boundless-marketing/chapter/channel-strategy-decisions/
3	Distribution channel strategy	https://yourbusiness.azcentral.com/distribution-channel-strategies-9101.html

Text Book:

Sales Management: Richard R Still and Edward D Cundiff Norman A P Govani

PHI-Fifth Edition 2007

Reference Books:

1. Marketing Management: Ramasami and Namakumari/ Macmillan 4th Edition 2009

2. Marketing Management: Douglas J Dalrymple and Leonard Parsons 2000

3. Management of a Sales force – Spiro Stanton Rich Tata McGraw Hill – 11th Edition 2005

4. Warehouse Management and Inventory Control by JP Saxena – VIKAS Publishing 2009

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	INTRODUCTION TO SALES MANAGEMENT		
1.1.0	Concept of sales management	Define the concept of sales management	**K1**
1.1.1	Significance of sales management	Illustrate the significance of sales management	**K2**
1.1.2	Functions of sales	Explain the functions of sales	**K2**
1.1.3	Sales planning	Construct a concrete sales planning	**K5**
1.1.4	Managing sales force	Measure the managing level of sales force.	**K4**
II	SALES STRATEGY		
2.1.0	Channels of distribution	Classify the channels of distribution	**K4**
2.1.1	Various selling objectives & policies	Explain the objectives & policies of sales	**K2**
2.1.2	Formulating personal selling strategies	Construct personal selling strategies	**K5**
2.1.3	Relationship marketing	Evaluate the relationship marketing	**K6**
III	SALES FORCE MANAGEMENT		
3.1.0	Recruitment, selection & Training of sales promotion	Manage recruitment and evaluate training , sales promotion.	**K5**
3.1.1	Controlling the sales effort	Analyse the sales effort	**K4**
IV	LOGISTIC AND PHYSICAL DISTRIBUTION		
4.1.0	Channel strategy and positioning	Appraise the channel strategy & positioning	**K6**
4.1.1	Channel member selection &	Examine the role of channel	**K4**

	development		member selection & development		
4.1.2	Channel evaluation & control		Interpret the channel evaluation and control		**K4**
V	**EMERGING TRENDS IN SALES AND DISTRIBUTION MANAGEMENT**				
5.1.0	Sales management in product sales		Explain the product sales.		**K2**
5.1.1	Sales management in service sector		Explain sales in service sector.		**K2**
5.1.2	Introduction to Industrial selling		Define industrial selling		**K1**
5.1.3	Case study		Discuss the sales and distribution related cases		**K6**

Mapping

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	H	M	H	H	M	H	H	H	H	H	H	H	H
CO2	M	M	H	H	M	M	H	M	H	H	H	H	H
CO3	H	H	H	H	H	H	H	H	H	M	M	H	H
CO4	H	H	M	L	M	H	H	H	H	H	M	H	H
CO5	H	H	H	L	H	M	H	H	H	H	M	H	H
CO6	H	H	M	M	H	H	H	H	H	H	M	H	H

COURSE ASSESSMENT METHODS

Direct

Continuous Assessment Test I,II Open book test; Assignment; Seminar; Journal paper review, Group Presentation End Semester Examination
Indirect
1. Course-end survey

MARKETING (ELECTIVES)

ADVERTISING AND SALES PROMOTION

SEMESTER - III   **CODE:P18MS3M2**

CREDIT: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

S.No	Course Outcomes	Level	Unit Covered
1	Recognize and recall the legal, ethical and social aspects of advertising	K1	I
2	Illustrate the components involved in the building of an advertising program	K2	II
3	Apply the concepts of campaign planning and its budgeting in real time marketing environment	K3	III
4	Interpret the results of opinion testing and aptitude tests, recognition, recall, experimental designs in advertising	K2	IV
5	Analyze the differences between Advertising, Sales Promotion, Publicity, Public Relations	K4	IV
6	Apply the electronic media buying techniques in corporate for attaining the competitive advantage	K3	V

COURSE CONTENTS:

UNIT I: **ADVERTISING ROLE AND MARKETING COMMUNICATION**   **12 Hours**

Advertising's role in the marketing process, Legal ethical and social aspects of advertising, Process of communication, Two step flow of communication, Theory of Cognitive Dissonance and, Clues for advertising strategists.,Advertising Agency (Selection, Compensation and Appraisal)

UNIT II: **BUILDING OF ADVERTISING PROGRAM**   **12 Hours**

Stimulation of primary and selective demand, Objective setting and market positioning, Dagmar approach, Determination of target audience, Building of advertising program- message, headlines, copy, logo, illustration, appeal, layout.

UNIT III: MEDIA PLANNING AND BUDGETING   **12 Hours**

Campaign planning, Media planning and buying, Budgeting, Evaluation, Rationale of testing opinion and aptitude tests, recognition, recall, experimental designs. Advertising organization

UNIT IV: SALES PROMOTION   12 Hours

Sales promotion Role of creative strategies Different methods of sales promotion- Evaluating effectiveness of different promotional strategies, Differences between Advertising, Sales Promotion, Publicity, Public Relations.

UNIT V: SOCIAL MEDIA AND DIGITAL MEDIA   12 Hours

Social media, Electronic media buying, Advertising campaign- advertising V/S consumer behavior.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Mobile Advertising	https://www.mobileads.com/blog/mobile-advertising
2	Advertising Myths	https://www.managementstudyguide.com/advertising-myths.htm
3	How to Advertise on Facebook in 2020	https://blog.hootsuite.com/how-to-advertise-on-facebook/

TEXT BOOKS:

1.   Advertising Management – Crow Back, PHI, Pearson Education, 5th Edition, 2002

REFERENCE BOOK:

1   Belch, George E and Belch Michae1995.l A. Introduction to Advertising and Promotion. 3rd ed. Chicago, Irwin,
2. Sengupta subroto. 2005Brand Positioning, Strategies for Competitive Advantages, Tata McGraw, 2nd Edition,
3. John Philip Jones 2019 Behind Powerful Brands –, Tata McGraw-Hill Pub. Co (2000) Yearo f Revision:2019

LEARNING OUTCOMES

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL

I		ADVERTISING ROLE AND MARKETING COMMUNICATION		
1.1.0	Advertising's role in the marketing process	Explain the role of Advertising	**K2**	
1.1.1	Legal ethical and social aspects of advertising	Illustrate the importance of Different aspects of Advertising	**K2**	
1.1.2	Process of communication	Demonstrate process involved in communication process	**K2**	
1.1.3	Two step flow of communication	Demonstrate the applicability of the flow of communication in business	**K2**	
1.1.4	Theory of Cognitive Dissonance and	Make use of Cognitive Dissonance theory for post purchase behaviour	**K3**	
1.1.5	Clues for advertising strategies.	List the commonly used advertising strategies to promote advertising	**K4**	
1.1.6	Advertising Agency (Selection, Compensation and Appraisal)	Evaluate the selection, pros and cons of Ad Agency	**K5**	
II		**BUILDING OF ADVERTISING PROGRAM**		
2.1.0	Stimulation of primary and selective demand	Illustrate the applications of Primary and secondary demands of Advertising	**K2**	
2.1.1	Objective setting and market positioning:	Explain the use of these objectives in companies	**K2**	
2.1.2	Dagmar approach	Demonstrate the use of Dagmar in Advertising	**K2**	
2.1.3	Determination of target audience	Select the target audience through the various products	**K3**	
2.1.4	Building of advertising program-	Develop an advertising	**K3**	

		programmes for a successful advertisement	
III	**MEDIA PLANNING AND BUDGETING**		
3.1.0	Campaign planning	Make use of the quality improvement tools and formulate techniques to improve quality.	**K3**
3.1.1	Media planning and buying	Analyse the quality related issues using old seven statistical tools	**K4**
3.1.2	Budgeting	Appraise the usage of new seven tools in solving the real time quality problems	**K4**
3.1.3	Evaluation and Rationale of testing opinion and aptitude tests, recognition, recall, experimental designs	Evaluate the different methods involved in Advertising	**K5**
3.1.4	Advertising organization	Bring out the importance of Advertising Agency	**K5**
IV	**SALES PROMOTION**		
4.1.0	Sales promotion	Explain the idea and fact of Sales promotion	**K2**
4.1.1	Role of creative strategies	Examine the role of different strategies	**K2**
4.1.2	Different methods of sales promotion-	Classify different methods of sales promotion in today's world	**K2**
4.1.3	- Evaluating effectiveness of different promotional strategies.	Illustrate the process involved in statistical process control	**K2**
4.1.4	Differences between Advertising, Sales Promotion, Publicity, Public Relations	Examine the functions of major tools of promotion	**K4**
V	**SOCIAL AND DIGITAL MEDIA**		

5.1.0	Social media	Explain the Social media marketing and its importance in today's context	**K2**
5.1.1	Electronic media buying ·	Demonstrate the stages involved in electronic media buying	**K2**
5.1.2	Advertising campaign- advertising V/S consumer behaviour.	Explain the relationship between the advertising campaign and consumer behaviour	**K2**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	H	M	H	H	M	H	H	H	H	H	H	H	H
CO2	M	M	H	H	M	M	H	M	H	H	H	H	H
CO3	H	H	H	H	H	H	H	H	H	M	M	H	H
CO4	H	H	M	L	M	H	H	H	H	H	M	H	H
CO5	H	H	H	L	H	M	H	H	H	H	M	H	H
CO6	H	H	M	M	H	H	H	H	H	H	M	H	H

COURSE ASSESSMENT METHODS

Direct

| Continuous Assessment Test I,II |
| Open book test; Assignment; Seminar; Journal paper review, Group Presentation |
| |
| End Semester Examination |

| Indirect |
| 1. Course-end survey |

MARKETING (ELECTIVES)

STRATEGIC BRAND MANAGEMENT

SEMESTER – III   **CODE: P18MS3M3**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES

On Completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Explain about brand image and identity	K2	I
2	Evaluate and measure brand equity of firms	K5	II
3	Identify the ways through which an organization can expand and build strong brands	K3	III
4	Analyze the financial aspects of branding	K4	IV
5	Summarize how branding works in different sectors	K2	V
6	Apply the theoretical concepts of branding in various organizations	K3	V

COURSE CONTENTS

UNIT-I UNDERSTANDING BRANDS   **12 Hours**

Hierarchy: personality, Brand image, Brand identity, Brand Positioning

UNIT-II EVALUATING AND MEASURING BRANDS   **12 Hours**

Brand equity, Equity Measurements, Value addition, brand Customer relationships, Brand loyalty, Customer Loyalty

UNIT-III EXPANSION AND BUILDING STRONG BRANDS   **12 Hours**

Managing Brands, Brand Creation, Brand Extension, Brand- product Relationships, Brand Portfolio, Brand assessment through research.

UNIT-IV FINANCIAL ASPECTS OF BRANDING   **12 Hours**

Brand and Balance Sheet impact, financial aspects of Branding, Brand revitalization, Brand success.

UNIT-V HOW BRANDING WORKS IN VARIOUS SECTORS   **12 Hours**

Branding in different sectors, Customer - Industrial, Retail and service brands, Brand Audit

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Regional Branding	https://ageconsearch.umn.edu/record/91126/
2	Online branding the case of McDonalds	https://www.emerald.com/insight/content/doi/10.1108/00070700410528808/full/html
3	Online Branding:- Branding in social media	http://www.journalofadvertisingresearch.com/content/52/1/40

TEXT BOOK:

Strategic Brand Management – Jean Noel Kapferer, Koganpage, 5th Edition 2012

REFERENCE BOOKS:

1. David Aaker- Building strong Brands, Simon and Schuster 2011

2. Brand Management by Kevin Lane Keller, 4th Edition, Pearsons 2013

3. Brand Management – YLR Moorthy, 1st Edition, VIKAS Publishing.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**UNDERSTANDING BRANDS**		
1.1	Hierarchy: personality	Explain the concept of personality	**K2**
1.2	Brand image	Develop the brand image of an organization	**K3**
1.3	Brand identity	Demonstrate the concept of Brand identity	**K2**
1.4	Brand Positioning	Categorize the companies brand positioning strategies	**K4**
II	**EVALUATING AND MEASURING BRANDS**		

2.1	Brand equity	Construct brand equity of an organization	**K3**
2.2	Equity Measurements	Determine the brand equity of an organization	**K5**
2.3	Value addition, brand	Identify the ways of value addition in brand	**K3**
2.4	Customer relationships	Illustrate the importance of customer relationships	**K2**
2.5	Brand loyalty	Compare the brand loyalty of customers for various brands	**K4**
2.6	Customer Loyalty	Explain about the need for customer loyalty	**K2**
III	**EXPANSION AND BUILDING STRONG BRANDS**		
3.1	Managing Brands	Examine how brands can be managed effectively	**K4**
3.2	Brand Creation	Analyze the process of brand creation	**K4**
3.3	Brand Extension	Illustrate the steps involved in Brand extension	**K2**
3.4	Brand-product Relationships	Summarize about brand product relationships	**K2**
3.5	Brand Portfolio	Create a brand portfolio for an organization	**K6**
3.6	Brand assessment through research.	Assess the brand value through research	**K5**
IV	**FINANCIAL ASPECTS OF BRANDING**		
4.1	Brand and Balance Sheet impact	Analyze the impact of brand and balance sheet	**K4**
4.2	Financial aspects of Branding	Examine the financial aspects of branding	**K4**
4.3	Brand revitalization	Explain the importance of brand revitalization	**K2**
4.4	Brand success	Compare the brand success of various organizations	**K4**
V	**HOW BRANDING WORKS IN VARIOUS SECTORS**		
5.1	Branding in different sectors	Explain about branding in different sectors	**K2**
5.2	Customer	Identify different branding strategies to different customers	**K3**
5.2.1	Industrial	Choose appropriate branding technique for industrial customers	**K3**
5.2.2	Retail and service brands	Develop branding strategies for retail and service brands	**K3**
5.3	Brand Audit	Examine the process involved in brand audit.	**K4**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	M	M	-	-	M	-	H	L	H	H	M	M
CO2	M	H	H	L	M	H	-	H	M	M	H	L	M
CO3	M	M	M	H	M	H	M	M	M	H	H	M	M
CO4	M	H	H	M	M	M	M	H	M	M	H	M	M
CO5	M	M	M	L	L	H	M	H	-	M	M	M	H
CO6	M	M	H	M	M	M	M	H	-	H	H	M	M

COURSE ASSESSMENT METHODS

Direct

1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination

Indirect

1. Course-end survey

MARKETING(ELECTIVES)

DIGITAL MARKETING

SEMESTER: III   **CODE: P19MS3M4**

CREDITS: 4   **TOTAL HOURS: 60**

HOURS/WEEK: 5

1. COURSE OUTCOMES :

On completion of this course, the student will be able to,

S. No	Course Outcomes	Level	Unit Covered
1	Relate the basic concepts and technologies used in the field of Digital Marketing	K1	I
2	Develop a digital marketing plan that will address common marketing challenges.	K6	I
3	Articulate the value of integrated marketing campaigns across SEO, Paid Search, Social, Mobile, Email, Display Media, Marketing Analytics	K2	II
4	Recognize the importance of Email Marketing tools	K3	III
5	Improve Sales Leads Generation Using LinkedIn	K6	IV
6	Examine the content creation tools and apps.	K4	V

2A. SYLLABUS

UNIT-I INTRODUCTION & ORIGIN OF DIGITAL MARKETING 12 Hours

Introduction & origin of Digital Marketing. Traditional v/s Digital Marketing. Digital Marketing Strategy, The P-O-E-M Framework, Segmenting & Customizing Messages, The Digital landscape, Digital Advertising Market in India. Skills required in Digital Marketing. Digital Marketing Plan.

UNIT-II SOCIAL MEDIA MARKETING   12 Hours

Social Media Marketing: Meaning, Purpose, types of social media websites. Blogging: Types of blogs, Blogging platforms & recommendations. Social Media Engagement, Target audience, Sharing content on social media, Do's and don'ts of social media. Search Engine Optimization: Meaning, Common SEO techniques, Understanding Search Engines, basics of Keyword search, Google rankings, Link Building, Steps to optimize website.

UNIT-III E-MAIL & FACEBOOK MARKETING   12 Hours

Basics of Email Marketing: Types of Emails, Mailing List, Email Marketing tools, Email Deliverability & Email Marketing automation. Facebook Marketing-Introduction, Facebook for business.

UNIT-IV LINKEDIN & MOBILE MARKETING   12 Hours

LinkedIn Marketing-introduction & importance, LinkedIn Strategies, Sales Leads Generation Using LinkedIn, Content Strategies. Mobile Marketing-Introduction, Mobile Usage, Mobile Advertising, Mobile Marketing tool Kit, Mobile Marketing Features.

UNIT-V WEB ANALYTICS & CONTENT MARKETING   **12 Hours**

Understanding Web Analytics: Purpose, History, Goals & objectives, Web Analytic tools & Methods. Web Analytics Mistakes and Pitfalls. Basics of Content Marketing: Introduction, Content marketing statistics, Types of Content, Types of Blog posts, Content Creation, Content optimization, Content Management & Distribution, Content Marketing Strategy, Content creation tools and apps, Challenges of Content Marketing.

2B. TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Instagram Marketing	https://www.hubspot.com/instagram-marketing
2	Affiliate Marketing	https://www.bigcommerce.com/blog/affiliate-marketing/
3	Whatsapp Marketing	https://blog.hootsuite.com/whatsapp-marketing/

2C. Text Book:

Digital Marketing by Seema Gupta, McGraw Hill Education

2D. Reference Books:

1. Digital Marketing: Cases from India by Rajendra Nargundkar and Romi Sainy, Notion Press, Inc
2. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Kogan Page Publisher
3. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, Publisher Wiley
4. Fundamentals of Digital Marketing by Punit Singh Bhatia, Pearson
5. The Art of Digital Marketing: The Definitive Guide to Creating Strategic,
6. Targeted, and Measurable Online Campaigns by Ian Dodson, Wiley Publisher

3. SPECIFIC LEARNING OUTCOMES (SLO):

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	INTRODUCTION & ORIGIN OF DIGITAL MARKETING		
1.1	Introduction to Digital Marketing	Recall the concept of Digital Marketing	K1
1.2	Traditional v/s Digital Marketing	Differentiate between Traditional and Digital Marketing	K2
1.3	Digital Marketing Strategy	Explain about Digital Marketing Strategy	K3
1.4	The P-O-E-M Framework	Illustrate the P-O-E-M Framework	K3
1.5	Segmenting & Customizing Messages	Discuss about Segmenting & Customizing Messages	K2
1.6	The Digital landscape	Define the Digital landscape	K1
1.7	Digital Advertising Market in India	Analyze the Digital Advertising Market in India	K4
1.8	Skills required in Digital Marketing	Identify the Skills required in Digital Marketing	K3
1.9	Digital Marketing Plan	Develop Digital Marketing Plan	K6
II	SOCIAL MEDIA MARKETING		
2.1	Meaning, Purpose, types of social media websites	Discuss the Meaning, Purpose, types of social media websites	K2
2.2	Blogging: Types of blogs	Explain about Blogging: Types of blogs	K3
2.2.1	Blogging platforms & recommendations	Illustrate Blogging platforms & recommendations	K3
2.3	Social Media Engagement	Define Social Media Engagement	K1
2.4	Target audience, Sharing content on social media	Analyze Target audience, Sharing content on social media	K4
2.5	Do's and don'ts of social media	List Do's and don'ts of social media	K1
2.6	Search Engine Optimization: Meaning	Explain Search Engine Optimization	K3
2.6.1	Common SEO techniques	Discuss Common SEO techniques	K2
2.6.2	Steps to optimize website	Illustrate the Steps to optimize website	K3
III	E-MAIL & FACEBOOK MARKETING		

3.1	Basics of Email Marketing	Discuss the basics of Email Marketing	**K2**
3.2	Types of Emails, Mailing List	List the types of Emails	**K1**
3.3	Email Marketing tools	Illustrate Email Marketing tools	**K3**
3.4	Email Deliverability & Email Marketing automation	Explain about Email Deliverability & Email Marketing automation	**K3**
3.5	Facebook Marketing-Introduction	Define Facebook Marketing	**K1**
3.6	Facebook for business.	Analyze the uses Facebook for business	**K4**
IV	**LINKEDIN & MOBILE MARKETING**		
4.1	LinkedIn Marketing-introduction & importance	Define LinkedIn Marketing	**K1**
4.2	LinkedIn Strategies	Discuss the LinkedIn Strategies	**K2**
4.3	Sales Leads Generation Using LinkedIn	Explain about Sales Leads Generation Using LinkedIn	**K2**
4.4	Mobile Marketing-Introduction	Recall Mobile Marketing	**K1**
4.5	Mobile Usage, Mobile Advertising	Analyze about Mobile Advertising	**K4**
4.6	Mobile Marketing tool Kit	Illustrate the Mobile Marketing tool Kit & Features	**K3**
V	**WEB ANALYTICS & CONTENT MARKETING**		
5.1	Understanding Web Analytics: Purpose, History, Goals & objectives	Define Web Analytics	**K1**
5.2	Web Analytic tools & Methods	Discuss about Web Analytic tools & Methods	**K2**
5.3	Web Analytics Mistakes and Pitfalls	List the Web Analytics Mistakes and Pitfalls	**K1**
5.4	Basics of Content Marketing: Introduction	Define Content Marketing	**K1**
5.5	Content marketing statistics	Illustrate Content marketing statistics	**K3**
5.6	Content Creation, Content optimization	Explain about Content Creation, Content optimization	**K2**
5.7	Content Marketing Strategy	Discuss Content Marketing Strategy	**K2**
5.8	Content creation tools and apps	Examine the content creation tools and apps	**K4**
5.9	Challenges of Content Marketing	List the Challenges of Content Marketing	**K1**

4. MAPPING:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	H	-	H	M	H	-	H	M	H	L
CO2	M	L	H	M	M	-	H	M	L	M	H	H	-
CO3	-	H	-	L	M	H	M	L	H	H	M	-	H
CO4	H	H	M	M	L	L	H	-	-	L	M	H	M
CO5	H	M	H	L	M	M	H	H	M	H	-	H	M
CO6	H	M	H	M	L	L	L	H	H	-	-	M	H

5. COURSE ASSESSMENT METHODS

Direct
1. **Continuous Assessment Test I,II** 2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation** 3. **End Semester Examination**
Indirect
1. Course-end survey

FINANCE (ELECTIVES)

GLOBAL FINANCIAL MANAGEMENT

SEMESTER: III   CODE:P18MS3F1

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES :

On Completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the importance of International Monetary System	K3	I
2	Explain the significance of International Financial Institutions	K3	I
3	Demonstrate the trading process of World Financial Markets and Institution	K2	II
4	Recognize the various types of Foreign Exchange Exposure and Management	K2	III
5	Compare the modern techniques of financial management in international business	K2	IV
6	Build the essential requirements for International capital structure and capital budgeting	K3	V

COURSE CONTENTS:

UNIT-I FOUNDATIONS OF INTERNATIONAL FINANCIAL MANAGEMENT

12 Hours

Globalization and Multinational Firm, International Monetary System, EMF, Balance of payments, IMF and other International Financial Institutions.

UNIT-II WORLD FINANCIAL MARKET AND INSTITUTION   **12 Hours**

International Money Market, International Bond Market, International Equity Market.

UNIT-III FOREIGN EXCHANGE EXPOSURE AND MANAGEMENT   **12 Hours**

 Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure.

UNIT-IV FINANCIAL MANAGEMENT OF MULTINATIONAL FIRM   **12 Hours**

Foreign Direct Investment, Cross border acquisitions, International capital structure, Cost of capital, International capital budgeting.

UNIT-V CASH MANAGEMENT AND CORPORATE GOVERNANCE   12 Hours

Multinational Cash Management, Exports and Imports, Transfer pricing, Corporate governance around the world.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Country Risk Analysis	https://www.eulerhermes.com/en_US/insights/how-to-assess-country-risk.html#:~:text=A%20country%20risk%20assessment%20can,risk%20analysis%20cannot%20be%20overstated.
2	International Taxation	https://www.incometaxindia.gov.in/pages/international-taxation.aspx
3	Determination of Exchange Rates	https://www.nber.org/system/files/chapters/c6829/c6829.pdf
4	International Parity Relationships	https://www.amu.ac.in/emp/studym/99996182.pdf

TEXT BOOK:

1. International Financial Management by EUN/Resnick, McGraw-Hill Education; 7th Edition, 2014.

REFERENCES BOOKS:

1. International Financial Management by Maurice D Levi, Routledge; 5th Edition

2. Exchange rate arithmetic by C Jeevanandham, Sultan Chand & Sons.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL

I		FOUNDATIONS OF INTERNATIONAL FINANCIAL MANAGEMENT	
1. 1.1	Globalization and Multinational Firm	Define and illustrate the meaning of Globalization	**K1**
1.1.2	International Monetary System	Explain the purpose of International monetary system	**K2**
1.1.3	EMF	Extend the process of Emerging Markets Forum	**K2**
1.1.4	Balance of payments	Demonstrate the Balance of payment structure	**K2**
1.1.5	IMF and other International Financial Institutions	Contrast the process of IMF and other International Financial Institutions	**K3**
II		**WORLD FINANCIAL MARKET AND INSTITUTION**	
2.1.1	International Money Market	Discover the importance of International money market	**K4**
2.1.2	International Bond Market	Examine the functions of International Bond Market	**K4**
2.1.3	International Equity Market	Compare the International Equity Market with other markets	**K4**
III		**FOREIGN EXCHANGE EXPOSURE AND MANAGEMENT**	
3.1.1	Management of Economic Exposure	Illustrate the process of Economic Exposure	**K2**
3.1.2	Management of Transaction Exposure	Demonstrate the Management of Transaction Exposure	**K2**
3.1.3	Management of Translation	Extend the knowledge about Translation exposure	**K2**
IV		**FINANCIAL MANAGEMENT OF MULTINATIONAL FIRM**	
4.1.1	Foreign Direct Investment	Recall the benefits of Foreign Direct Investment	**K1**
4.1.2	Cross border acquisitions	Explain the process of Cross border acquisitions	**K2**
4.2.1	International capital structure	Demonstrate capital structure in international business	**K2**
4.3.1	Cost of capital	Apply suitable structure for reducing cost of capital	**K3**
4.4.1	International capital budgeting	Test for effectiveness of International capital budgeting	**K3**
V		**CASH MANAGEMENT AND CORPORATE GOVERNANCE**	
5.1.1	Multinational Cash Management	Demonstrate the importance of Multinational Cash Management	**K2**
5.2.1	Exports and Imports	Explain the modern methods in exports and imports	**K2**
5.3.1	Transfer pricing	Experiment with transfer pricing in international business	**K3**
5.3.2	Corporate governance	Examine the effectiveness of	**K4**

	around the world	corporate governance	

	PROGRAMME OUTCOMES	**PROGRAMME SPECIFIC OUTCOMES**

Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	M	M	M	H	H	M	M	M	M	M	M	M
CO2	M	H	M	M	H	H	M	M	M	H	H	M	H
CO3	H	M	H	M	-	H	M	M	H	L	M	H	M
CO4	M	H	M	M	H	H	M	H	L	M	M	H	M
CO5	H	M	H	M	M	L	H	M	H	M	H	M	M
CO6	M	H	M	M	H	M	M	L	M	M	M	H	-
CO7	H	M	M	M	M	H	L	M	M	M	M	H	M
CO8	M	H	M	M	M	M	L	M	H	M	H	-	M

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II   2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation   3. End Semester Examination
Indirect
1. Course-end survey

FINANCE (ELECTIVES)

PROJECT APPRAISAL PLANNING AND CONTROL

SEMESTER – III　　　　　　　　　　　　　　　　　**CODE:　P18MS3F2**
CREDITS: 4　　　　　　　　　　　　　　　　　　　**TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course the students will be able to-

S.No	Course Outcomes	Level	Unit Covered
1	Know how to identify and manage the flow of project information during the various phases of the project	K1	I
2	Differentiate and manage the various types and sources of risk that are the primary responsibility of the project manager.	K3	II
3	Understand the role of planning and scheduling project	K2	V
4	Formulate possible solutions for the problems identified in the projects	K6	IV
5	Conduct of feasibility studies and pre-funding appraisal exercises	K4	III
6	Development of indicators for monitoring and evaluation of selected projects	K6	V

COURSE CONTENTS:

UNIT-I: OVERVIEW   **12 Hours**

Overview - Phases of capital budgeting--Decision making--Feasibility study-Resource allocation- Portfolio planning tools-Strategic position and action evaluation-Idea generations - Monitoring the environment-Corporate appraisal--Scouting for project ideas-Screening of Projects.

UNIT II: FEASIBILITY   **12 Hours**

Market and Demand Feasibility- Situational analysis-Specification of objectives--Conduct of market survey- Demand forecasting - Market planning- Technical Feasibility -Material input and utilities- Manufacturing process and technology- Product mix--Plant location- Machineries and equipment- Structures and civil work-Financial analysis-Cost of project-Cost of production- Working capital requirements

UNIT III: FINANCIAL FEASIBILITY   **12 Hours**

Components of cash flow stream- Viewing project from different point of view)-Time value of money- Identify the project cost- Cost of Capital Debt-Equity- Preference-Return expected by investors-Appraisal Criteria - Net Present Value- Benefit Cost Ratio- Internal Rate of Return- Payback Period.

UNIT IV: ANALYSIS OF RISK   12 Hours

Types and measures of project risk-Analytical Derivation or Simple Estimation-Sensitivity Analysis- Scenario Analysis- Monte Carlo Simulation- Decision Tree Analysis-Risk Analysis in Practice.

UNIT V: IMPLEMENTATION AND REVIEW   12 Hours

Project Management -Project planning -Project control- Project Review and administrative Aspects - Initial review- Performance evaluation-Evaluating the Capital Budgeting system of an organization.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Project planning	http://www.uky.edu/~jcooney/fin445/notes/Chap10.pdf
2	proposal writing	https://www.mavenlink.com/resources/project-proposal
3	Angel investors	https://ipventures.in/angel-investors/
4	Demand forecasting	https://www.toppr.com/guides/business-economics/theory-of-demand/demand-forecasting/

TEXT BOOK:

Projects Planning Analysis- Selection- Implementation and Review by Prasanna Chandra-McGraw Hill Education; Eighth edition (2017)

REFERENCES BOOKS:

1. Effective Project Management- by CLEMENTS / GIDO- Thomson- 2007 edition.

LEARNING OUTCOMES:

UNITS	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I		**PLANNING**	
1.1	Overview	Describe the Overview	K2
1.1.1	Phases of capital budgeting-	Summarize the various Phases of capital budgeting-	K5
1.1.2	Decision making-	Decision making-	K5
1.1.3	Feasibility study	AnalyseFeasibility study	K4
1.2	Resource allocation	Asses the Resource allocation	K5
1.2.1	Portfolio planning tools-	Portfolio planning tools-	K6
1.2.2	Strategic position and action evaluation	Strategic position and action evaluation	K6
1.3	Idea generations	Develop Idea generations	K3
1.3.1	Monitoring the environment-	Explain Monitoring the environment-	K4
1.3.2	Corporate appraisal-	Corporate appraisal-	K4
1.3.3	Scouting for project ideas	Explain Scouting for project ideas	K4
1.4	Screening of Projects.	Justify Screening of Projects.	K6
II		**FEASIBILITY**	
2.1	Market and Demand Feasibility	Evaluate Market and Demand Feasibility	K5
2.1.1	Situational analysis-	Situational analysis-	K4
2.1.2	Specification of objectives-	Specification of objectives-	K
2.1.3	Conduct of market survey	Conduct of market survey	K4
2.1.4	Demand forecasting	Predict Demand forecasting	K2
2.1.5	Market planning	Formulate Market planning	K6
2.2	Technical Feasibility	Formulate Technical Feasibility	K6
2.2.1	Material input and utilities-	Evaluate Material input and utilities-	K4
2.2.2	Manufacturing process and technology-	Choose Manufacturing process and technology-	K3
2.2.3	Product mix-	Formulate Product mix-	K6
2.2.4	Plant location-	Prioritize Plant location-	K4
2.2.5	Machineries and equipment-	Prioritize Machineries and equipment-	K4
2.2.6	Structures and civil work	Prioritize Structures and civil work	K4
2.3	Financial analysis	Financial analysis	K4
2.3.1	Cost of project-	Calculate Cost of project-	K4
2.3.2	Cost of production-	Compare Cost of production-	K5

2.3.3	Working capital requirements	Calculate Working capital requirements	K4
III	**FINANCIAL FEASIBILITY**		
3.1	Projected Cash flows	Calculate Projected Cash flows	K4
3.1.1	Components of cash flow stream-	Compare the Components of cash flow stream-	K4
3.1.2	Viewing project from different point of view	Reviewing project from different point of view	K2
3.2	Time value of money-	Calculate Time value of money-	K4
3.3	Identify the project cost-	Identify the project cost-	K1
3.4	Cost of Capital	Calculate Cost of Capital	K4
3.4.1	Debt-	Calculate cost of Debt-	K4
3.4.2	Equity-	Calculate cost of Equity-	K4
3.4.3	Preference-	Calculate cost of Preference-	K4
3.4.4	Return expected by investors	Calculate cost of Return expected by investors	K4
3.5	Appraisal Criteria	Appraisal Criteria	K5
3.5.1	Net Present Value-	Calculate Net Present Value-	K4
3.5.2	Benefit Cost Ratio-	Calculate Benefit Cost Ratio-	K4
3.5.3	Internal Rate of Return-	Calculate Internal Rate of Return-	K4
3.5.4	Payback Period.	Calculate Payback Period.	K4
IV	**ANALYSIS OF RISK**		
4.1	Types and measures of project risk	Classify the types and measures of project risk	K4
4.2	Analytical Derivation or Simple Estimation	Analytical Derivation or Simple Estimation	K4
4.3	Sensitivity Analysis	Assess Sensitivity Analysis	K5
4.4	Scenario Analysis	Assess Scenario Analysis	K5
4.5	Monte Carlo Simulation	Assess Monte Carlo Simulation	K5
4.6	Decision Tree Analysis	Assess Decision Tree Analysis	K5
4.7	Risk Analysis in Practice	Assess Risk Analysis in Practice	K5
V	**IMPLEMENTATION AND REVIEW**		
5.1	Project Management	Evaluate Project Management	K5
5.1.1	Project planning	Prepare Project planning	K6
5.1.2	Project control	Review Project control	K6
5.2	Project Review and administrative Aspects	Project Review and administrative Aspects	K6
5.2.1	Initial review-	Initial review-	K6

5.2.2	Performance evaluation	Performance evaluation	K4
5.3	Evaluating the Capital Budgeting system of an organization	Evaluating the Capital Budgeting system of an organization	K4

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	H	M	H	M	H	H	M	H	M	M	H	H
CO2	H	H	H	M	H	H	H	H	H	H	H	H	H
CO3	H	H	H	H	H	H	H	M	H	H	H	H	H
CO4	H	M	H	H	H	H	M	M	H	H	M	H	M
CO5	H	H	H	H	H	H	M	M	M	H	H	M	H
CO6	H	M	H	H	H	M	H	H	M	H	M	H	H

COURSE ASSESSMENT METHODS

Direct

1. **1.** Continuous Assessment Test I-II
2. Online test; Assignment; Seminar; Journal paper review - Group Presentation
3. **3.** End Semester Examination

Indirect

1. Course-end survey

FINANCE (Electives)
SECURTIY ANALYSIS and PORTFOLIO MANAGEMENT

COURSE OUTCOMES:

On Completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Illustrate various investment avenues available in the market	K2	I
2	Explain the regulatory and tax framework prevailing in securities investment	K2	I
3	Analyse the operations of the Indian stock market and derivative market	K4	II
4	Identify the risk and returns involved in Investment avenues	K3	IV
5	Apply the concept of Capital Asset Pricing Model and Arbitrage Pricing Theory	K3	III
6	Construct a portfolio for investors with appropriate risk and return effectively	K6	V

COURSE CONTENTS

UNIT – I INTRODUCTION   **12 Hours**

Investment Alternatives, Securities market, Risk and return.

UNIT – II ANALYTICAL METHODS   **12 Hours**

Capital Market - Primary Market, Secondary Market

UNIT – III PORTFOLIO THEORY AND CAPITAL ASSET PRICING   **12 Hours**

Benefits of Diversification, CAPM, APT

UNIT – IV SECURITY ANALYSIS AND VALUATION   **12 Hours**

Analysis and Valuation of Debt, Equity, Fundamental Analysis, Technical Analysis, Efficient Markets Hypothesis

UNIT – V DERIVATIVES   12 Hours

Options, Futures, Applications of Options and Futures in Portfolio Management, Portfolio Management the grand design, Portfolio performance evaluation models.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	NCFM Modules	https://www1.nseindia.com/education/content/module_ncfm.htm
2	Wealth Management	https://www1.nseindia.com/education/content/module_ncfm.htm
3	Margin Trading	https://groww.in/p/margin-trading/

TEXT BOOK:
1. Investment Analysis and Portfolio Management by Prasanna Chandra, McGraw Hill Education; 4th edition, 2012

REFERENCES BOOKS:

1. " Investment Management" by V.K. Bhalla, S Chand & Company, 19th Revised Edition 2008.
2. "Management of Investment" by Francis, McGraw-Hill Inc, 2nd edition.
3. "Security Analysis and Portfolio Management" by Fisher and Jordan, PHI, 6th Edition.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	INTRODUCTION		
1.1	Investment Alternatives	List various investment alternatives	**K1**
1.2	Securities market	Demonstrate the working of securities market in India	**K2**

1.3	Risk and Return	Analyze the risk and return involved in investment alternatives	**K4**
II	**ANALYTICAL METHODS**		
2.1	Capital Market	Explain the functioning of capital market in India	**K2**
2.1.1	Primary Market	Examine the working of primary market in India	**K4**
2.1.2	Secondary Market	Categorize the intermediaries involved in the secondary market	**K4**
III	**PORTFOLIO THEORY AND CAPITAL ASSET PRICING**		
3.1	Benefits of Diversification	Illustrate the benefits of diversification in securities	**K2**
3.2	CAPM	Apply the concept of CAPM in identifying risk-return trade offs	**K3**
3.3	APT	Make use of APT in construction of securities portfolio	**K3**
IV	**SECURITY ANALYSIS AND VALUATION**		
4.1	Analysis and Valuation of Debt, Equity	Analyze and find the value of debt and equity	**K4**
4.2	Fundamental Analysis, Technical Analysis	Select appropriate stocks using fundamental and technical analysis	**K3**
4.3	Efficient Markets Hypothesis	Categorize stocks using Efficient Market Hypothesis	**K4**
V	**DERIVATIVES**		
5.1	Options, Futures,	Explain the concept of options and futures	**K2**
5.2	Applications of Options and Futures in Portfolio Management	Apply the options and futures in portfolio management	**K3**
5.3	Portfolio Management the grand design.	Construct a portfolio with suitable risk and return	**K6**
5.4	Portfolio performance evaluation models.	Evaluate the portfolio using the portfolio performance evaluation models	**K5**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	M	H	-	L	M	-	M	-	H	M	L	M
CO2	M	M	M	-	M	H	-	M	H	H	M	L	H
CO3	H	M	M	L	M	H	M	H	M	M	M	H	H
CO4	M	H	H	M	M	-	-	H	M	M	H	M	M
CO5	M	H	H	M	M	M	-	H	-	M	M	M	H
CO6	H	M	H	H	H	H	M	H	M	H	M	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II   2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation   **3.** End Semester Examination

Indirect
1. Course-end survey

FINANCE (Electives)

MICRO FINANCE

SEMESTER – III   **CODE: P18MS3F4**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the importance of Micro Finance organization	K3	I
2	Demonstrate about self help groups and its working	K2	I
3	Make use of portfolio financing of Micro Finance Institutions	K3	II
4	Apply the bank linkage programmes in the financing activities of Micro Finance Institutions	K3	III
5	Illustrate the use of Micro Finance Rating process	K2	IV
6	Analyse the prevailing conditions and provide solutions to enhance the micro finance organizations' standards	K5	V

COURSE CONTENTS:

UNIT-I EVOLUTION AND PRINCIPLES   **12 Hours**

Evolution of Micro Finance, Principles of MF [approaches, methodologies and delivery system]

UNIT-II INDIAN SCENARIO   **12 Hours**

Micro Finance in India, Self Help Group [SHG], Bank linkage programmes

UNIT-III MICRO FINANCE INSTITUTIONS   **12 Hours**

Portfolio financing and financial performance of MFI, Social performance of MFIs

UNIT-IV RATING AND REGULATION   **12 Hours**

Micro Finance Rating, Regulating Micro Finance industry

UNIT-V RECENT DEVELOPMENTS   **12 Hours**

Recent Developments in the Micro-Finance Services Industry, The Foreign Funding Agencies.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Micro-finance and Behavioral economics	https://www.microfinancefocus.com/re-thinking-microfinance-based-behavioural-economics/#:~:text=Behavioral%20Economics%20is%20important%20for,are%20disciplined%20with%20their%20finances.
2	Challenges faced by Microfinance in India	http://data.conferenceworld.in/ESHM6/P240-244.pdf
3	Global Micro finance Practices	http://www.globalmf.org/best.htm

 REFERENCE BOOKS:

1. Rural Credit and Self-Help Groups, K.G.Karmakar, SAGE Publications,Third Edition,2002.

2. MICRO FINANCE - Emerging Challenges, KrishanjitBasu and Krishan Jinda Tata McGraw-Hill Publishing Company Limited, 2000.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**EVOLUTION AND PRINCIPLES**		
1.1	Evolution of Micro Finance	Illustrate the evolution of Micro Finance	**K2**
1.2	Principles of MF [approaches, methodologies and delivery system]	Explain the Principles of Micro finance	**K2**
II	**INDIAN SCENARIO**		
2.1	Micro Finance in India	Explain about the development of Micro finance in India	**K2**
2.2	Self Help Group [SHG]	Identify the role of Self Help	**K3**

		Groups	
2.2.1	Bank linkage programmes	Illustrate the programmes of bank linkage	**K2**
III	**MICRO FINANCE INSTITUTIONS**		
3.1	Portfolio financing and financial performance of MFI	Analyze the portfolio financing activities of MFI	**K4**
3.2	Social performance of MFIs	Illustrate the social performance of MFIs	**K2**
IV	**RATING AND REGULATION**		
4.1	Micro Finance Rating	Demonstrate the Microfinance Rating process	**K2**
4.2	Regulating Micro Finance industry	Explain the regulating process of Micro Finance industry	**K2**
V	**RECENT DEVELOPMENTS**		
5.1	Recent Developments in the Micro-Finance Services Industry	Identify the recent developments in the Micro Finance services industry	**K3**
5.2	The Foreign Funding Agencies.	Explain the role played by foreign funding agencies	**K2**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	M	M	-	M	M	M	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	-	M	H	M
CO5	M	M	H	H	-	L	M	M	M	-	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I,II**

2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**

3. **End Semester Examination**

Indirect

1. **Course-end survey**

FINANCE (Electives)

COMMERCIAL BANKING MANAGEMENT

SEMESTER – III   **CODE: P18MS3F5**

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On Completion of this course, students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Classify the various types of banks in India	K2	I
2	Demonstrate the Assets and Liability Management techniques of banks	K2	II
3	Identify the various sources through which banks can earn income	K3	III
4	Examine the process of providing loans to individuals and business by banks	K4	IV
5	Categorize the digital services provided by banks through online banking and digital wallets	K4	V
6	Analyse various banking related case studies and understand the concept involved in it	K4	V

COURSE CONTENTS:

UNIT I BANKING – INTRODUCTION   **12 Hours**

The Business of Banking, The Indian Banking Structure, The Role of the Central Bank

How it influences the banking environment.

UNIT II ASSETS AND LIABILITY   **12 Hours**

Asset – Liability Management, Cash Reserve Ratio, Fixation of interest rates.

UNIT III PORTFOLIO MANAGEMENT   **12 Hours**

Management of Investment Portfolios, How profits are generated. Other income generated, Bancassurance.

UNIT IV LOANS AND FUNDS   **12 Hours**

Managing the sources of funds, Providing loans to business, Providing loans to consumers.

UNIT V NONCASH TRANSACTIONS   **12 Hours**

E- Banking, Digital Wallets, Case studies and analysis

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Merger of Public Sector Banks	https://economictimes.indiatimes.com/wealth/save/mega-psu-bank-mergers-come-into-effect-tomorrow-5-things-a-bank-customer-should-know/articleshow/74909643.cms#:~:text=United%20Bank%20of%20India%20(UBI,Allahabad%20Bank%20with%20Indian%20Bank.
2	MCLR Interest Rate	https://m.rbi.org.in/Scripts/FAQView.aspx?Id=111
3	Cryptocurrency	https://www.moneycontrol.com/cryptocurrency/

TEXT BOOKS:

1. Management of Indian Financial Institutions – Srivastava, Divya Nigam, Himalaya Publishing Home.8th edition, 2010.
2. Indian Financial System – M Y Khan, McGraw Hill Education, 8th Edition, 2013.
3. Bank management –Timothy w. Koch, South-Western Publishers, 7th Edition, 2009.

Reference Books:

1. Commercial bank financial management –Joseph F Sinkey, Pearson Education, 5th Edition

2. Commercial Banking – the management of risk - James W Kolari Wiley India, 3rd Edition 2011.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	BANKING – INTRODUCTION		
1.1	The Business of Banking	Illustrate the business of banking	K2
1.2	The Indian Banking Structure	Explain the Indian banking structure	K2
1.3	The Role of the Central Bank	Define the role of Central Bank	K1
1.4	How it influences the banking environment.	Identify how the central bank influence the banking environment	K3
II	ASSETS AND LIABILITY		
2.1	Asset – Liability Management	Examine the asset liability management strategies of banks	K4
2.2	Cash Reserve Ratio	Interpret the linkage between CRR, SLR and interest rates	K2
2.3	Fixation of interest rates	Identify the process of fixation of interest rates by banks	K3
III	PORTFOLIO MANAGEMENT		
3.1	Management of Investment Portfolios	Analyze the portfolio management practices of banks	K4
3.2	How profits are generated	Classify various ways through which banks can generate profit	K4
3.3	Other income generated	Examine the use of other sources through which banks generate income	K4
3.4	Bancassurance.	Demonstrate the operation of Bancassusrance business	K2
IV	LOANS AND FUNDS		
4.1	Managing the sources of funds	Demonstrate the management of sources of funds	K2
4.2	Providing loans to business	Examine the process of providing loans to business	K4
4.3	Providing loans to consumers.	Analyze the process of providing loans to consumers.	K4
V	NONCASH TRANSACTIONS		
5.1	E- Banking	Identify various E-banking techniques	K3
5.2	Digital Wallets	Analyze various digital wallets available to the customers	K4
5.3	Case studies and analysis	Apply the theoretical concepts and provide solutions to the case studies	K3

Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
	PROGRAMME OUTCOMES									**PROGRAMME SPECIFIC OUTCOMES**			
CO1	M	M	M	L	-	H	H	H	-	H	H	M	H
CO2	H	H	H	M	M	M	L	M	M	M	H	M	M
CO3	-	M	H	H	M	H	H	M	M	M	M	M	H
CO4	M	M	H	-	M	M	M	M	M	H	H	M	M
CO5	M	M	M	-	H	H	M	M	M	M	H	-	-
CO6	M	H	H	M	L	M	M	M	H	M	M	M	M

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination

Indirect
1. Course-end survey

HUMAN RESOURCES (Electives)

MANAGING INTERPERSONAL EFFECTIVENESS

SEMESTER - III   **CODE: P18MS3H1**

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

S.No	Course Outcomes	Level	Unit Covered
1	Understanding Self and interpersonal skills	K1	I
2	Create a positive work environment through improved awareness of personality styles	K3	II
3	Learn strategies for coping with stress, anger, and other negative emotions	K6	III
4	Harness self-discipline to control impulses, break bad habits, and make positive life changes	K4	III
5	Understanding counseling styles and skills needed to be a counselor	K2	IV
6	Develop positive attitude and analyse their personal values	K3	V

COURSE CONTENTS

UNIT-I SELF AND COMMUNICATION   **12 Hours**

 Self: Defining and Perceiving - Self effectiveness - Self Perception, Motives and Strategies-Developing Inter-personal skills- Effective listening skills

UNIT-II TRANSACTIONAL ANALYSIS   **12 Hours**

 Importance of TA in organizational communication - How to use the knowledge of strokes and stamps- How are you doing and what do you do next

UNIT-III STRESS MANAGEMENT   **12 Hours**

Stress – Symptoms - Individual stress and Work related stress - Burnout- coping with stress-Developing a sense of humour- using humour at work-Working women and stress on working women

UNIT-IV COUNSELING 12 Hours

Managerial counseling - Styles of helping, counseling and performance appraisal -Skills and effective counselor

UNIT-V ATTITUDE AND ASSERTIVENESS 12 Hours

Attitude- Importance, - Factors that determine attitude -Positive and negative attitude- changing attitudes- Assertiveness- Nature, Importance and Relevance, Improving assertiveness
Individual assertive communication exercise.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Importance of Interpersonal Skills at Workplace	https://www.careeraddict.com/the-importance-of-interpersonal-skills-in-the-workplace
2	Women and stress	https://my.clevelandclinic.org/health/articles/5545-women-and-stress
3	Assertiveness is a skill	https://www.skillsyouneed.com/ps/assertiveness.html
4	Emotional Intelligence	https://www.skillsyouneed.com/general/emotional-intelligence.html

REFERENCE BOOKS:

1. Thomas Harris – I'm OK , You're OK, Random House Publications, 2013
2. John B Miner – Theories of Organisational Behavior, Oxford University Press, 2002
3. Marian Thomas – A new attitude – Jaico Publishing House, 2005
4. Susasn Cartwright, Cary L Cooper – Managing work place stress, Sage Publications.
5. Haney W V – Communication and Organisational Behaviour, 3rd edition.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**SELF AND COMMUNICATION**		
1.1.0	Self: Defining and Perceiving	Define Self	**K1**
1.1	Self effectiveness	Illustrate the importance of Self effectiveness	**K2**
1.2	Self Perception, Motives and Strategies	Explain the concept of Self perception	**K2**
1.3	Developing Inter-personal skills	Demonstrate the applicability of the interpersonal skills	**K2**
1.4	Effective listening skills	Demonstrate Effective Listening skills	**K2**
II	**TRANSACTIONAL ANALYSIS**		
2.1	Importance of TA	Explain the importance of TA	**K2**
2.2	Knowledge of strokes and stamps	Demonstrate the applicability of stamps and strokes	**K2**
2.3	How are you doing and what do you do next	Analyse the current state of mind	**K4**
III	**STRESS MANAGEMENT**		
3.1	Stress – Symptoms	Examine the symptoms	**K 2**
3.2	Individual stress and Work related stres	Analyse the individual and work stress	**K4**
3.3	Burout	Discover the possibility of Burnout	**K3**
3.4	Coping with stress	Assess the stressors	**K6**
3.5	Developing a sense of humour- using humour at work	Applying sense of humour	**K3**
3.6	Working women and stress on working women	Analyse the factors causing stress	**K4**
IV	**COUNSELLING**		
4.1	Managerial Counselling	Explain the importance of counselling	**K2**
4.2	Styles of helping, counseling and performance appraisal	Discover the styles of helping, counselling	**K2**
4.3	Skills and effective counselor	Apply effective skills of counselling	**K3**
V	**ATTITUDE AND ASSERTIVENESS**		
5.1	Attitude- Importance	Define attitude	**K1**
5.2	Factors that determine attitude	Classify the factors	**K2**
5.3	Positive and negative	Distinguish between positive	**K2**

	attitude- changing attitudes	and negative attitude	
5.4	Assertiveness- Nature, Importance and Relevance	Define Assertiveness	**K1**
5.5	Improving assertiveness	Appraise Assertiveness	**K6**

Mapping :

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	M	M	-	M	M	M	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	-	M	H	M
CO5	M	M	H	H	-	L	M	M	M	-	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I,II**
2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**
3. **End Semester Examination**

Indirect

1. Course-end survey

HUMAN RESOURCES (ELECTIVES)

ORGANIZATIONAL CHANGE AND DEVELOPMENT

SEMESTER: III   **CODE: P18MS3H2**

CREDITS: 4   **TOTAL HOURS : 60**

COURSE OUTCOMES:

On Completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Develop various terms relating to organizational development and change	K1	I
2	Determine the skills needed to develop an action plan for the development process	K2	II
3	Discuss the various possible interventions in Organizational Development.	K2	III
4	Analyze ongoing activities within an organization and design and plan the implementation of selected OD interventions	K4	IV
5	Understand about the Organizational Development activities in Indian organizations.	K2	V
6	Evaluate the better understanding of change resistance and how to handle it.	K2	V

COURSE CONTENT:

UNIT-I INTRODUCTIONTO OCD   **12 Hours**

Organizational Change – Need – Objective - Nature of Change - Transactional and Transformational Change - Models of Change or Theories of Change.

UNIT-II ORGANIZATIONALDEVELOPMENT   **12 Hours**

Organizational Development – Need – Objectives – OD Process - Nature and Scope – Characteristics - Historical Perspectives - Operational Components of OD - Action Research.

UNIT-III INTERVENTIONS IN OD   **12 Hours**

OD Interventions – Need - Personal and Interpersonal and Group Process Interventions - Team Interventions – Inter group Interventions.

UNIT IV INTERVENTIONS AND TYPES   **12 Hours**

Comprehensive Interventions and Structural Interventions - Issues in Consultant and Client Relations - M,O, CA.

UNIT VIMPLEMENTATIONAND ASSESSMENT OF OD   **12 Hours**

Implementation and assessment of OD - Implementation Conditions for Failure and Success in OD -Impact of OD - Future of OD - OD in Indian Organizations.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Organizational Development Practitioner	https://www.roffeypark.ac.uk/knowledge-and-learning-resources-hub/what-is-an-organisation-development-practitioner/
2	Organizational Development Consulting	https://hr.mit.edu/managers/od-consulting
3	Evaluation and Sustainability in Organizational Development	https://www.researchgate.net/publication/329905659_Evaluation_and_Sustainability_in_Organization_Development
4	Organizational Development and Capacity Building	https://www.hunter-kemper.com/index.cfm/services/organization-development-and-capacity-building/

TEXTBOOK:

1. French and Bell: Organization Development, Pearson Education, Sixth Edition, 2017

2. Rosabeth Moss Kanter: The Change Master, Listen USA.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO OCD**		
1.1.0	Organization Change	Define Organization Change	**K1**
1.1.1	Need	List the need for organization change	**K2**
1.1.2	Objective	Explain the objective of organization change	**K2**
1.1.3	Nature of change	Illustrate nature of change	**K2**
1.1.4	Transactional and Transformational change	Define Transactional Change and Transformational Change	**K2**
1.1.5	Models of Change or Theories of Change	List the theories of Change	**K3**
II	**ORGANIZATIONAL DEVELOPMENT**		
2.1.0	Organizational Development	Define Organizational Development	**K1**
2.1.1	Need	List the need for Organizational Development	**K2**
2.1.2	Objectives	Demonstrate the purpose of OD	**K2**
2.1.3	OD Process	List the process of OD	**K2**
2.1.4	Nature and scope	Explain the nature and scope of OD	**K2**
2.1.5	Characteristics of OD	Explain the characteristics of OD	**K2**
2.1.6	History Perspectives	Explain the Historical Perspectives of OD	**K2**
2.1.7	Operational Components of OD	List the operational components of OD	**K2**
2.2.0	Action Research	Define Action Research.	**K1**
III	**INTERVENTIONS IN OD**		
3.1.0	OD Interventions	Define OD intervention	**K1**
3.1.1	Need	Explain the need for OD intervention	**K2**
3.1.2	Personal and Interpersonal and Group Process Interventions	Explain the personal and interpersonal interventions.	**K2**
3.1.3	Team Interventions – Inter group Interventions.	Explain team interventions	**K2**

IV		INTERVENTION AND TYPES		
4.1.0	Comprehensive Interventions and Structural Interventions	Illustrate Comprehensive Interventions and Structural Interventions	**K2**	
4.2.0	Issues in Consultant and Client Relations	Explain the Issues in Consultant and Client Relations	**K2**	
4.3.0	M, O, CA	Explain M, O, CA	**K2**	
V		IMPLEMETATION AND ASSESSMENT OF OD		
5.1.0	Implementation and assessment of OD	Classify the Problems faced in Intervention	**K1**	
5.2.0	Impact of OD	Explain the impact of OD	**K2**	
5.3.0	Future of OD	Illustrate the implication of OD's future	**K2**	
5.4.0	OD in Indian Organization	Explain OD in Indian Organizations	**K2**	

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	H	H	M	H	H	M	-	M	H	L	M	M	M
CO2	H	M	H	H	-	M	M	H	M	-	L	L	L

CO3	M	H	-	M	M	L	M	M	-	M	M	M	M
CO4	M	M	M	M	L	M	L	H	L	-	L	L	L
CO5	H	-	H	M	L	M	-	M	L	M	-	-	-
CO6	H	M	H	H	-	M	L	L	M	-	H	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II 2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation **3.** End Semester Examination

Indirect
1. Course-end survey

HUMAN RESOURCE (ELECTIVE)
LABOUR LEGISLATION

SEMESTER – III   **CODE: P18MS3H3**

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered

1	Identify the importance of Labour Management in an organization	K3	I
2	Demonstrate the importance of Industrial revolution and need for Labour legislation in understanding the Fundamental Rights	K2	II
3	Make use of the Maternity Benefit Act, Right to Information Act and Consumer Protection Act to improve and maintain quality in an organization	K3	IV
4	Apply the concept of Workmen Compensation Act and Minimum Wages Act in the quality improvement process of organizations	K3	IV
5	Illustrate the use of Employees Provident Fund in Companies	K2	V
6	Analyse the prevailing conditions and provide solutions to enhance the organizations' welfare activities	K5	III

COURSE CONTENTS:

UNIT-I LABOUR LEGISLATIONS   **12 Hours**

Introduction, The Concept of Labour Legislations, Industrial Revolution and the need for Labour Legislations, A brief over view of Fundamental Rights and Directive Principles of State Policy, Principles of Natural Justice, Labour Policy of Government of India, ILO and Indian Labour,

UNIT-II FACTORIES ACT   **12 Hours**
 Factory and wages law, Factories Act: 2013, Payment of Wages Act 1936, Payment of Bonus Act, 1965, Minimum Wages Act 1948,

UNIT-III INDUSTRIAL ACT   **12 Hours**
 Trade union and industrial disputes laws, Trade Unions Act 1926, Industrial Dispute Act 1947, Industrial Employment (Standing Orders) Act 1946

UNIT-IV WELFARE ACT-I   **12 Hours**
Welfare laws, Workmen's Compensation Act 1923, Employment State Insurance Act 1948, Maternity Benefit Act 1961,Right To Information Act, 2005,Consumer protection Act, 1986

UNIT-V WELFARE ACT-II   **12 Hours**

The Employee's Provident Fund and Misc. Act, 1952, Payment of Gratuity Act 1972, Apprentices Act 1961, Equal Remuneration Act 1976.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Labour Legislations	https://www.educationobserver.com/forum/showthread.php?tid=16322
2	Factories Act	http://www.legalserviceindia.com/legal/article-149-the-factories-act-1948.html
3	Industrial Act	https://labour.gov.in/sites/default/files/THEINDUSTRIALDISPUTES_ACT1947_0.pdf
4	Welfare Act-I	https://www.mondaq.com/india/employee-rights labour-relations/625206/labor-laws-in-india--indian-industrial-disputes-act-1947

REFERENCE BOOKS:

1. Elements of Industrial Law, N.D. Kapoor : Sultan Chand and Sons, New Delhi, 2016.

2. Labour and Industrial Law, Dr. V.G. Goswami, Central Law Agency, 2015.

3. Industrial Relations and Labour Laws, Arun Monappa, McGraw Hill Education, 2nd edition, 2017

4. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition,

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**LABOUR LEGISLATIONS**		
1.1.0	Introduction	Define Labour Legislation	**K1**
1.1.1	The Concept of Labour Legislations	Illustrate the Concept of Labour Legislations	**K2**

1.1.2	Industrial Revolution and the need for Labour Legislations	Explain the Industrial Revolution and the need for Labour Legislations	K2
1.1.3	A brief over view of Fundamental Rights and Directive Principles of State Policy	Demonstrate the applicability of the Fundamental Rights and Directive Principles of State Policy	K2
1.1.4	Principles of Natural Justice	Explain about the Principles of Natural Justice	K2
1.15	Labour Policy of Government of India	Examine the Labour Policy of Government of India	K4
1.1.6	ILO and Indian Labour	Compare ILO and Indian Labour	K5
II	**FACTORIES ACT**		
2.1.0	Factory and wages law	Illustrate the applications of Factory and wages law	K2
2.1.1	Factories Act: 2013	Explain the use of Factories Act: 2013	K2
2.1.2	Payment of Wages Act 1936	Demonstrate the use of Payment of Wages Act in companies	K2
2.1.3	Payment of Bonus Act. 1965	Make use of Payment of Bonus Act	K3
2.2.0	Minimum Wages Act 1948	Develop Minimum Wages Act 1948	K3
III	**INDUSTRIAL ACT**		
3.1.0	Trade union and industrial disputes laws	Make use of the Trade union and industrial disputes laws	K3
3.1.1	Trade Unions Act 1926	Analyse Trade Unions Act	K4
3.1.2	Industrial Dispute Act 1947	Appraise the need for Industrial Dispute Act 1947	K4
3.1.3	Industrial Employment (Standing Orders) Act 1946	Interpret Industrial Employment (Standing Orders) Act 1946	K2
IV	**WELFARE ACT-I**		

4.1.0	Welfare laws	Demonstrate the importance of Welfare laws	**K2**
4.1.1	Workmen's Compensation Act 1923	Examine the Workmen's Compensation Act 1923	**K4**
4.1.2	Employment State Insurance Act 1948	Demonstrate the need for Employment State Insurance Act 1948	**K2**
4.1.3	Maternity Benefit Act 1961	Illustrate the process involved in Maternity Benefit Act 1961	**K2**
4.1.4	Right To Information Act, 2005	Explain the purpose of Right To Information Act, 2005	**K2**
4.1.5	Consumer protection Act, 1986	dentify the benefits of Consumer protection Act, 1986	**K3**
V	**WELFARE ACT-II**		
5.1.0	The Employee's Provident Fund and Misc. Act, 1952	Explain the process involved in The Employee's Provident Fund and Misc. Act, 1952	**K2**
5.1.1	Payment of Gratuity Act 1972	Demonstrate the principles involved in Payment of Gratuity Act 1972	**K2**
5.1.2	Apprentices Act 1961	Explain the Apprentices Act 1961	**K2**
5.1.3	Equal Remuneration Act 1976	Compare the Equal Remuneration Act between companies	**K2**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
O1	**M**	**L**	**M**	**M**	**M**	**M**	**M**	**M**	**M**	**M**	**M**	**M**	**M**

CO2	M	H	M	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	M	M	H	M
CO5	M	M	H	H	M	L	M	M	M	M	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II   2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation   3. End Semester Examination
Indirect
1. Course-end survey

HUMAN RESOURCE (ELECTIVE)
TRAINING & DEVELOPMENT

SEMESTER: III   **CODE: P18MS3H4**

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES :

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Design training program to suit to the current job market.	K6	I
2	Analyse about the training need analysis in a company.	K4	I
3	Develop the training design and to design blue prints for project management.	K6	II
4	Construct the design of a training module and executing it.	K3	III
5	Understand various strategies used by organizations to measure performance & reward for the same.	K2	IV
6	Propose an insight into what motivates adults to learn and the most appropriate methodologies to impart training.	K6	V

COURSE CONTENTS:

UNIT- I INTRODUCTION AND NEED ANALYSIS   **12 Hours**

Introduction to training design and implementation, Needs analysis and needs assessment, Performance Analysis, Job Analysis, Task Analysis, Learner Analysis, Context analysis and Skill Gap Analysis.

UNIT -II TRAINING DESIGN   **12 Hours**

Training objectives, Training deliverables and Instruction strategies, Training design, Budgets and schedules, Training project management, Design blue prints and proto types.

UNIT- III TOOLS AND TECHNIQUES   **12 Hours**

Drafting training materials, Developing Tests/ Assessments, Quality Control issues and full scale production.

UNIT- IV TRAINING METHODS   **12 Hours**

Train the trainer programs, Classroom delivering of training, Non class room delivering techniques: MOOC.

UNIT -V EVALUATION   **12 Hours**

Role of evaluation, Evaluating reactions and learning, Evaluating transfer of training, Evaluating results of training, Past and future analyses.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Trends in Corporate Training & Development	https://kitaboo.com/top-trends-corporate-training-and-development/
2	Executive Development Programme	https://www.yourarticlelibrary.com/training-employees/executive-development-programme-concept-objectives-and-methods/35313
3	Career Planning & Development	https://learn.marsdd.com/article/career-development/

TEXT BOOK:
1. Gary Dessler, Human Resource Management , Pearson Publication, 14th Edition.2005.

REFERENCE BOOKS:

1. Devendra Agochiya," Every Trainer's Handbook" 2nd Edition, Sage publications, 2009.
2. UdaiPareek ,"Training for Development", Kumarian Press, 2nd edition, 1990.
3. "Training Handbook", Tata Mcgraw Hill.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION AND NEED ANALYSIS**		
1.1	Introduction to training design and implementation	Discuss about the training design and the steps in implementing it	**K6**
1.2	Needs analysis and needs assessment	Explain needs analysis & assessment.	**K2**
1.3	Performance Analysis	Elaborate performance analysis.	**K6**
1.4	Job Analysis	Explain job analysis.	**K2**
1.5	Task Analysis	Explain task analysis.	**K2**
1.6	Learner Analysis	Plan learner analysis.	**K6**
1.7	Context analysis and Skill Gap Analysis	Determine context analysis & skill gap analysis.	**K5**
II	**TRAINING DESIGN**		
2.1	Training objectives	Name the training objectives.	**K1**
2.2	Training deliverables and Instruction strategies	Examine training deliverable and Instruction strategies.	**K4**
2.3	Training design	Outline training design.	**K2**
2.4	Budgets and schedules	Estimate Budgets and schedules.	**K5**
2.5	Training project management	Develop Training project management.	**K3**
2.6	Design blue prints and proto types	Design blue prints and proto types.	**K6**
III	**TOOLS AND TECHNIQUES**		
3.1	Drafting training materials	Plan in Drafting training materials.	**K3**
3.2	Developing Tests/ Assessments	Develop Tests/ Assessments.	**K6**

3.3	Quality Control issues and full scale production	Analyze Quality Control issues and full scale production.	**K4**
IV	**TRAINING METHODS**		
4.1	Train the trainer programs	Justify Train the trainer programs.	**K5**
4.2	Classroom delivering of training	Elaborate Classroom delivering of training.	**K6**
4.3	Non class room delivering techniques	Elaborate Non class room delivering techniques.	**K6**
4.3.1	MOOC	Demonstrate MOOC's.	**K2**
V	**EVALUATION**		
5.1	Role of evaluation	Explain the Role of evaluation.	**K5**
5.2	Evaluating reactions and learning	Assess the Evaluating reactions and learning.	**K5**
5.3	Evaluating transfer of training	Evaluate transfer of training.	**K5**
5.4	Evaluating results of training	Evaluate results of training.	**K5**
5.5	Past and future analyses	Estimate Past and future analyses.	**K5**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	M	M	H	H	M	L	M	-	H	L	H	-
CO2	H	H	H	M	M	M	-	M	L	H	M	H	L
CO3	M	H	-	-	M	H	H	L	H	M	L	M	H
CO4	M	H	H	M	H	L	H	L	M	M	M	-	H
CO5	-	M	H	L	M	M	H	H	L	H	-	H	M
CO6	H	-	H	M	-	-	L	-	M	H	H	M	M

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II 2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation **3.** End Semester Examination

Indirect
1. Course-end survey

SYSTEMS (ELECTIVE)

KNOWLEDGE MANAGEMENT

SEMESTER: III **CODE:P18MS3S1**

CREDITS: 4 **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Describe the concept of knowledge society and its improvement	K2	I

2	Explain the technological components on knowledge management	K2	II
3	Design a web based knowledge management system in organizations.	K6	III
4	Clarify the concept of Social networking in Knowledge management	K3	IV
5	Demonstrate about the Knowledge security and its values	K3	V
6	Epitomize the live Case studies in KM	K5	V

COURSE CONTENTS:

UNIT 1: KNOWLEDGE SOCIETY   **12 Hours**

Knowledge society - From data to information to knowledge - Drivers of knowledge management - Intellectual capital - KM and learning organizations - Case studies

UNIT 2:STATISTICS FOR MANAGERS   **12 Hours**

Strategic alignment-Creating awareness – Articulation - Evaluation and strategic alignment - Infrastructural development and deployment - Leadership, measurement - Refinement Role of CKO

UNIT 3: BUSINESS ENVIRONMENT AND KNOWLEDGE MANAGEMENT   **12 Hours**

Analyzing Business environment - Knowledge audit and analysis - Designing KM team - Creating KM system blue print implementation - Capture - stores and sharing

UNIT 4: COMPONENTS   **12 Hours**

Technology components - Intranet and Groupware solutions - Tools for collaborative intelligence - Web 2.0 - Social networking - Package choices - Knowledge security

UNIT 5: WEB BASED KNOWLEDGE MANAGEMENT   **12 Hours**

Integrating with web - Based and internal operational and support systems - Change management - Reward systems - Conditions improvement - Case studies - KM applications in different industries

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Knowledge society	https://link.springer.com/chapter/10.1007/978-0-387-73315-9_1
2	Web 2.0	https://ojs.library.queensu.ca/index.php/surveillance-and-society/article/view/4165
3	Integrating with web	https://www.sciencedirect.com/science/article/abs/pii/S0747563207000349

TEXT BOOKS:

1. The Knowledge Management toolkit, AmritTiwana, Second Edition, Pearsons Education Inc, 2008.

REFERENCE BOOK:

1. HBR on knowledge Management, Peter Ducker, Harvard University press,1995

2. Knowledge Management, Fernandez, Gonzalez and Sabherwal, Pearson Pubs, 2004

WEB LINKS:

1. www.zapmeta.ws
2. www.greatlearning.in
3. www.futurelearn.com
4. www.boxtheorygold.com
5. www.razorpay.com

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**KNOWLEDGE SOCIETY**		
1.1.0	Knowledge society	Define the Knowledge society	**K1**
1.1.1	From data to information to knowledge	Illustrate the data to information to knowledge	**K2**

1.1.2	Drivers of knowledge management	Explain the Drivers of knowledge management	**K2**
1.1.3	Intellectual capital	Demonstrate the Intellectual capital	**K2**
1.1.4	KM and learning organizations - Case studies	Define the KM and learning organizations - Case studies	**K1**
II	**STATISTICS FOR MANAGERS**		
2.1.0	Strategic alignment	Define the Strategic alignment	**K2**
2.1.1	Creating awareness	Illustrate an example for Creating awareness	**K2**
2.1.2	Articulation	Explain the Articulation	**K2**
2.2	Evaluation and strategic alignment	Demonstrate the Evaluation and strategic alignment	**K3**
2.3	Infrastructural development and deployment	Define the Infrastructural development and deployment	**K3**
2.3.1	Leadership, measurement	Define the Leadership, measurement	**K4**
2.3.2	Refinement Role of CKO	Illustrate the Refinement Role of CKO	
III	**BUSINESS ENVIRONMENT AND KNOWLEDGE MANAGEMENT**		
3.1.0	Analysing Business environment	Demonstrate the Analysing Business environment	**K3**
3.1.1	Knowledge audit and analysis	Examine the changes in Knowledge audit and analysis	**K4**
3.2	Designing KM team	Demonstrate the Designing KM team	**K4**
3.3	Creating KM system blue print implementation	Illustrate the process of Creating KM system blue print implementation	**K2**
3.3.1	Capture - stores and sharing	Explain the purpose of Capture - stores and sharing in organizations	**K3**
IV	**COMPONENTS**		
4.1.0	Technology components	Illustrate the applications of Technology components	**K2**
4.1.1	Intranet and Groupware solutions	Explain the use of Intranet and Groupware solutions	**K4**
4.2	Tools for collaborative intelligence	Demonstrate the use of Tools for collaborative intelligence	**K2**
4.2.1	Web 2.0	Make use of Web 2.0	**K2**
4.3	Social networking	Develop a Social networking	**K2**

4.3.1	Package choices	Analyse Package choices	K3
4.3.2	Knowledge security	Illustrate the applications of Knowledge security	K3
V	**WEB BASED KNOWLEDGE MANAGEMENT**		
5.1.0	Integrating with web	Illustrate the applications of Integrating with web	K2
5.1.1	Based and internal operational and support systems	Explain the use of Based and internal operational and support systems	K2
5.2	Change management	Demonstrate the use of Change management	K2
5.2.1	Reward systems	Make use of Reward systems	K2
5.2.2	Conditions improvement	Develop a Conditions improvement	K3
5.2.3	Case studies	Analyse of Case studies	K4
5.3	KM applications in different industries	Illustrate the applications of KM applications in different industries	K2

Mapping :

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	H	L	-	M	M	M	M	H	M	M	M	M
CO2	M	H	M	M	-	-	H	H	M	L	H	H	H
CO3	M	L	L	M	M	H	H	M	M	L	-	L	H
CO4	M	-	H	L	L	H	M	L	L	L	M	-	-

CO5	**M**	**M**	**H**	**M**	**-**	**L**	**M**	**M**	**M**	**-**	**L**	**H**	**M**
CO6	**M**	**L**	**M**	**H**	**M**	**M**	**M**	**M**	**M**	**L**	**M**	**-**	**-**

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II 2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation **3.** End Semester Examination

Indirect
1. Course-end survey

SYSTEMS(ELECTIVE)
ENTERPRISE-WIDE INFORMATION SYSTEMS

SEMESTER – III   **CODE: P18MS3S2**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES :

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the importance of ERP in an organization	K3	I
2	Demonstrate the supply chain management and customer relationship management.	K2	III

3	Illustrate the ERP implementation in an organization	K3	II
4	Apply the concept of customer relationship management in organizations	K3	IV
5	Illustrate the issues in pre-order customer support issues in ERP	K2	IV
6	Analyse the post order customer support issues in ERP	K5	V

COURSE CONTENTS:

UNIT – I INTRODUCTION   **12 Hours**

Introduction, Basic concepts of ERP, Evolution, Risks and benefits of ERP, ERP market: Contracts with package: Vendors, Consultants and Employees

UNIT – II IMPLEMENTATION   **12 Hours**

ERP package selection, ERP Implementation life cycle, ERP (Implementation) Transition strategies, Success and failure factors of an ERP Implementation operation and maintenance fundamental concepts, BPR methodology, Tools and techniques, Implementation strategies

UNIT – III SUPPLY CHAIN MANAGEMENT   **12 Hours**

Why SCM, Re-engineering supply chain ,SCM framework ,SCM implementation, Benefits of SCM, Supply chain decisions and modeling approaches, Strategies, E-business and the distribution network, Role of IT-forecasting, Aggregate planning and supply chain, Electronic data interchange (EDI)

UNIT – IV CUSTOMER SUPPORT MANAGEMENT   **12 Hours**

Introduction, Preparing for technical implementation, Pre-order-customer support issues, Online visibility via search engines, Real time access to product information, Shipping and order tracking

Unit – V POINT –OF-ORDER CUSTOMER SUPPORT ISSUES: **12 Hours**
Personalizing the order process, understanding point of – order issues, Providing pricing information, Post-order customer support issues, Tracking orders-problem resolutions

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Data Mining Techniques	https://www.talend.com/resources/data-mining-techniques/
2	OLAP	https://www.guru99.com/online-analytical-processing.html
3	Ethical Hacking	https://www.eccouncil.org/ethical-hacking/

REFERENCE BOOKS:

 1. Alex Leon, Enterprise resource Planning, TATA McGraw hill, 2ndEd: 2003

2. Vinod Kumar Garg and N.K. Venkitakrishna, Enterprise Resource Planning, PHI, 2ND EDITION,2002.

3. SUNIL CHOPRA and PETER MEIINDL, Supply Chain Management – Strategy, planning and operation, PHI, 2005

4. John w Gosney and Thomas P Boehm, Customer Relationship Management - Essentials P HI, 2003

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION**		
1.1.0	Introduction	Define an ERP	**K1**
1.1.1	Basic concepts of ERP	Illustrate the basic concepts of ERP	**K2**
1.1.2	Evolution	Explain the Evolution of ERP	**K2**
1.1.3	Risks and benefits of ERP	Demonstrate the benefits of ERP	**K2**

1.1.4	ERP market: Contracts with package: Vendors, Consultants and Employees	Define the contracts with vendors and employees	K1
II	**IMPLEMENTATION**		
2.1.0	ERP package selection	Illustrate the package selection of an ERP in organizations	K2
2.1.1	ERP Implementation life cycle	Explain the Life cycle of ERP Implementation	K2
2.1.2	ERP Implementation	Demonstrate the process of ERP implementation in companies	K2
2.1.3	Operation and maintenance fundamental concepts	Explain the fundamental concepts in ERP maintenance in organizations	K3
2.1.4	Success and failure factors of an BPR methodology	Explain the BPR methods	K2
2.1.5	Tools and techniques	Analyse the tools and techniques for ERP implementation in organizations	K4
2.1.6	Implementation strategies	Explain the Implementation strategies	K2
III	**SUPPLY CHAIN MANAGEMENT**		
3.1.0	Why SCM	Develop the knowledge about SCM	K3
3.1.1	Re-engineering supply chain	Analyse the importance of Re-engineering supply chain	K4
3.1.2	SCM framework	Analyse the usage of SCM framework	K4
3.1.3	SCM implementation	Explain the implementation	K2
3.1.4	Benefits of SCM	Explain the importance of SCM	K2
3.1.5	Supply chain decisions and modelling approaches strategies	Illustrate the SCM strategies	K2
3.1.6	E-business and the distribution network	Illustrate the E business network	K2
3.1.7	Role of IT-forecasting	Illustrate the role of Forecasting	K2

3.1.8	Aggregate planning and supply chain	Demonstrate aggregate planning	**K3**
3.1.9	Electronic data interchange	Demonstrate EDI	**K3**
IV	**CUSTOMER SUPPORT MANAGEMENT**		
4.1.0	Introduction	Demonstrate the techniques of CRM	**K2**
4.1.1	Preparing for technical implementation	Analyse the technical implementation of Customer support management	**K4**
4.1.2	Pre-order-customer support issues	Demonstrate the Pre-order-customer support issues	**K2**
4.1.3	Online visibility via search engines	Explain the importance of Online visibility	**K4**
4.1.4	Real time access to product information	Explain the importance of real time access to product information	**K4**
4.1.5	Shipping and order tracking	Explain about shipping	**K3**
V	**POINT –OF-ORDER CUSTOMER SUPPORT ISSUES**:		
5.1.0	Personalizing the order process	Develop the personalized order processing method	**K6**
5.1.1	Understanding point of – order issues	Interpret the point of order issues	**K5**
5.1.2	Providing pricing information	Explain about the pricing information	**K2**
5.1.3	Post-order customer support issues	Interpret the Post-order customer support issues	**K5**
5.1.4	Tracking orders-problem resolutions	Modify the problem resolutions in tracking orders	**K6**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	M	M	-	M	M	M	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	-	M	H	M
CO5	M	M	H	H	-	L	M	M	M	-	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination

Indirect
1. Course-end survey

SYSTEMS (ELECTIVE)
INFORMATION SECURITY AND CONTROL

SEMESTER – III   **CODE: P18MS3S3**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On Completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Define the concept of TCP/IP	K1	I
2	Describe about the Data Security features	K2	I
3	List the various IT risk management activity	K1	II
4	Evaluate the methods used for Data Encryption	K5	III
5	Apply the firewalls to avoid authorized access	K3	IV
6	Choose the techniques of planning for security and contingency	K4	V

COURSE CONTENTS:

UNIT – I INTRODUCTION   12 Hours

Trends in IT applications in Business and Government, The need for secured information management, Components of IS Society, Case studies, Internet Technologies – TCP/IP

UNIT – II RISK MANAGEMENT   12 Hours

Denial of Service, Unauthorized access, Firewalls, Introduction and types.

UNIT – III DATA SECURITY   12 Hours

Essentials, Data Encryption, Encryption Standards, Cost and Benefit analysis

UNIT – IV ACCESS CONTROLS   12 Hours

Access controls, Systems and approaches for physical security, Biometric controls, Facility control, Controls against natural calamity, Disaster recovery and Business continuity.

UNIT – V SECURITY AND CONTINGENCIES   12 Hours

Planning for security, Planning for contingencies, Policy and Programs, Risk Management - People and projects, Personnel and security Law and ethics.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Business Process Re-engineering	https://tallyfy.com/business-process-reengineering/
2	Enterprise Resource Planning	https://www.oracle.com/in/erp/what-is-erp/
3	Artificial Intelligence	https://builtin.com/artificial-intelligence

REFERENCE BOOKS:

1. Ron A Weber, Information Systems Control and Audit, Fifth Edition, Pearson Publications, 2004.

2. Harold F Tipton, Information Security Management Handbook, Fifth Edition, Pearson Publications, 2003.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION**		
1.1	Trends in IT applications in Business and Government	Explain the various trends in IT applications in Business and Government	**K2**
1.2	The need for secured information management	Identify the need for secured information management	**K3**
1.3	Components of IS Society	List the Components of IS Society	**K1**
1.4	Case studies - Internet Technologies – TCP/IP	Analyze the case studies in Internet technologies - TCP/IP	**K4**
II	**RISK MANAGEMENT**		
2.1	Denial of Service	Illustrate about the denial of services	**K2**
2.2	Unauthorized access	Explain about the ways to avoid unauthorized access	**K2**
2.3	Firewalls	Apply the firewall techniques	**K3**
2.3.1	Introduction and types	Summarize the different types of firewalls	**K2**

III	DATA SECURITY		
3.1	Essentials	Explain the essentials of data security	**K2**

	PROGRAMME OUTCOMES	**PROGRAMME SPECIFIC OUTCOMES**

3.2	Data Encryption	Identify the methods that can be used in Data Encryption	**K3**
3.2.1	Encryption Standards	Choose the appropriate Encryption standards	**K3**
3.3	Cost and Benefit analysis	Analyse the cost and benefits involved in Data Encryption	**K4**
IV	**ACCESS CONTROLS**		
4.1	Access controls	Define Access controls	**K1**
4.2	Systems and approaches for physical security	Explain the Systems and approaches for physical security	**K2**
4.3	Biometric controls	Apply the Biometric controls	**K3**
4.3.1	Facility control	Choose the Facility controls	**K3**
4.4	Controls against natural calamity	Demonstrate the controls against natural calamity	**K2**
4.4.1	Disaster recovery and Business continuity.	Explain about disaster recovery and Business continuity.	**K2**
V	**SECURITY AND CONTINGENCIES**		
5.1	Planning for security	Explain about the Planning for security	**K2**
5.2	Planning for contingencies	Illustrate the Planning for contingencies	**K2**
5.2.1	Policy and Programs	Apply the Policy and Programs	**K3**
5.3	Risk Management	Define Risk Management	**K1**
5.3.1	People and projects	Choose the risk management techniques of People and projects	**K3**
5.4	Personnel and security Law and ethics	Explain about the personnel and security Law and ethics	**K2**

Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	M	M	-	M	M	M	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	-	M	H	M
CO5	M	M	H	H	-	L	M	M	M	-	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I,II**
2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**
3. **End Semester Examination**

Indirect

1. Course-end survey

SYSTEMS(ELECTIVE)
SYSTEM ANALYSIS and DESIGN

SEMESTER – III   **CODE: P18MS3S4**

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On Completion of this course, the student will be able to

S.No	Course Outcomes	Level	Unit Covered
1	Make use of case tools for system analysis and design	K3	I
2	Apply System analytical tools and techniques	K3	II
3	Select applications for project development	K5	III
4	Analyze the issues of designing and implementing on-line systems	K3	IV
5	Demonstrate Transportation-analysis in data dictionary concepts	K2	V
6	Choose Costs/benefit analysis for project development selection of application	K3	V

COURSE CONTENTS:

UNIT – I INTRODUCTION TO SYSTEM ANALYSIS AND DESIGN   12 Hours

Overview of System Analysis and design Software, Application today, The changing scenarios. Introduction to different methodologies, Structured system analysis, Problem identification-requirement analysis, Tools and techniques feasibility analysis, Operational, technical and economic feasibility, Details of SDLC approach-mini cases

UNIT – II 2.0 TOOLS AND TECHNIQUES   12 Hours

System analysis and Design, Tools and Techniques for analysis design, Structured concepts, E-R diagrams- Data flow diagrams concepts, Components-functions-functional decomposition, Examples and case studies, Data dictionary concepts, Structure charts, Transportation-analysis, Modular programming Cohesion and coupling, I/Q and file design considerations, Entity life histories (ELH), Standards and controls

UNIT – III SYSTEM IMPLEMENTATION AND MAINTENANCE   12 Hours

Implementation strategies, SW/HW selection and procurement, Control and security, Issues of designing and implementing on-line systems, Data communication requirements, System conversion approaches and selection issues

UNIT – IV DATABASE TECHNOLOGIES   **12 Hours**

Introduction to database technologies and CASE tools with specific packages, Overview if relational model, Database creation, SQL commands, Normalization, Designing forms and reports, Using CASE tools for system analysis and design, Case studies

UNIT – V PROJECT DEVELOPMENT   **12 Hours**

Project development selection of application, Evaluation of design issued, Costs/benefit analysis, Project and resource planning, Design and development, Testing and documentation, Presentation and demonstration

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Management of Time & Stress	https://managementhelp.org/personalproductivity/time-stress-management.htm
2	Organizing & Staffing the Project office & Team	https://learning.hccs.edu/faculty/robert.frederick/bmgt1021-1/power-point-slides-chapters-1-6/chapter-4-organizing-and-staffing-the-project-office-and-team
3	The variables for Project success	https://learning.hccs.edu/faculty/robert.frederick/bmgt1021/power-point-slides-chapters-7-10/chapter-9-the-variables-for-success

REFERENCE BOOKS:

1. Hoffer, George and Valacich, Modern system analysis anddesign, 5th Edition Pearson Education ,2007
2. Whitten and Bentley, Systems Analysis and Design methods 6/E – McGraw Hill publications, 2005

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL

I		INTRODUCTION TO SYSTEM ANALYSIS AND DESIGN	
1.1	Overview of System Analysis and design Software	Explain about overview of the System Analysis and design Software	**K2**
1.2	Introduction to different methodologies	Apply the different tools and techniques feasibility analysis	**K3**
1.3	Details of SDLC approach-mini cases	Analyze the details of SDLC approach	**K4**
II		2.0 TOOLS AND TECHNIQUES	
2.1	System analysis and Design	Apply the tools and techniques for analysis design	**K3**
2.2	Data dictionary concepts	Demonstrate Transportation-analysis in data dictionary concepts	**K2**
III		SYSTEM IMPLEMENTATION AND MAINTENANCE	
3.1	Implementation strategies	Make use of SW/HW selection and procurement implementation strategies	**K3**
3.2	Issues of designing and implementing on-line systems	Analyze the issues of designing and implementing on-line systems	**K4**
3.3	Data communication requirements	Illustrate about System conversion approaches and selection issues in Data communication	**K2**
IV		DATABASE TECHNOLOGIES	
4.1	Introduction to database technologies and CASE tools with specific packages	Apply database technologies and CASE tools with specific packages	**K3**
4.2	Overview if relational model	Illustrate the overview of if relational model	**K2**
4.3	Using CASE tools for system analysis and design	Make us of CASE tools for system analysis and design	**K3**
V		PROJECT DEVELOPMENT	
5.1	Project development selection of application	Choose Costs/benefit analysis for project development selection of application	**K3**
5.2	Project and resource planning	Evaluate the project and resource planning using system analysis tools	**K5**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	M	M	-	M	M	M	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	-	M	H	M
CO5	M	M	H	H	-	L	M	M	M	-	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II 2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation 3. End Semester Examination
Indirect
1. Course-end survey

SYSTEMS(ELECTIVE)
DIGITAL ECONOMY & E – BUSINESS

SEMESTER: III   **CODE:P18MS3S5**

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

S.No	Course Outcomes	Level	Unit Covered
1	Describe about Electronic Data Interchange	K2	I
2	List the security issues in E –business	K1	IV
3	Explain the concept of various E- business transaction	K2	II
4	Elucidate the concept of various gateways and payment methods	K4	III
5	Illustrate about the data and all security types	K2	IV
6	Explain the concept of various E- business transaction	K2	V

COURSE CONTENTS:

UNIT I: INTRODUCTION TO DIGITAL ECONOMY   **12 Hours**

Emerging digital economy - Opportunities and challenges offered by internet generic business models - Building electronic market place - E-intermediaries - Mercantile models consumers and merchant perspectives.

UNIT II:STRATEGIC DESIGN   **12 Hours**

Strategic alignment - Marketing through the internet - Advertising and Marketing on the internet - Analysis of markets - Technology design - Inter organization systems EDI, Van and VPN - Case studies.

UNIT III: E - BUSINESS SYSTEM   **12 Hours**

Electronic payment system - Types of payments - Payment gateways - Intermediaries - Bills payment - Technologies and implications.

UNIT IV: DATA SECURITY   **12 Hours**

Security in e-business - Date security - Network security - Physical security - Third policy clarification

UNIT V: E- B2B   **12 Hours**

Inter- Organizational systems - e- business and supply chain management - EDI – portals and other technologies for e-business to business connectivity

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Data Security	https://patents.google.com/patent/us7103915b2/en
2	Physical Security	https://ieeexplore.ieee.org/abstract/document/6016202
3	Network Security	https://www.osti.gov/biblio/6223037

BOOKS FOR STUDY:

1. Kalakota and Whinston A.B 'Electronic commerce – A manager's guide' Adition Wesley,

USA, 2002

BOOKS FOR REFERENCE:

1. Turban Lee, king and Chang, Electronic Commerce – A managerial perspectives, Pearson's publications, 2006

WEB LINKS:

1. www.commerce.gov
2. www.answersite.com
3. www.ibm.com
4. www.zapmeta.ws
5. www.greatlearning.in
6. www.futurelearn.com
7. www.boxtheorygold.com

8. www.razorpay.com

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO DIGITAL ECONOMY**		
1.1.0	Emerging digital economy	Define Emerging digital economy	**K1**
1.1.1	Opportunities and challenges offered by internet generic business models	Illustrate the importance of internet generic business models	**K1**
1.2	Building electronic market place	Explain the concepts of Building electronic market place	**K2**
1.2.1	E-intermediaries	Demonstrate the applicability of the E-intermediaries	**K1**
1.3	Mercantile models consumers and merchant perspectives.	Define quality from Mercantile models consumers and merchant perspectives.	**K2**
II	**STRATEGIC DESIGN**		
2.1.0	Strategic alignment	Illustrate the applications of Strategic alignment	**K2**
2.1.1	Marketing through the internet.	Explain the use of Marketing through the internet	**K2**
2.2	Advertising and Marketing on the internet	Demonstrate the use of Advertising and Marketing on the internet	**K2**
2.2.1	Analysis of markets	Make use of Analysis of markets	**K3**
2.2.2	Technology design	Develop a Technology design	**K3**
2.3	Inter organization systems EDI, Van and VPN	Analyse the Inter organization systems EDI, Van and VPN	**K4**
2.3.1	Case studies.	Illustrate the applications of Case studies.	**K2**
III	**E - BUSINESS SYSTEM**		
3.1.0	Electronic payment system	Demonstrate the techniques of Electronic payment system	**K3**
3.1.1	Types of payments	Examine the changes in Types of payments	**K3**
3.1.2	Payment gateways	Demonstrate Payment gateways	**K4**
3.1.3	Intermediaries	Illustrate the process of Intermediaries	**K2**

3.1.4	Bills payment	Explain the purpose of Bills payment	**K2**
3.2	Technologies and implications.	Identify the benefits of Technologies and implications.	**K4**
IV		**DATA SECURITY**	
4.1.0	Security in e-business	Demonstrate the techniques of Security in e-business	**K2**
4.1.1	Date security	Examine the changes in Date security	**K4**
4.1.2	Network security	Demonstrate the Network security	**K2**
4.1.3	Physical security	Illustrate the process of Physical security	**K2**
4.1.4	Third policy clarification	Explain the purpose Third policy clarification	**K4**
V		**E- B2B**	
5.1.0	Inter- Organizational systems	Demonstrate the techniques of Inter-Organizational systems	**K2**
5.1.1	e- business and supply chain management	Examine the changes in e- business and supply chain management	**K2**
5.2	EDI – portals and other technologies for e-business to business connectivity	Demonstrate EDI – portals and other technologies for e-business to business connectivity	**K2**
5.1.4	Others Neural Network Paradigms	Illustrate the process of Others Neural Network Paradigms	**K2**
5.1.5	Applications of Neural Networks	Explain the purpose of Applications of Neural Networks	**K3**

MAPPING :

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	H	M	M	M	M	M	H	M	M	M	M	M
CO2	H	H	L	H	H	H	H	M	H	-	M	L	L
CO3	M	M	L	-	L	H	M	M	L	L	H	H	H
CO4	L	-	-	M	H	M	L	L	M	H	H	H	H
CO5	M	M	-	L	H	M	M	M	M	H	-	-	L
CO6	M	M	L	-	L	M	M	M	L	M	H	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II   2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation   **3.** End Semester Examination

Indirect
1. Course-end survey

EXTRA CREDIT COURSE
LEGAL ASPECTS OF BUSINESS

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Explain the essential elements of contract	K2	I
2	Build the contracts according to the needs of the business	K6	I
3	Apply the concepts of companies act and GST in day to day business operations	K3	IV
4	List the benefits of consumer protection act	K1	V
5	Make us of Sales of Goods Act in business operations	K3	II
6	Illustrate the major principles involved in Companies Act, 2013	K2	III

COURSE CONTENTS:

UNIT I THE INDIAN CONTRACT ACT 1872

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

UNIT II THE SALE OF GOODS ACT 1930

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller -   Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of   negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT - III COMPANY LAW 2013 (amended on 03.05.18)

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance. Amendments of Companies Act, 2013

UNIT IV CORPORATE TAX AND GST (amended on 03.05.18)

Corporate Tax planning, Income Tax, Goods and Services Tax – Introduction, Objective, Classification and practical implications of GST

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of Consumer Redressal Mechanism and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Sec 135 - Corporate Social Responsibility	https://www.mca.gov.in/SearchableActs/Section135.htm
2	Banking regulation amendment bill 2020	https://www.prsindia.org/billtrack/banking-regulation-amendment-bill-2020-0
3	farmer bill 2020	https://www.timesnownews.com/india/article/what-is-the-farm-bill-and-why-are-farmers-protesting-against-it/689215

TEXT BOOKS

1. Kapoor, N. D.; Elements of Mercanlite Law, 30th edition, Sultan Chand & Sons, NewDelhi,2015
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
4. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2015
5. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015.
6. V.S.Datey, GST Ready Reckoner, Taxmann Publishing, July 2017.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**THE INDIAN CONTRACT ACT 1872**		
1.1	Definition of contract	Define Contracts	**K1**
1.2	Essentials elements and types of a contract	Explain the essential elements of a contract	**K2**
1.3	Formation of a contract	Illustrate the formation of a contract	**K2**
1.4	Performance of contracts	Analyze the performance of contracts	**K4**
1.5	Breach of contract and its remedies	Demonstrate about of breach of contract and its remedies	**K2**
1.6	Quasi contracts - Contract Of Agency: Nature of agency	Explain about Quasi contracts	**K2**
1.7	Creation and types of agents	List the types of agents	**K1**
1.8	Authority and liability of Agent and principal: Rights and duties of principal and agents	Identify the rights and duties of principal and agents	**K3**
1.9	Termination of agency	Illustrate about the termination of agency	**K2**
II	**THE SALE OF GOODS ACT 1930**		
2.1	Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties,	Explain about the sales contract	**K2**
2.2	Performance of sales contracts, conditional sales and rights of an unpaid seller	Analyze the performance of sale contracts	**K4**
2.3	Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments	Make use of Negotiable Instruments Act 1881	**K3**
2.4	Types of negotiable instruments	List the types of negotiable instruments	**K1**
2.5	Liability of parties, holder in due course, special rules for Cheque and drafts	Identify the liability of parties involved	**K3**
2.6	Discharge of negotiable instruments.	Illustrate about the discharge of negotiable instruments	**K2**
III	**COMPANY LAW 2013 (amended on 03.05.18)**		
3.1	Major principles – Nature and types of companies	Recall the nature and types of companies	**K1**
3.2	Formation, Memorandum and Articles of Association	Explain about the formation of companies	**K2**

3.3	Prospectus, Power, duties and liabilities of Directors	Identify the power, duties and liabilities of Directors	**K3**
3.4	Winding up of companies	Illustrate about the winding up of companies	**K2**
3.5	Corporate Governance	Define Corporate governance	**K1**
3.6	Amendments of Companies Act, 2013	Explain the amendments of Companies Act, 2013	**K2**
IV	**CORPORATE TAX AND GST (amended on 03.05.18)**		
4.1	Corporate Tax planning	Define Corporate Tax planning	**K1**
4.2	Income Tax	Explain the concept of Income tax	**K2**
4.3	Goods and Services Tax – Introduction	Apply the GST filling procedure in organizations	**K3**
4.4	Objective, Classification	Analyze the objectives of GST	**K4**
4.5	Practical implications of GST	Examine the practical implications of GST	**K4**
V	**CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS**		
5.1	Consumer Protection Act – Consumer rights	Define Consumer Protection Act	**K1**
5.2	Procedures for Consumer grievances redressal	Analyze the procedures for Consumer grievances redressal	**K4**
5.3	Types of Consumer Redressal Mechanism and Forums	Classify the types of Consumer Redressal Mechanism and Forums	**K4**
5.4	Competition Act 2002	Explain about Competition Act 2002	**K2**
5.5	Cyber crimes, IT Act 2000 and 2002	Illustrate the IT Act 2000 and 2002	**K2**
5.6	Cyber Laws	Examine the applicability of Cyber Laws	**K4**
5.7	Introduction of IPR – Copy rights, Trade marks, Patent Act.	Make use of the IPR to obtain Copy rights, Trade marks, Patent Act.	**K3**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	M	H	-	L	M	-	M	H	H	M	L	M
CO2	M	M	M	-	M	H	-	M	H	H	M	L	H
CO3	H	M	M	L	M	H	M	H	H	M	M	H	H
CO4	M	H	H	M	M	-	-	H	H	M	H	M	M
CO5	M	H	H	M	M	M	-	H	H	M	M	M	H
CO6	H	M	H	H	H	H	M	H	H	H	M	H	H

COURSE ASSESSMENT METHODS

Direct

1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination

Indirect

1. Course-end survey

EXTRA CREDIT COURSE
TOTAL QUALITY MANAGEMENT

COURSE OUTCOMES

 On Completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Illustrate the concepts and techniques of Quality in Management	K2	I
2	Explain the concepts related to Total Quality Management	K2	I
3	Apply the quality concepts in Business for better performance	K3	IV
4	Demonstrate the importance of Vision, Mission and Quality Policy Statements of the organizations to improve and maintain quality	K2	II
5	Apply the concept of Kaizen, 5S, quality circles and benchmarking in the quality improvement process of organizations	K3	III
6	Analyse the prevailing conditions and provide solutions to enhance the organizations' quality standards	K5	V

COURSE CONTENT

UNIT-I PRINCIPLES OF TOTAL QUALITY MANAGEMENT

Various definitions of Quality, Dimensions of Quality, Definitions of TQM, Principles of TQM Quality Philosophies of Deming, Crosby and Juran, Deming Wheel, Evolution of TQM, .Models of TQM.

UNIT-II PRACTICES OF TOTAL QUALITY MANAGEMENT

Top Management Commitment, Leadership, Vision, Mission and Quality Policy Statements, Customer focus, Internal and External Customer concept, Customer Feedback, Customer

satisfaction, Customer Retention, Employee Involvement, Team work and Team building, Empowerment, Motivation and Training, Process Improvement, Continuous Improvement Strategies, Types of Problems, Problem solving, Kaizen, Systems Methodology, Process approach, Factual approach to Management, Supplier Partnership

UNIT-III TOOLS AND TECHNIQUES OF TOTAL QUALITY MANAGEMENT

Top Management Commitment: New Seven Management Tools, Bench Marking. Customer Focus, Quality Function Deployment, Mistake proofing, Employee Involvement, Quality Circles, 5 S, Process Improvement, Statistical process Control, Total Productive Maintenance, Systems Methodology, Old Seven QC Tools, JIT and Kanban

UNIT-IV QUALITY IMPERATIVES FOR BUSINESS IMPROVEMENT

Cost of Quality, Business Process Re-engineering, Reliability Analysis, Process Capability Analysis, ISO 9000:2000 Quality Management System, ISO 14000:1998 Environment Management System

UNIT-V TQM IMPLEMENTATION STRATEGIES

Training for TQM, Road map to TQM, Malcolm Baldridge Quality Framework, European Model for quality Management, Pitfalls in operationalising TQM.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Six Sigma	https://asq.org/quality-resources/six-sigma#:~:text=Six%20Sigma%20is%20a%20method, quality%20of%20products%20or%20services.
2	Quality Management in Software industry	https://www.tutorialspoint.com/software_quality_management/software_quality_management_introduction.htm
3	Cost reduction through Quality approach	https://www.metricstream.com/insights/costofPoorQuality_home.htm

TEXT BOOKS:
1. Total Quality Management by Dale H.Besterfield, Revised Third edition, Pearson Education, 2011
2. Total Quality Management – Text and Cases by Shridhara Bhat K, Himalaya Publishing House, First Edition 2002.

REFERENCE BOOKS:
1. Total Quality Management by PoornimaM.Charantimath, , Pearson Education, First Indian Reprint 2003.
2. The Management and Control of Quality by James R. Evans and William M. Lindsay, Sixth Edition, Thomson, 2005.

LEARNING OUTCOMES

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**PRINCIPLES OF TOTAL QUALITY MANAGEMENT**		
1.1	Various definitions of Quality	Define Quality	**K1**
1.2	Dimensions of Quality	Explain various dimensions of Quality	**K2**
1.3	Definitions of TQM	Define Total Quality Management	**K1**
1.4	Principles of TQM	Illustrate the principles of TQM	**K2**
1.5	Quality Philosophies of Deming, Crosby and Juran, Deming Wheel	Identify the Quality Philosophies of Deming, Crosby and Juran, Deming Wheel	**K3**
1.6	Evolution of TQM	Explain the Evolution of TQM	**K2**
1.7	Models of TQM	Compare the models of TQM	**K2**
II	**PRACTICES OF TOTAL QUALITY MANAGEMENT**		
2.1	Top Management Commitment	Explain about the ways through which top management shows commitment towards TQM	**K2**
2.2	Customer focus	Identify the various customer focus methods in TQM	**K3**
2.3	Employee Involvement	Demonstrate the importance of Employee involvement in TQM	**K2**
2.4	Process Improvement	Analyze the need for process improvement	**K4**
2.5	Systems Methodology	Choose the systems methodology in TQM	**K2**
III	**TOOLS AND TECHNIQUES OF TOTAL QUALITY MANAGEMENT**		
3.1	Top Management Commitment	Explain about the ways through which top management shows commitment towards TQM	**K2**

3.2	Customer Focus	Identify the various customer focus methods in TQM	**K3**
3.3	Employee Involvement	Demonstrate the importance of Employee involvement in TQM	**K2**
3.4	Process Improvement	Analyze the need for process improvement	**K4**
3.5	Systems Methodology	Choose the systems methodology in TQM	**K2**
IV	**QUALITY IMPERATIVES FOR BUSINESS IMPROVEMENT**		
4.1	Cost of Quality	Analyze the cost of Quality in an organization	**K4**
4.2	Business Process Re-engineering	Explain the concept of Business Process Re-engineering	**K2**
4.3	Reliability Analysis	Illustrate the need for Reliability Analysis	**K2**
4.4	Process Capability Analysis	Explain the uses of Process Capability Analysis	**K2**
4.5	ISO 9000:2000 Quality Management System	Apply the ISO 9000:2000 Quality Management System in an organization	**K3**
4.6	ISO 14000:1998 Environment Management System	Make use of the ISO 14000:1998 Environment Management System	**K3**
V	**TQM IMPLEMENTATION STRATEGIES**		
5.1	Training for TQM	Identify the training needed in TQM	**K3**
5.2	Road map to TQM	Construct the road map to TQM	**K3**
5.3	Malcolm Baldridge Quality Framework	Explain about the Malcolm Baldridge Quality Framework	**K2**
5.4	European Model for quality Management	Illustrate the concept of European Model for quality Management	**K2**
5.5	Pitfalls in operationalising TQM.	Analyze the Pitfalls in operationalising TQM.	**K3**

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4

Mapping:

CO1	M	M	H	-	-	H	M	M	-	H	H	H	M
CO2	M	H	H	M	M	H	M	M	-	H	H	M	M
CO3	M	M	M	M	H	H	H	H	M	H	H	H	M
CO4	H	M	M	H	M	M	M	L	-	M	H	H	M
CO5	M	L	H	H	M	M	M	H	L	H	H	M	M
CO6	M	M	H	M	M	M	M	M	L	H	H	M	H

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I,II**

2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**

3. **End Semester Examination**

Indirect

1. Course-end survey

SEMESTER - IV

S no	Title of the Paper	Course Code
1	Strategic Management	P19MS416
2	Project -II	P18MS4PJ

ELECTIVE
(Any Two to be Chosen)

Semester IV (Any Two to be Chosen)

Marketing	*Rural Marketing*	**P18MS4M1**
	Planning and Managing Retail Business	**P18MS4M2**
	Applied Marketing Research	**P18MS4M3**
	Services Marketing	**P18MS4M4**
	Customer Relationship Management	**P18MS4M5**
Finance	*Financial Services*	**P18MS4F1**
	Strategic Cost Management	**P18MS4F2**
	Corporate Valuation (M and A)	**P18MS4F3**
Human Resource	*Compensation Management*	**P18MS4H1**
	Performance Management	**P18MS4H2**
	Strategic Human Resource Development	**P18MS4H3**
	Talent Management	**P18MS4H4**
Systems	*Software Project Management*	**P18MS4S1**
	Business Intelligence	**P18MS4S2**
	RDBMS with ORACE	**P18MS4S3**
	Advanced MS Excel for Managers	**P18MSPS4**

Extra Credit Course:

NPTEL courses suggested (Any One can be selected)

1. *Financial Derivatives and Risk Management*
2. *Working Capital Management*
3. *E - Business*
4. *Marketing Research and Analysis*
5. *Business Analytics and Data Mining*
6. *Performance and Reward Management*
7. *Corporate Social Responsibility*

Core-XVI: STRATEGIC MANAGEMENT

SEMESTER – IV   **CODE: P19MS416**

CREDITS: 5   **TOTAL HOURS: 75**

COURSE OUTCOMES :

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the importance of Strategic Management in an organization	K3	I
2	Demonstrate the importance of Merits and limitations of corporate strategic planning in Companies	K2	I
3	Make use of the Strength and weakness of a company to improve and maintain quality in an organization	K3	II
4	Apply the concept of Generic and Grand strategies in the strategy formulation process of organizations	K3	III
5	Illustrate the use of SWOC (Strength, Weakness, Opportunity and Challenge) Audit in Industries	K2	IV
6	Analyse the prevailing conditions and provide solutions to enhance the organizations' Strategic implementation and control	K5	V

COURSE CONTENTS:

UNIT- I INTRODUCTION TO STRATEGIC MANAGEMENT   15 Hours

Corporate Strategic planning, Mission and Vision of the firm, Development, maintenance and the role of leader , Strategic Management Process, Merits and limitations of corporate strategic planning, Strategic management in practice

UNIT II SCANNING THE ENVIRONMENT   15 Hours

General Environment scanning, competitive environment analysis, Porter's 5 forces model, To identify opportunities and threat, Assessing internal environment through functional approach and Process Approach, Identifying critical success factors, to identify the strength and weakness, SWOC Audit

UNIT- III STRATEGY FORMULATION   **15 Hours**

       Generic strategies and, Grand strategies, Strategies of leading Indian companies, Diversity, Strategic management at corporate level, at Business level and at Functional level

UNIT- IV CONCEPTS AND TOOLS OF STRATEGY EVALUATION   **15 Hours**

Competitive cost dynamics, BCG approach, Cash flow implication, GE matrix, A.D Little's Life cycle approach to strategic planning, Assessment of economic contribution of strategy

UNIT V STRATEGY IMPLEMENTATION AND CONTROL   **15 Hours**

 Organization structure, leadership and culture, various approaches to implementation of strategy, Different approaches-Creative approach, matching organization structure with strategy, McKinsey's 7S model-strategic control process, Du Pont's Control model and other quantitative and qualitative tools-steps, Future of strategic management and Knowledge management

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Strategic Management	https://searchcio.techtarget.com/definition/strategic-management
2	Strategy Formulation	https://resources.saylor.org/wwwresources/archived/site/wp-content/uploads/2013/09/Saylor.orgs-Strategy-Formulation.pdf
3	Strategy Evaluation	https://www.managementstudyguide.com/strategy-evaluation.htm

TEXT BOOK:

1. Strategic Management, John A Pearce II and Richard B Robinson,Jr, 9e, Tata McgrawHill Companies.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO STRATEGIC MANAGEMENT**		
1.1.0	Corporate Strategic planning	Define Corporate Strategic planning	**K1**

1.1.1	Mission and Vision of the firm	Illustrate the importance given to Mission and Vision of the firm	**K2**
1.1.2	Development, maintenance and the role of leader	Explain the principles of development, maintenance and the role of a leader	**K2**
1.1.3	Strategic Management Process	Demonstrate the applicability of Strategic Management Process	**K2**
1.1.4	Merits and limitations of corporate strategic planning	Distinguish the merits and limitations of corporate strategic planning	**K4**
1.1.5	Strategic management in practice	Summarize the strategic management in practice	**K2**
II	**SCANNING THE ENVIRONMENT**		
2.1.0	General environment scanning	Illustrate the applications of general environment scanning	**K2**
2.1.1	Competitive environment analysis	Explain the use competitive environment analysis	**K2**
2.1.2	Porter's 5 forces model	Demonstrate the use of Porter's 5 forces model	**K2**
2.1.3	To identify opportunities and threat	Make use of the opportunities and threat in an organization	**K3**
2.1.4	Assessing internal environment through functional approach and Process Approach	Develop methods of assessing internal environment through functional approach and process approach	**K3**
2.1.5	Identifying critical success factors	Analyse and identify critical success factors	**K4**
2.1.6	To identify the strength and weakness	Identify the strength and weakness	**K3**
2.1.7	SWOC Audit	Evaluate the SWOC (Strength, Weakness, Opportunity and Challenge) Audit	**K5**
III	**STRATEGY FORMULATION**		

3.1.0	Generic strategies and Grand strategies	Make use of Generic strategies and Grand strategies	**K3**
3.1.1	Strategies of leading Indian companies	Analyse the Strategies of leading Indian companies	**K4**
3.1.2	Diversity	Appraise the usage of diversity in business	**K4**
3.1.3	Strategic management at corporate level	Translate strategic management at corporate level	**K2**
3.1.4	at Business level	Illustrate strategic management at business level	**K2**
3.1.5	at Functional level	Relate strategic management at functional level	**K2**
IV	**CONCEPTS AND TOOLS OF STRATEGY EVALUATION**		
4.1.0	Competitive cost dynamics	Demonstrate the techniques of competitive cost dynamics	**K2**
4.1.1	BCG approach	Examine the BCG approach	**K4**
4.1.2	Cash flow implication	Demonstrate the cash flow implication	**K2**
4.1.3	GE matrix	Illustrate the process involved in GE matrix	**K2**
4.1.4	A.D Little's Life cycle approach to strategic planning	Explain the purpose of A.D Little's Life cycle approach to strategic planning	**K2**
4.1.5	Assessment of economic contribution of strategy	Identify the benefits of assessment of economic contribution of strategy	**K3**
V	**STRATEGY IMPLEMENTATION AND CONTROL**		
5.1.0	Organization structure	Explain the process involved in organization structure	**K2**
5.1.1	leadership and culture	Demonstrate the principles involved in leadership and culture	**K2**
5.1.2	Various approaches to implementation of strategy	Explain the various approaches to implementation of strategy	**K2**
5.1.3	Different approaches-Creative approach	Make use of the need for creative approach	**K3**

5.1.4	Matching organization structure with strategy	Examine and match organization structure with strategy	**K4**
5.1.5	McKinsey's 7S model	Interpret McKinsey's 7S model	**K2**
5.1.6	Strategic control process	Classify strategic control process	**K2**
5.1.7	Du Pont's Control model and other quantitative and qualitative tools-steps	Explain Du Pont's Control model and other quantitative and qualitative tools-steps	**K2**
5.1.8	Future of strategic management	Modify the future of strategic management	**K6**
5.1.9	Knowledge management	Adapt the knowledge management process in organisations	**K6**

MAPPING

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	L	L	M	M	M	M	M	M	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	M	M	H	M
CO5	M	M	H	H	M	L	M	M	M	H	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II 2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation 3. End Semester Examination
Indirect
1. Course-end survey

MARKETING (ELECTIVE)

RURAL MARKETING

SEMSTER - IV   **CODE: P18MS4M1**
 CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Describe the real situation of rural infrastructure with PURA Concept	K2	I
2	Demonstrate the input requirements for agribusiness	K3	II

3	Measure the rural consumer behavior and its segmentation	K4	III
4	Construct rural strategy which comprises pricing, positioning, planning	K5	IV
5	Assess customer relationship management in rural	K6	V
6	Evaluate the emerging trends in rural marketing	K6	V

COURSE CONTENTS:

UNIT-I INDIAN RURAL ECONOMY   **12 Hours**

Rural area Definition ; Structure and Environment , Infrastructure facilities , Irrigation potential and utilization, Features of agribusiness its significant contribution , Consumption patterns, productivity in agribusiness, its significant contribution to economic development: Relationship between agriculture and non-agriculture sectors, Pura concept (Providing urban amenities in rural areas)

UNIT-II AGRI - INPUT MARKETING   **12 Hours**

Input requirements for agribusiness; Pesticides , Farm equipment irrigation machinery, Consumption of other products: Marketing of products and services to rural population – issues and challenges, ITC e chaupal

UNIT-III SEGMENTATION AND TARGETING STRATEGY   **12 Hours**

Rural demand characteristics ; Rural consumer behaviour and Estimating market potential , Bases for segmentation, Importance of opinion leadership and targeting decisions.

UNIT-IV MARKETING MIX STRATEGY DECISIONS   **12 Hours**

Product mix ; Pricing strategies , Distribution decisions , Positioning strategy , Planning and executing promotional programs.

UNIT-V SUPPORT MECHANISMS   **12 Hours**

Customer relationship management , Customization andfinancing purchases , Post-sales and services, Evaluation of satisfaction and loyalty in rural retailing , Emerging trends in rural marketing and real life cases.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	A comparative study of growth, challenges and opportunities in FMCG of rural market	https://www.semanticscholar.org/paper/A-Comparative-Study-of-Growth%2C-Challenges-and-in-of-KavithaT./5b3abfa3dded0ae37e731dc495bbc77c6dba7391
2	A study on performance of Hindustan Lever's project Shakti marketing FMCG to the rural consumer.	http://business-cases-studies.blogspot.com/2014/04/unilever-in-india-hindustan-levers.html
3	Advertising and Sales Promotion in Rural India.	https://www.tutorialspoint.com/rural_marketing/rural_marketing_promotion_strategies.htm

TEXT BOOK:

Rural Marketing – Targeting the non urban consumer by SanalkumarVelayudhan, SAGE Response; Second edition, 2007.

REFERENCE BOOKS:

1. Rural Marketing by krishnacharyalu and Lalitha, Pearson Education India, Second edition, 2010.

2. New Perspectives on rural marketing by Ramkishen, Jaico Publishing House, Second edition, 2002.

3. Agriculture economy of India by S Sankaran.

4. Bottom of Pyramid – Prahalad C K, Pearson Education India, 2013.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION**		
1.1.0	Definition of Rural	Define Rural Environment	**K2**

	Environment		
1.1.1	Rural Infrastructure	Illustrate the importance of rural Infrastructure	**K2**
1.1.2	Significant contribution	Explain the significant contribution to Economic Development.	**K2**
1.1.3	Relationship between agriculture & non agriculture sector	Assess the relationship between agricultural & non agricultural sector	**K6**
1.1.4	PURA Concept	Describe the importance of pura concept	**K2**
II	**AGRI INPUT MARKETING**		
2.1.0	Input require for agri business	Explain the agri input require for agri business.	**K2**
2.1.1	Consumable in agri	Discuss the utility of consumable in agri	**K2**
2.1.2	Durable in agri	Discuss the pros & cons of durables in agri	**K2**
2.1.3	Marketing of product & Services	Appraise the challenges in rural.	**K6**
2.2.0	ITC E - Chaupal	Explain the role of ITC – E Chaupal in rural.	**K2**
III	**SEGMENTATION & TARGETING STRATEGY**		
3.1.0	Rural consumer Behaviour	Categorise the rural consumer behaviour	**K4**
3.1.1	Segmentation	Explain the rural segmentation	**K2**
3.1.2	Targeting	Construct targeting in rural	**K5**
IV	**MARKETING MIX STRATEGY DECISION**		
4.1.0	Product mix	Apply product mix	**K4**
4.1.1	Pricing Strategy	Analyse pricing strategy	**K3**
4.1.2	Distribution decision	Establish distribution decision in rural	**K5**
4.1.3	Positioning Strategy	Evaluate the positioning strategy	**K6**
4.1.4	Planning & Executing promotional program	Review the promotional program	**K6**
V	**SUPPORT MECHANISM**		
5.1.0	Customer relationship Management	Integrate the customer relationship management in rural	**K5**
5.1.1	Rural Retailing	Express the satisfaction and loyalty in rural retailing	**K2**
5.1.2	Emerging trend in rural marketing	Discuss the emerging trend in rural marketing	**K2**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	M	M	H	L	H	H	H	M	H	H	H	H
CO2	M	L	M	H	H	M	H	H	M	M	H	H	H
CO3	H	H	M	H	L	M	M	H	H	H	H	H	H
CO4	H	M	H	M	L	M	M	M	M	H	H	M	M
CO5	M	M	M	M	M	H	M	M	M	M	M	M	M
CO6	H	M	M	H	L	H	H	H	H	H	M	H	M

COURSE ASSESSMENT METHODS

Direct

1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination

Indirect

1. Course-end survey

MARKETING (ELECTIVE)

PLANNING AND MANAGING RETAIL BUSINESS

SEMSTER: IV   **CODE**: P18MS4M2

CREDIT: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the significance of retailing system	K3	I
2	Demonstrate the meaning and scope of retailing	K2	I
3	Choose the best format among the various retail formats	K3	II

4	Utilize the appropriate retail promotion method	K3	III
5	Illustrate on merchandise planning in a retail store	K2	IV
6	Asses the best method of retailing for different businesses	K5	V

COURSE CONTENTS:

UNIT-I BROAD INTRODUCTION TO THE RETAIL ENVIRONMENT   12 Hours

An introduction to the retailing system- Retailing mix- Social forces, economic forces, Technological forces, competitive forces - Evolution of Retailing and its emerging trends.

UNIT- II FORMATS AND CONSUMER BEHAVIOR IN RETAILING   12 Hours

Retailing definition, structure, different formats - Marketing concepts in retailing - Consumer purchase behaviour, Cultural and social group influence on consumer purchase behaviour.

UNIT-III IN STORE AND OUTDOOR DISPLAYS AND RETAIL PROMOTIONS

12 Hours

Retail store location - Traffic flow and analysis - Population and its mobility - Exteriors and Interior layout and store design - Customer traffic flows and pattern, creative display.

UNIT-IV STOCK MANAGEMENT AND SCM IN RETAILING   12 Hours

 Merchandise planning, stock turns - Credit management, retail pricing, return on per. Sq. feet of space - Retail promotions, staying ahead of competition - Retailing and IT - Supply Chain management, warehousing - Role of IT in supply chain management.

UNIT-V MAJOR TYPES OF RETAILING AND USE OF IT IN RETAILING   12 Hours

Franchising, direct marketing/ direct selling, Exclusive shops, Destination stores, Chain stores – discount stores, Other current and emerging formats - MLM – issues and options - Retail equity, technology in retailing, retailing through the internet online buying, online payment gateways, Mobile trading.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Business intelligence adoption: a case study in the retail chain	http://www.wseas.us/journal/pdf/economics/2014/a185707-163.pdf
2	What Robots Can Do for Retail?	https://hbr.org/2020/10/what-robots-can-do-for-retail
3	A Systematic Review On The Impact of e-Tailing On Indian Retail Industry	http://www.jcreview.com/fulltext/197-1591168631.pdf?1605787808

TEXT BOOKS:

1. George H Lucas, Robert P Bush, Larry G Gresham, Retailing, 2005

2. Chetan Bajaj and Rajnish Tuli, Retail Management, OXFORD University Press -2009

3. Swapna Pradhan, Retailing Management, The McGraw Hill 2010

REFERENCE BOOKS:

1. Lamba, Retailing, Tata Mcgraw Hill. 2001
2. Gibson G Vedamani, Retailing Management, JAICO Publishing: 3rd Edition 2008

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	BROAD INTRODUCTION TO THE RETAIL ENVIRONMENT		
1.1.0	An introduction to the retailing system	Illustrate on the retailing system	K2
1.2.0	Retail mix	Explain the 6P's of retailing mix	K2
1.3.0	Social forces, economic forces, technological forces, competitive forces	Explain the impact of various forces in retailing	K2
1.4.0	Evolution of Retailing	Identify the major trends in retailing	K3

	and its emerging trends		
II	**FORMATS AND CONSUMER BEHAVIOUR IN RETAILING**		
2.1.0	Retailing definition, structure, different formats	Illustrate the different formats in retailing	K2
2.2.0	Marketing concepts in retailing	Explain the usage of the concept in an organization	K2
2.3.0	Consumer purchase behaviour	Demonstrate the importance pf CPB with examples	K2
2.3.1	Cultural – and social group influence on consumer purchase behaviour	Classify the various types of consumer behaviour	K2
III	**IN STORE AND OUTDOOR DISPLAYS AND RETAIL PROMOTIONS**		
3.1.0	Retail store location	Explain about the importance of store location	K2
3.2.0	Traffic flow and analysis	Analyze the Traffic flow	K4
3.3.0	Population and its mobility	Infer population and its mobility.	K4
3.4.0	Exterior and Interior layout and store design	Design a store layout	K6
3.5.0	Customer traffic flows and pattern, creative display	Identify the Customer traffic flow and its patterns and Inspect the results from the creative display	K5
IV	**STOCK MANAGEMENT AND SCM IN RETAILING**		
4.1.0	Merchandise planning, stock turns	Demonstrate the importance of Merchandise planning and stock turns.	K2
4.2.0	Credit management, retail pricing, return on per. Sq. feet of space	Explain the need for the calculating return on per sq. foot of space	K2
4.3.0	Retail promotions – staying ahead of competition	Illustrate on how to stay ahead of the competition	K2

4.4.0	Retailing and IT	Make use of IT in retailing	K3
4.5.0	Supply Chain management – warehousing	Demonstrate the functions of warehousing	K2
4.6.0	Role of IT in supply chain management	Discover how IT has changed SCM	K4
V	**MAJOR TYPES OF RETAILING AND USE OF IT IN RETAILING**		
5.1.0	Franchising, direct marketing/ direct selling	Discover the applicability of Franchising, direct marketing and direct selling in retailing	K4
5.1.1	Exclusive shops	Illustrate the characteristics of exclusive shops	K2
5.1.2	Destination stores	Explain the importance of destination stores	K2
5.1.3	Chain stores – discount stores	Demonstrate the importance of chain stores and discount stores	K2
5.1.4	Other current and emerging formats	Make use of the emerging formats	K3
5.2.0	MLM- Issues and option	Examine the issues and options in MLM	K4
5.3.0	Retail equity, technology in retailing	Explain the recent technologies in retailing	K2
5.4.0	Retailing through the internet online buying, online payment gateways, Mobile trading	Illustrate the various methods of online buying/selling	K2

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	M	H	-	-	H	M	H	H	M	H	M	M
CO2	M	H	H	M	M	M	-	H	M	H	H	M	M
CO3	M	M	H	M	M	M	-	H	M	M	H	M	M
CO4	M	M	H	M	M	M	-	H	M	M	H	M	M
CO5	H	M	H	M	H	H	M	H	M	M	H	M	M
CO6	M	M	H	-	M	H	M	H	H	H	H	M	M

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I, II 2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation 3. End Semester Examination
Indirect
1. Course-end survey

MARKETING (ELECTIVE)
APPLIED MARKETING RESEARCH

SEMESTER – IV   **CODE: P18MS4M3**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Illustrate a clean picture about Market research and Product research	K2	I
2	List various pricing research and advertising research techniques	K1	III
3	Apply sales research techniques for improving the sales of the organization	K3	V
4	Analyze the pricing of the product using distributive cost analysis	K4	II
5	Evaluate the advertising effectiveness using before and after testing	K5	IV

6	Compare the methods of measuring market potential	K4	V

COURSE CONTENTS:

UNIT-I MARKETING RESEARCH **12 Hours**

Marketing Research – Meaning, Importance and Scope, Typical applications of MR, Merits and limitations of MR, Role of MR in Marketing Information Systems, Evolution of MR in India. Overview of MR process – Research Designs – Research Methods – Questionnaire Design – Scaling Techniques – Sampling Procedure- Data Collection techniques of MR, Consumer panel research – retail audit – TV audience measurement – other syndicated research services.

UNIT-II PRODUCT RESEARCH **12 Hours**

Product research, New product Development Process, Concept Testing- Test Marketing. Research for Identifying market segments.

UNIT-III PRICING RESEARCH **12 Hours**

Pricing Research, Distribution Research- Researching for number and location of sales representatives-3.3 Deciding on the number and location of retail outlets and warehouses, Distributive cost analysis.

UNIT-IV ADVERTISING RESEARCH **12 Hours**

Advertising Research: Copy testing- Evaluating advertising effectiveness research- Before and after tests, Media Research- Media Selection and Scheduling- Media Audiences Measurements.

UNIT-V SALES RESEARCH **12 Hours**

Sales research – Methods for measuring market potential- Sales forecasting, Sales Analysis- Sales analysis by territories, Sales Analysis by products- Sales Analysis by customers- Sales analysis by size of orders.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Affiliate Marketing	https://neilpatel.com/what-is-affiliate-marketing/

2	Social Media Marketing	https://www.researchgate.net/publication/281676030_EFFECTIVENESS_OF_SOCIAL_MEDIA_AS_A_MARKETING_TOOL_AN_EMPIRICAL_STUDY
3	Sales Research developments	https://www.researchgate.net/publication/261176642_Sales_research_development_directions_in_organizations

REFERENCE BOOKS:

1. Harper W Boyd Jr. Ralph Westfall and Stanley F stasch, Marketing Research: Text and Cases, Seventh Edition, All India Traveller Bookseller Publishers and Distributors, New Delhi 2002.

2. Rajendra Nagundkar Marketing Research: TEXT and Cases Second Edition, Tata Mcgraw Hill Publishing Company Ltd, New Delhi.

3. RamanujMajumdar, Marketing Research, Text Applications and Case studies. New Age International P Ltd. New Delhi 1996.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	MARKETING RESEARCH		
1.1	Marketing Research – Meaning, Importance and Scope.	Define Marketing Research	**K1**
1.2	Typical applications of MR, Merits and limitations of MR.	Analyze the merits and limitations of Market Research	**K4**
1.3	Role of MR in Marketing Information Systems.	Illustrate the role of MR in Marketing Information Systems.	**K2**
1.4	Evolution of MR in India.	Explain the evolution of MR in India	**K2**
1.5	Overview of MR process	Identify the essential components of MR process	**K3**
II	PRODUCT RESEARCH		
2.1	Product research	Define Product Research	**K1**
2.2	New product Development	Summarize the process involved in New product development	**K2**

	Process		
2.3	Concept Testing- Test Marketing.	Apply the concept testing in Marketing	**K3**
2.4	Research for Identifying market segments.	Identify the market segment using research	**K3**
III		**PRICING RESEARCH**	
3.1	Pricing Research	Explain about pricing research	**K2**
3.2	Distribution Research	Analyze the methods of distribution research	**K4**
3.3	Deciding on the number and location of retail outlets and warehouses	Choose the the number and location of retail outlets and warehouses	**K5**
3.4	Distributive cost analysis.	Apply the distributive cost analysis	**K3**
IV		**ADVERTISING RESEARCH**	
4.1	Advertising Research: Copy testing- Evaluating advertising effectiveness research- Before and after tests.	Explain the concept of advertising research	**K2**
4.2	Media Research- Media Selection and Scheduling- Media Audiences Measurements	Apply the concept of media selection and scheduling	**K3**
V		**SALES RESEARCH**	
5.1	Sales research – Methods for measuring market potential- Sales forecasting	Demonstrate the methods of sales research for measuring market potential	**K2**
5.2	Sales Analysis- Sales analysis by territories	Identify the steps involved in sales analysis	**K3**
5.3	Sales Analysis by products- Sales Analysis by customers- Sales analysis by size of orders.	Analyse the sales by products, customers and size of orders	**K4**

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4

Mapping:

CO1	M	M	H	-	-	H	M	M	-	H	H	H	M
CO2	M	H	H	M	M	H	M	M	-	H	H	M	M
CO3	M	M	M	M	H	H	H	H	M	H	H	H	M
CO4	H	M	M	H	M	M	M	L	-	M	H	H	M
CO5	M	L	H	H	M	M	M	H	L	H	H	M	M
CO6	M	M	H	M	M	M	M	M	L	H	H	M	H

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I,II**

2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**

3. **End Semester Examination**

Indirect

1. Course-end survey

MARKETING (ELECTIVE)
SERVICES MARKETING

SEMESTER – IV   `   **CODE: P18MS4M4**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES

On Completion of this course, the students will be able to

S.No	Course Outcomes	Level	Unit Covered
1	Explain the recent opportunities in services marketing.	K2	I
2	Demonstrate the association between the fundamental Services concepts and the marketing mix.	K2	I
3	List the Service Quality models that can be adopted in corporate	K1	II
4	Apply the concept of quality function deployment to the various industries	K3	III
5	Evaluate the significance of various pricing strategies to face competition	K6	IV
6	Develop advertising strategies and tools for effective advertising decisions	K5	V

COURSE OUTCOMES

UNIT-I INTRODUCTION TO SERVICES MARKETING   12 Hours

Services Marketing, Nature, Need, Classification of Services, Barriers and Issues in Services Marketing in the Indian Context.

UNIT –II MODELS OF SERVICES QUALITY   12 Hours

Gaps model of service quality, Expectations and perceptions, Measuring service quality, SERVQUAL, Building customer relationships and service recovery.

UNIT-III POSITIONING SERVICES   12 Hours
Positioning service, Development and designing services, Service Blue printing, Quality Function Deployment,Adding Value, Physical Evidence and services cape.

UNIT-IV PRICING STRATEGIES   12 Hours

Pricing strategies for services, Creating and Managing service delivery, Balancing demand and capacity, Waiting lines and reservation.

UNIT-V PROMOTIONAL STRATEGIES   12 Hours

Integrated services marketing communication, Services advertising strategies, Integrated model of services quality.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Inbound Marketing	https://www.hubspot.com/inbound-marketing
2	Outbound Marketing	https://www.wordstream.com/outbound-marketing
3	Interrupt Marketing	https://whatis.techtarget.com/definition/interrupt-marketing#:~:text=Interrupt%20marketing%2C%20sometimes%20referred%20to,Mail%20campaigns.

TEXT BOOK:
1. Valarie A Zeithmal and Mary Jo Bitner, "Services Marketing" – Integrating Customer Focus Across the Firm", TATA McGRAW HILL, New Delhi – 2002, 2nd Edition.

REFERENCE BOOKS:
1. Christopher Lovelock, "Services Marketing – People, Technology, Strategy" Addison Wesley Longman (Singapore), Pearsons Education Asia – 2001, 4th Edition.
2. Roland T Rust, Anthony J Zahorik and Timothy L Keiningham, " Services Markeitng", Addison Wesley Longman (Singapore).

LEARNING OUTCOMES

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO SERVICES MARKETING**		
1.1	Services Marketing	Define Services Marketing	**K1**
1.1.1	Nature, Need, Classification of Services	Explain the need of services	**K2**
1.2	Barriers and Issues in Services Marketing in the Indian Context.	Analyze the barriers and issues in services marketing	**K4**
II	**MODELS OF SERVICES QUALITY**		
2.1	Gaps model of service quality	Illustrate the gaps model of service quality	**K2**
2.2	Expectations and perceptions	Summarize the concept of customer expectations and perceptions	**K2**
2.3	Measuring service quality	Apply the methods of measuring service quality	**K3**

2.4	SERVQUAL	Apply Servqual to measure the quality in organizations	**K3**
2.5	Building customer relationships and service recovery.	Explain the methods of building customer relationships and service recovery	**K2**
III		**POSITIONING SERVICES**	
3.1	Positioning service	Recall the concept involved in positioning service	**K1**
3.2	Development and designing services	Demonstrate the ways through which services can be designated and developed	**K2**
3.3	Service Blue printing	Illustrate the concept of Blue printing	**K2**
3.4	Quality Function Deployment	Examine the applicability of Quality Function Deployment	**K4**
3.5	Adding Value	List the ways through which value can be added	**K1**
3.6	Physical Evidence and services cape	Explain about physical evidence and services cape	**K2**
IV		**PRICING STRATEGIES**	
4.1	Pricing strategies for services.	Apply the pricing strategies in service sector	**K3**
4.2	Creating and Managing service delivery	Illustrate the ways of creating and managing service delivery	**K2**
4.3	Balancing demand and capacity	Examine the methods through which demand and supply can be matched	**K4**
4.4	Waiting lines and reservation.	Demonstrate the techniques of managing waiting lines and reservations	**K2**
V		**PROMOTIONAL STRATEGIES**	
5.1	Integrated services marketing communication	Explain about integrated services marketing communication	**K2**
5.2	Services advertising strategies	Analyze the services advertising strategies of an organization	**K4**
5.3	Integrated model of services quality.	Examine the uses of Integrated model of services quality.	**K4**

Mapping:

COURSE ASSESSMENT METHODS

Direct

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	M	H	-	-	H	M	M	-	H	H	H	M
CO2	M	H	H	M	M	H	M	M	-	H	H	M	M
CO3	M	M	M	M	H	H	H	H	M	H	H	H	M
CO4	H	M	M	H	M	M	M	L	-	M	H	H	M
CO5	M	L	H	H	M	M	M	H	L	H	H	M	M
CO6	M	M	H	M	M	M	M	M	L	H	H	M	H

1. **Continuous Assessment Test I,II**

2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**

3. **End Semester Examination**

Indirect

1. Course-end survey

MARKETING(ELECTIVE)
CUSTOMER RELATIONSHIP MANAGEMENT

SEMESTER – IV   **CODE: P18MS4M5**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On Completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Explain about the importance of customer relationship in service sector	K2	I
2	Examine the effectiveness of CRM in organizations	K4	I
3	Demonstrate the emerging trends of service sector	K2	IV
4	Apply the data mining and warehousing concept in real time business situations	K3	III
5	Make use of CRM concepts in service sector organizations	K3	II
6	Inspect the importance of CRM in BPO and KPO	K4	V

COURSE CONTENTS

UNIT – I INTRODUCTION TO CRM   12 Hours

Marketing: Evolution and new Paradigms, CRM, Definition and the Basic concepts, CRM and Service Marketing, Tools for CRM

UNIT – II CUSTOMER'S VALUE   12 Hours

Key accounts management, CRM and knowledge management, Life time value of the customer.

UNIT – III DATA MINING   12 Hours

Data Mining and Data Warehousing, Real world applications.

UNIT – IV EMERGING TRENDS OF SERVICE SECTOR   12 Hours

Strategies for profitable dialogue with customers, Sales force automation, Marketing automation, Call Centres, BPO and KPO.

UNIT – V   IMPLEMENTATION OF CRM IN SERVICE SECTOR   12 Hours

CRM implementation and effectiveness, Banking, Health Care, Insurance, Travel Industries.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	CRM Trends	https://www.selecthub.com/customer-relationship-management/crm-trends/
2	Social CRM	https://www.salesforce.com/in/learning-centre/crm/social-crm/
3	Artificial intelligence in CRM	https://www.clearc2.com/artificial-intelligence-ai-technology-crm/#:~:text=AI%20and%20machine%20learning%20are,lower%20costs%20of%20support%20calls.

TEXT AND REFERENCE BOOKS:

1. Stanley A Brown – Customer Relationship Management , John Wiley & Sons, 2000.
2. Green –CRM at the speed of light – TATA McGraw Hill
3. Jagdish N Sheth and Others – Customer Relationship Management – McGraw Hill, 1st Edition, 2017
4. William G Zikmund – Customer Relationship Management - Wiley, 2010.

LEARNING OUTCOMES

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO CRM**		
1.1	Marketing: Evolution and new Paradigms	Explain about the evolution of Marketing	**K2**
1.2	CRM	Define CRM	**K1**
1.2.1	Definition and the Basic concepts.	Illustrate the basic concepts of CRM	**K2**
1.2.2	CRM and Service Marketing	Compare the concepts of CRM and Service marketing	**K4**
1.2.3	Tools for CRM	Apply the tools of CRM	**K3**
II	**CUSTOMER'S VALUE**		
2.1	Key accounts management	Explain about Key accounts	**K2**

			management	
2.2	CRM and knowledge management	Examine the relationship between CRM and Knowledge management		**K4**

		PROGRAMME OUTCOMES	**PROGRAMME SPECIFIC OUTCOMES**

2.3	Life time value of the customer	Interpret the life time value of the customer	**K5**
III		**DATA MINING**	
3.1	Data Mining and Data Warehousing	Explain the concepts of Data Mining	**K2**
3.2	Real world applications.	Apply the data mining and warehousing concept in real time business situations	**K3**
IV		**EMERGING TRENDS OF SERVICE SECTOR**	
4.1	Strategies for profitable dialogue with customers	Discuss about the strategies for profitable dialogue with customers	**K6**
4.2	Sales force automation	Illustrate about sales force automation	**K2**
4.3	Marketing automation,	Apply the concept of Marketing automation	**K3**
4.4	Call Centres, BPO and KPO	Inspect the importance of CRM in BPO and KPO	**K4**
V		**IMPLEMENTATION OF CRM IN SERVICE SECTOR**	
5.1	CRM implementation and effectiveness	Demonstrate about the CRM implementation and its effectiveness in service sector.	**K2**
5.2	Banking, Health Care, Insurance, Travel Industries.	Make use of CRM concepts in service sector organizations	**K3**

Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	M	H	-	-	H	M	M	-	H	H	H	M
CO2	M	H	H	M	M	H	M	M	-	H	H	M	M
CO3	M	M	M	M	H	H	H	H	M	H	H	H	M
CO4	H	M	M	H	M	M	M	L	-	M	H	H	M
CO5	M	L	H	H	M	M	M	H	L	H	H	M	M
CO6	M	M	H	M	M	M	M	M	L	H	H	M	H

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I,II**

2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**

3. **End Semester Examination**

Indirect

1. **Course-end survey**

FINANCE(ELECTIVE)

FINANCIAL SERVICES

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Explain the prudential norms and directions of RBI on Non Banking Financial Companies	K2	I
2	Choose the best decision among equipment purchase and leasing in organizations	K3	II
3	Compare the features of hire purchase and consumer credit available to customers	K2	III
4	Distinguish between the process involved in bill discounting and factoring	K4	IV
5	Analyze the functions of various intermediaries involved in the issue management process	K4	V
6	Explain the working of credit rating agencies in rating various financial products	K2	V

COURSE CONTENTS

UNIT-I : NON-BANKING FINANCIAL COMPANIES   **12 Hours**

 Overview - RBI act framework, Scope and meaning of NBFC's, Credit rating of NBFC's, Prudential norms and directions, Asset classifications, Capital Adequacy requirements.

UNIT-II : EQUIPMENT LEASING   **12 Hours**
Concept and classification, Significance and Limitations, Legal and Tax Aspects, IAS-17 framework. Lease Evaluation - Lessee's Perspective, Lessor's view point, Lease Accounting, Recent Developments

UNIT-III : HIRE PURCHASE AND CONSUMER CREDIT   **12 Hours**

Overview - Conceptual Framework, Legal and Tax Aspects, Financial Evaluation of Hire Purchase, Accounting for Hire Purchase, Consumer Credit.

UNIT-IV : BILL DISCOUNTING AND FACTORING   12 Hours

Concept and forms of Bill Discounting, Concept and Types of Factoring, Bill Discounting Vs Factoring, Financial Evaluation of Factoring, Factoring in the Indian Context, Export Factoring and Forfaiting.

UNIT-V : ACCESSING CAPITAL MARKET   12 Hours

Issue Management Intermediaries - Merchant Banker, Bankers, Brokers, Registrars, Portfolio managers. Fraudulent and unfair Trade Practices, Activities procedures - Pricing issues, Promoters contribution, Issue advertisement, Book-building, E-IPO, Post issue Obligations, Regulatory Framework, Credit rating.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Financial Services Risk and Regulatory Practice	https://www.pwc.com/gx/en/industries/financial-services/financial-services-risk-and-regulation.html
2	Fintech companies in India	https://bfsi.economictimes.indiatimes.com/news/fintech/top-20-indian-fintechs-raised-rs-12000-cr-in-2019/73063865
3	Banking and Capital Market	https://www.pwc.com/gx/en/industries/financial-services/banking-capital-markets.html

TEXT BOOK:

1. Financial Services, M Y Khan, Tata MacgrawHill, 4th edition

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL

I		**NON-BANKING FINANCIAL COMPANIES**		
1.1	Overview of NBFC	Classify NBFCs in India	**K2**
1.1.1	RBI act framework	Explain the applicability of RBI Act to NBFCs	**K2**
1.1.2	Scope and meaning of NBFC's	Identify the scope and meaning of NBFCs	**K3**
1.1.3	Credit rating of NBFC's	Make use of the credit rating to identify the risk of financial instruments and companies	**K3**
1.2.	Prudential norms and directions	Illustrate the directions and prudential norms of RBI	**K2**
1.2.1	Asset classifications	Classify the various assets of NBFCs	**K2**
1.2.2	Capital Adequacy requirements	Explain the capital adequacy requirements of NBFCs	**K2**
II		**EQUIPMENT LEASING**		
2.1.	Concept and classification	Classify various types of leasing	**K2**
2.2.	Significance and Limitations	Illustrate the significance and limitations of equipment leasing	**K2**
2.3.	Legal and Tax Aspects	Apply the tax aspects of lease contract in financial organizations	**K3**
2.3.1	IAS-17 frame work	Examine the application of IAS-17 framework in financial firms.	**K3**
2.4.	Lease Evaluation	Evaluate the leasing decision of firms	**K5**
2.4.1	Lessee's Perspective	Demonstrate the process of leasing from lessee's perspective	**K2**
2.4.2	Lessor's view point	Illustrate the process of leasing from lessor's perspective	**K2**
2.5	Lease Accounting	Apply the accounting process involved in leasing	**K3**
2.6	Recent Developments	Demonstrate the uses of recent developments in leasing	**K2**
III		**HIRE PURCHASE & CONSUMER CREDIT**		
3.1.	Overview of Hire purchase	Explain the concept of Hire purchase	**K2**
3.1.1	Conceptual Framework of Hire purchase	Demonstrate the conceptual frame work of Hire purchase	**K2**
3.2.	Legal and Tax Aspects	Apply legal and tax aspects of Hire purchase	**K3**
3.3.	Financial Evaluation of Hire Purchase	Evaluate the financial aspects of Hire purchase	**K5**

3.4.	Accounting for Hire Purchase	Apply the accounting process in Hire purchase transactions	**K3**
3.5.	Consumer Credit	Explain the concept of Consumer Credit in detail	**K2**
IV	**BILL DISCOUNTING & FACTORING**		
4.1.	Concept and forms of Bill Discounting	Explain various forms of Bill Discounting	**K2**
4.2.	Concept and Types of Factoring	Categorize various types of factoring	**K4**
4.2.1	Bill Discounting Vs Factoring	Distinguish between Bill Discounting and factoring	**K4**
4.2.2	Financial Evaluation of Factoring	Evaluate the financial aspects of factoring	**K5**
4.3.	Factoring in the Indian Context	Explain the places of usage of factoring in India	**K2**
4.4.	Export Factoring and Forfaiting	Distinguish between Export factoring and Forfaiting	**K4**
V	**ACCESSING CAPITAL MARKET**		
5.1.	Issue Management Intermediaries	Illustrate the need for intermediaries in Issue Management	**K2**
5.1.1	Merchant Banker	Explain the role of merchant banker	**K2**
5.1.2	Bankers, Brokers	Identify the responsibilities of brokers and banker in issue management	**K3**
5.1.3	Registrar	Demonstrate the role of registrar in Issue management	**K2**
5.1.4	Portfolio managers	Explain the responsibilities of portfolio manager in issue management	**K2**
5.2.	Fraudulent and unfair Trade Practices	Illustrate about the actions taken on fraud and unfair trade practices	**K2**
5.3.	Activities procedures	Explain the procedures involved in issue management	**K2**
5.3.1	Pricing issues	Outline the ways through which the issue are priced	**K2**
5.3.2	Promoters contribution	Summarize the concept of promoters contribution in issue management	**K2**
5.3.3	Issue advertisement	Explain the procedure involved in advertisement of an issue	**K2**
5.3.4	Book-building	Demonstrate the process of Book building in issue management.	**K2**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	M	H	-	-	H	M	H	H	M	H	M	M
CO2	M	H	H	M	M	M	-	H	M	H	H	M	M
CO3	M	M	H	M	M	M	-	H	M	M	H	M	M
CO4	M	M	H	M	M	M	-	H	M	M	H	M	M
CO5	H	M	H	M	H	H	M	H	M	M	H	M	M
CO6	M	M	H	-	M	H	M	H	H	H	H	M	M

COURSE ASSESSMENT METHODS

Direct
1. Continuous Assessment Test I,II 2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation **3.** End Semester Examination

Indirect
1. Course-end survey

FINANCE(ELECTIVE)

STRATEGIC COST MANAGEMENT

COURSE OUTCOMES:

On completion of this course the students will be able to-

S.No	Course Outcomes	Level	Unit Covered
1	Examine some of the techniques and process which are available to assist managers in planning and controlling organizational activities	K3	I
2	Analyze the processes involved in identifying, measuring, analyzing, interpreting and communicating information to managers in pursuit of the organization's goals	K4	I
3	Evaluate the role of cost information in organizations	K5	II
4	Analyze the linkage between cost data and systems and the organization of activities and resource flows in a range of manufacturing and service activities	K4	III
5	Apply appropriate cost allocation techniques to a variety of costing problems	K3	IV
6	Develop strategies for managing costs	K6	V

COURSE CONTENTS:

UNIT-I COSTING CONCEPTS   **12 Hours**

Purpose of costing- Utility of cost concepts-Elements of Cost-Cost Sheet calculations Problems in cost sheets- Designing Cost Systems for Job and Process oriented manufacturing -Cost Reduction and productivity: Cost reduction value analysis -Productivity analysis-Value added concepts -Learning curves-Quality circles

UNIT-II TOTAL COST MANAGEMENT   **12 Hours**

Total Cost management- Managing process cost -Managing production costs - Managing delivery costs - Managing structural cost-Target costing concepts- Cost as a source of competitive advantage-Life cycle costing.

UNIT- III ACTIVITY BASED COSTING   **12 Hours**

Drawbacks of conventional costing-Methodology of ABC-Merits of ABC-Demerits of ABC-Suitability of ABC-Implementation of ABC -Management control systems-Evaluating - management control systems-Engineered- discretionary and committed costs -Responsibility centers -Evaluation of the performance of different responsibility centers.

UNIT-IV PROBLEMS IN LPP   **12 Hours**

Implications of linear programming for cost accountants -Guidelines for regression analysis Applications of regression analysis in cost functions.

UNIT-V STRATEGIC CONTROL SYSTEMS   **12 Hours**

Strategic control systems -Quality- time and cost as competitive weapons -Organization structure and decentralization- Choices about responsibility centers -Market based transfer prices.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Learning curve	https://hbr.org/1964/01/profit-from-the-learning-curve
2	Cost cutting	https://www2.deloitte.com/content/dam/Deloitte/ru/Documents/Operation/ru_cost_cutting_eng.pdf
3	Activity based costing implementation in companies	https://www.researchgate.net/publication/227639877_Application_of_Activity-Based_Costing_in_Companies_in_Poland

TEXT BOOK:

1.   Strategic Cost Analysis - Vijay Govindarajan- Irwin Professional Publishing-1989.

REFERENCE BOOKS:

1.Cost and Management Accounting Procedures – Rajendran M- Moses Antony- LAP Lambert Academic Publishing- 2014.

2.Cost and Management Accountancy for Students – J. Batty- William Heinemann Ltd.

3.Cost Accounting – Charles T. Horngern- Pearson Education; 14 edition- 2012

LEARNING OUTCOMES

UNITS	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	COSTING CONCEPTS		
1.1	Costing concepts	Explain Costing concepts	**K4**
1.1.1	Purpose of costing	Explain Purpose of costing	**K4**
1.1.2	Utility of cost concepts	Utility of cost concepts	**K4**
1.2.	Elements of Cost	Estimate Elements of Cost	**K5**
1.3.	Cost Sheet calculations	Calculate Cost through Sheet	**K4**
1.3.1	Problems in cost sheets	Solve Problems in cost sheets	**K6**
1.3.2	Designing Cost Systems for Job and Process oriented manufacturing	Designing Cost Systems for Job and Process oriented manufacturing	**K6**
1.4.	Cost Reduction and productivity:	Construct Cost Reduction and productivity:	**K6**
1.4.1	Cost reduction value analysis	Cost reduction value analysis	**K4**
1.4.2	Productivity analysis	Productivity analysis	**K4**
1.4.3	Value added concepts	Value added concepts analyzes	**K4**
1.5	Learning curves	Infer Learning curves	**K6**
1.6	Quality circles	Infer Quality circles	**K6**
II	TOTAL COST MANAGEMENT		
2.1.	Total Cost management	Estimate Total Cost management	**K6**
2.1.1	Managing process cost	Estimate Managing process cost	**K6**
2.1.2	Managing production costs	Estimate Managing production costs	**K6**
2.1.3	Managing delivery costs	Estimate Managing delivery costs	**K6**
2.1.4	Managing structural cost	Estimate Managing structural cost	**K6**
2.2.	Target costing concepts	Estimate Target costing concepts	
2.2.1	Cost as a source of competitive advantage	Compare Cost as a source of competitive advantage	**K5**

2.3.	Life cycle costing.	Describe Life cycle costing.	K2
III	**ACTIVITY BASED COSTING**		
3.1.1	Drawbacks of conventional costing	Compare Drawbacks of conventional costing	K5
3.2.	Methodology of ABC	Assess the Methodology of ABC	K5
3.2.1	Merits of ABC	Analyse Merits of ABC	K4
3.2.2	Demerits of ABC	Analyse Demerits of ABC	K4
3.2.3	Suitability of ABC	Adapt Suitability of ABC	K6
3.2.4	Implementation of ABC	Assess Implementation of ABC	K6
3.3.	Management control systems	Evaluate Management control systems	K6
3.3.1	Evaluating management control systems	Evaluating management control systems	K6
3.3.2	Engineered- discretionary and committed costs	Calculate Engineered- discretionary and committed costs	K4
3.4.	Responsibility centers	Categorize Responsibility centers	K4
3.4.1	Evaluation of the performance of different responsibility centers	Evaluation of the performance of different responsibility centers	K5
3.4.2	Problems in LPP	Solve Problems in LPP	K6
IV	**PROBLEMS IN LPP**		
4.1.	Implications of linear programming for cost accountants	Formulate Implications of linear programming for cost accountants	K6
4.2.	Guidelines for regression analysis	Formulate Guidelines for regression analysis	K6
4.2.1	Applications of regression analysis in cost functions.	Formulate Applications of regression analysis in cost functions.	K6
V	**STRATEGIC CONTROL SYSTEMS**		
5.1.	Strategic control systems	Analyze Strategic control systems	K4
5.1.1	Quality- time and cost as competitive weapons	Estimate Quality- time and cost as competitive weapons	K4
5.2.	Organization structure and decentralization	Design Organization structure and decentralization	K6
5.2.1	Choices about responsibility centers	Compare Choices about responsibility centers	K4
5.2.2	Market based transfer prices.	Appraise Market based transfer prices.	K5

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	M	H	H	H	H	H	M	H	M	M	H	H
CO2	H	H	H	H	M	H	H	H	H	H	H	H	H
CO3	H	H	H	H	H	M	H	M	H	H	M	H	H
CO4	H	H	H	H	H	H	M	M	H	M	M	H	M
CO5	H	H	H	H	H	H	M	H	M	H	M	M	H
CO6	H	M	H	H	H	H	H	H	M	H	M	H	H

COURSE ASSESSMENT METHODS

Direct

1. Continuous Assessment Test I-II
2. Online quiz; Assignment; Seminar; Journal paper review - Group Presentation
3. End Semester Examination

Indirect

1. Course-end survey

FINANCE(ELECTIVE)
CORPORATE VALUATION (M AND A)

SEMESTER – IV   **CODE: P18MS4F3**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On Completion of this course, the students will be able to

S.No	Course Outcomes	Level	Unit Covered
1	Explain the concepts in mergers and acquisitions	K2	I
2	Apply the techniques of analyzing the stock in acquisition	K3	II
3	Illustrate about capital structure and cost of capital	K2	IV
4	Estimate the Cost of Equity and Cost of debt	K5	III
5	Demonstrate the uses of Negotiations	K2	IV
6	Explain the ways of declaring dividend	K2	V

COURSE CONTENTS:

UNIT-I CHANGE FORCES AND MERGERS   **12 Hours**

Merger Movements, Arbitrage activities, Various type of mergers, Anti trust policies, Various acts governing mergers, Strategy, Strategy formulation, Effective strategies.

UNIT-II DEAL STRUCTURING   **12 Hours**

Methods of payment, Mergers and takeovers, Major challenges to Merger Success, Empirical studies of Merger performance, Calculation of returns, Alternative paths to growth, Internal base or core growth, Mergers and takeovers, Joint ventures, Alliances and partnerships, Investments, Exclusive agreements, Licensing and Franchising.

UNIT-III VALUATION   12 Hours

Analysis, The Use of stock in Acquisitions, Comparable Companies or Comparable Transactions Approach. Discounted Cash Flow Analysis, Formula Methods in Valuation, Cost of Equity, Cost of debt.

UNIT-IV CAPITAL STRUCTURE AND THE COST OF CAPITAL   12 Hours

Valuation in Mergers, Valuation Analysis, Negotiations.

UNIT-V RESTRUCTURING AND FINANCIAL ENGINEERING   12 Hours

Cash Flows, Dividends, Share repurchases, Takeover Defences, Operating performance, Financial Techniques, Restructuring and financial engineering.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Financial Forecasting	https://corporatefinanceinstitute.com/resources/knowledge/modeling/financial-forecasting-guide/
2	Financial Models	https://corporatefinanceinstitute.com/resources/knowledge/modeling/what-is-financial-modeling/
3	Quantitative Finance	https://medium.com/swlh/what-is-quantitative-finance-193ee8788ed4

REFERENCE BOOKS:

1. Mergers and acquisitions – J Fred Weston, Samuel C Weaver Mcgraw Hill Education, 2004.
2. Partner Risk: Managing the Downside of Strategic alliances – Warnock Davies, Purdue University Press , 2000.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	CHANGE FORCES AND MERGERS		
1.1	Merger Movements	Explain about Merger Movements	K2
1.2	Arbitrage activities	Apply arbitrage activities in business deals	K3
1.3	Various type of	Classify various type of mergers	K4

		mergers		
1.4	Anti trust policies	Illustrate about Anti trust policies	**K2**
1.5	Various acts governing mergers	List various acts governing mergers	**K1**
1.6	Strategy - Strategy formulation, Effective strategies.	Analyze about Strategy formulation and Effective strategies implementation	**K4**
II		**DEAL STRUCTURING**		
2.1	Methods of payment	Identify various methods of payment	**K3**
2.2	Mergers and takeovers	Explain about Mergers and takeovers	**K2**
2.3	Major challenges to Merger Success	Examine major challenges to Merger Success	**K4**
2.4	Empirical studies of Merger performance	Illustrate about empirical studies of Merger performance	**K2**
2.5	Calculation of returns	Make use of calculation of returns	**K3**
2.6	Alternative paths to growth	List alternative paths to growth	**K1**
2.7	Joint ventures Alliances and partnerships	Explain about Joint ventures Alliances and partnerships	**K2**
2.8	Licensing and Franchising.	Compare the features of Licensing and Franchising.	**K4**
III		**VALUATION**		
3.1	The Use of stock in Acquisitions	Explain about the use of stock in Acquisitions	**K2**
3.2	Comparable Companies or Comparable Transactions Approach	Demonstrate about Comparable Companies or Comparable Transactions Approach	**K2**
3.3	Discounted Cash Flow Analysis	Apply discounted cash Flow Analysis	**K3**
3.4	Formula Methods in Valuation	List the formula Methods in Valuation	**K1**
3.5	Cost of Equity and Cost of debt.	Estimate the Cost of Equity and Cost of debt.	**K5**
IV		**CAPITAL STRUCTURE AND THE COST OF CAPITAL**		
4.1	Valuation in Mergers	Explain about Valuation in Mergers	**K2**
4.2	Valuation Analysis	Apply Valuation Analysis	**K3**
4.3	Negotiations.	Demonstrate the uses of Negotiations.	**K2**
V		**RESTRUCTURING AND FINANCIAL ENGINEERING**		
5.1	Cash Flows	Apply the concepts of cash flow analysis	**K3**
5.2	Dividends	Explain the ways of declaring dividend	**K2**
5.3	Share repurchases	Analyse the methods of share repurchases	**K4**
5.4	Takeover Defences	Examine the strategies of takeover defences	

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	M	M	-	M	M	M	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	-	M	H	M
CO5	M	M	H	H	-	L	M	M	M	-	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I,II**
2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**
3. **End Semester Examination**

Indirect

1. Course-end survey

FINANCE(ELECTIVE)

WEALTH MANAGEMENT

SEMESTER – IV   **CODE: P19MS4N4**

CREDITS: 4   **TOTAL HOURS: 60**

HOURS/WEEK: 6

1. COURSE OUTCOMES :

On completion of this course, the student will be able to,

S. No	Course Outcomes	Level	Unit Covered
1	Make use of the wealth management process and phases and help the clients to meet their goals	K3	I
2	Build financial plans for clients	K6	II
3	Select the appropriate asset classes for the clients	K3	III
4	Apply various tools for insurance and tax planning	K3	IV
5	Determine the techniques to be used by the clients for retirement and estate planning	K4	V
6	Examine the wealth conditions of the clients and provide the appropriate plan.	K4	V

2A. SYLLABUS

UNIT I - Overview of Wealth Management

Definition of Wealth, Meaning and Scope of Wealth Management, Understanding Wealth Management, Wealth Management Process, Phases in Wealth Management Process. Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators – Leading, Lagging, Concurrent. Wealth Management Market in India.

UNIT - II Client Goals and Constraints

Client profiling, Goal setting, Types of Goals, Goal Prioritization, Time Dimensions, Data Gathering, Client constraints, Client Education: Investment process, Return on Investment, Sources of Risk, Diversification, Market timing Fallacy, Asset Allocation.

Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management.

UNIT - III Asset Classes

Debt as an asset class, Role of debt in Wealth Management, Risk of investing in Debt securities, Equity as an asset class, Investing in stocks, Derivatives and structured products, Real Estate as an asset class, Mutual fund Investment, Hedge fund Investment, Commodities as an asset class, Art as an asset class.

UNIT - IV Role of Insurance and Tax Planning

Types of Insurance, Uses of Insurance, Types of Life Insurance Products, Insurance for Wealth Management, Health Insurance – Mediclaim – Calculation of Human Life Value – Belth Method/CPT. Wealth Management Strategy: The unwealthy habits, Philosophy of Wealth Creation and Management. Tax Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward and Set-off.

Unit - V Retirement Planning and Estate Planning

Meaning of Retirement Planning, Objectives of Retirement Planning, Avoidable mistakes in Retirement Planning. Estate Planning: Need for Estate Planning, Who need Estate Plan, Tools of Estate Planning, Considerations of personal property and collectibles.

2B. TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Boutique consulting firms	https://trafft.com/boutique-consulting-firms/
2	Financial Structure	https://cleartax.in/g/terms/financial-structure
3	Wealth Manager vs. Financial Advisor	https://smartasset.com/financial-advisor/wealth-manager-vs-financial-advisor

2C. Text Book:

Dun & Bradstreet (2009). Wealth Management, New Delhi. Tata McGraw Hills Publications

2D. REFERNCE BOOKS:

Balaji Rao D G (2018), 'Wealth Management and Financial Planning', Partridge Publishing Co.NewDelhi

3. SPECIFIC LEARNING OUTCOMES (SLO):

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	OVERVIEW OF WEALTH MANAGEMENT		
1.1	Definition of Wealth	Define the concept of Wealth	K1
1.2	Meaning and Scope of Wealth Management	Explain the scope of wealth management	K2
1.3	Understanding Wealth Management	Identify the importance of wealth management	K3
1.4	Wealth Management Process	Illustrate the wealth management process	K3
1.5	Phases in Wealth Management Process	Explain the Phases in Wealth Management Process	K2
1.6	Economic Environment Analysis	Examine the Economic Environment	K4
1.7	Interest Rate	Know the interest rate	K2
1.8	Yield Curves	Make use of the Yield curves	K3
1.9	Real Return	Explain about real return	K2
1.10	Key Indicators – Leading, Lagging, Concurrent	Identify the key indicators in wealth management	K3
1.11	Wealth Management Market in India	Analyze the wealth management market in India	K$
II	CLIENT GOALS AND CONSTRAINTS		
2.1	Client profiling	Make use of Client Profiling in wealth management	K3
2.2	Goal setting	Explain Goal Setting	K2
2.3	Types of Goals	List various types of client goals	K1
2.4	Goal Prioritization	Explain about Goal Prioritization	K2
2.5	Time Dimensions	Analyze the time dimensions	K4
2.6	Data Gathering	Examine various data gathering techniques	K4
2.7	Client constraints	Analyze the constraints of clients	K4
2.8	Client Education	Recognize the need for client education	K2
2.9	Investment process	Define investment process	K1
2.10	Return on Investment	Analyze the return on	K4

		investment	
2.11	Sources of Risk	Explain the sources of risk	**K2**
2.12	Diversification	Illustrate the benefits of diversification	**K3**
2.13	Market timing Fallacy	Define market timing fallacy	**K1**
2.14	Asset Allocation	Demonstrate the ways of asset allocation	**K6**
2.15	Personal Financial Statement Analysis	Analyze the personal financial statement	**K4**
2.16	Financial Literacy	Define financial literacy	**K1**
2.17	Financial Goals and Planning	Explain about Financial Goals and Planning	**K2**
2.18	Cash Flow Analysis	Analyze the cash flow of the clients	**K4**
2.19	Building Financial Plans	Build the Financial plan for the clients	**K6**
2.20	Life Cycle Management	Explain the steps involved in life cycle management	**K2**
III	**ASSET CLASSES**		
3.1	Debt as an asset class	Illustrate about debt as an asset class	**K3**
3.2	Role of debt in Wealth Management	Demonstrate the role of debt in Wealth Management	**K6**
3.3	Risk of investing in Debt securities	Analyze the risk of investing in Debt securities	**K4**
3.4	Equity as an asset class	Illustrate about equity as an asset class	**K3**
3.5	Investing in stocks	Explain the process of investing in stocks	**K2**
3.6	Derivatives and structured products	Demonstrate the role of Derivatives and structured products	**K6**
3.7	Real Estate as an asset class	Illustrate about real asset as an asset class	**K3**
3.8	Mutual fund Investment	Explain about mutual fund investment	**K2**
3.9	Hedge fund Investment	Describe about Hedge fund investment	**K2**
3.10	Commodities as an asset class	Illustrate about commodities as an asset class	**K3**
3.11	Art as an asset class	Illustrate about art as an asset class	**K3**

IV	ROLE OF INSURANCE AND TAX PLANNING		
4.1	Types of Insurance	List the types of insurance	**K1**
4.2	Uses of Insurance	Describe the uses of insurance	**K2**
4.3	Types of Life Insurance Products	Explain the types of life insurance products	**K2**
4.4	Insurance for Wealth Management	Apply insurance as a wealth management tool	**K3**
4.5	Health Insurance	Explain the uses of health insurance	**K2**
4.6	Mediclaim	Describe the benefits of mediclaim	**K2**
4.7	Calculation of Human Life Value	Calculate the human life value of individuals	**K4**
4.8	Belth Method/CPT.	Explain about Belth Method	**K2**
4.9	Wealth Management Strategy	Demonstrate the wealth Management Strategies	**K6**
4.10	The unwealthy habits	Explain about the unwealthy habits	**K2**
4.11	Philosophy of Wealth Creation and Management	Describe the philosophy of Wealth Creation	**K2**
4.12	Tax Planning	Define Tax Planning	**K1**
4.13	Tax Planning Concepts	Make use of Tax Planning Concepts for clients	**K3**
4.14	Assessment Year	Explain about Assessment Year	**K2**
4.15	Financial Year	Explain about Financial Year	**K2**
4.16	Income Tax Slabs, TDS, Advance Tax, LTCG, STCG	Analyze about various tax slabs for clients	**K4**
4.17	Carry Forward and Set-off	Define Carry Forward and Set-off	**K1**
V	RETIREMENT PLANNING AND ESTATE PLANNING		
	Meaning of Retirement Planning	Identify the meaning of Retirement Planning	**K3**
5.1	Objectives of Retirement Planning	Explain the objectives of Retirement Planning	**K2**
5.2	Avoidable mistakes in Retirement Planning	Describe about avoidable mistakes in Retirement Planning	**K2**
5.3	Estate Planning	Define Estate Planning	**K2**
5.4	Need for Estate Planning	Illustrate the need for estate planning	**K3**
5.5	Who need Estate Plan	Analyze who need estate	**K4**

			plan	
5.6	Tools of Estate Planning	Demonstrate the tools of Estate Planning	**K6**
5.7	Considerations of personal property and collectibles	Explain about the considerations of personal property and collectibles	**K2**

4. MAPPING:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	H	L	M	H	-	H	M	H	-	H	M	H	L
CO2	M	L	H	M	M	-	H	M	L	M	H	H	-
CO3	-	H	-	L	M	H	M	L	H	H	M	-	H
CO4	H	H	M	M	L	L	H	-	-	L	M	H	M
CO5	H	M	H	L	M	M	H	H	M	H	-	H	M
CO6	H	M	H	M	L	L	L	H	H	-	-	M	H

5. COURSE ASSESSMENT METHODS

Direct
4. **Continuous Assessment Test I,II** 5. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation** 6. **End Semester Examination**
Indirect
1. **Course-end survey**

HUMAN RESOURCE (ELECTIVE)
COMPENSATION MANAGEMENT

SEMESTER – IV   **CODE: P18MS4H1**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Explain about the importance of the compensation or rewarding system in human resources management	K2	I
2	Design, analyse and restructure reward management systems, policies and strategies	K6	I
3	Describe the recent developments in compensation management	K2	II
4	Compare the Compensation Systems in Multinational Companies and IT companies	K4	III
5	Distinguish between Inter and Intra industry compensation mechanism	K4	IV
6	Analyze about employee's satisfaction and Motivation issues in compensation design	K4	V

COURSE CONTENTS

UNIT – I CONCEPTUAL FRAMEWORK   **12 Hours**
Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage Concepts and Wage Theories). Employee's satisfaction and Motivation issues in compensation design, Establishing Internal, External and individual equally.

UNIT – II CALCULATION OF GROUP COMPENSATION   **12 Hours**

Strategic importance of variable day, Determination of Inter and Intra industry compensation differentials, Individual and Group Incentives

UNIT – III GROWTH IN INDIA   **12 Hours**

Dearness Allowance Concept-Emergence and Growth in India, The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes

UNIT – IV EXECUTIVE COMPENSATION   **12 Hours**

Executive Compensation, Compensation Systems in Multinational Companies and IT companies including ESOP

UNIT – V COLLECTIVE BARGAINING   **12 Hours**

Collective Bargaining Strategies, Long term settlements, Cases of Productivity Settlements Exercises on drawing up 12(3) and 18(1) settlements, Emerging Trends in IR due to LPG

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Cafeteria style compensation	https://theintactone.com/2018/12/13/crm-u1-topic-4-intrinsic-rewards-cafeteria-compensation-style/#:~:text=A%20cafeteria%20plan%2C%20also%20called,can%20customize%20their%20benefit%20packages.
2	Pay restructuring in mergers and acquisitions	https://employeebenefits.co.uk/issues/june-2011/mergers-acquisitions-pay-restructuring-may-be-needed/
3	Employee benefits and fringe benefits	https://corporatefinanceinstitute.com/resources/careers/compensation/fringe-benefits/

TEXT BOOKS:
1. Relevant Bare Acts.
2. Srivastava S.C. Industrial Relations and Labour Law, New Delhi, Vikas 1994.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**CONCEPTUAL FRAMEWORK**		
1.1	Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage Concepts and Wage Theories)	Illustrate about the economic theory related to Compensation Management	**K2**
1.2	Employee's satisfaction and Motivation issues in compensation design	Analyze about **e**mployee's satisfaction and Motivation issues in compensation design	**K4**
1.3	Establishing Internal, External and individual equally	Explain about Establishing Internal, External and individual equally	**K2**
II	**CALCULATION OF GROUP COMPENSATION**		
2.1	Strategic importance of variable pay	Examine the strategic importance of variable pay	**K4**
2.2	Determination of Inter and Intra industry compensation differentials	Distinguish between Inter and Intra industry compensation	**K4**
2.3	Individual and Group Incentives	Classify the techniques used in Individual and Group Incentives calculation	**K2**
III	**GROWTH IN INDIA**		
3.1	Dearness Allowance Concept-Emergence and Growth in India	Apply the concept of Dearness Allowance in compensation calculations	**K3**
3.2	The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes	Illustrate the role of fringe benefits in reward systems	**K2**
IV	**EXECUTIVE COMPENSATION**		
4.1	Executive Compensation	Explain about the concept of executive compensation	**K2**
4.2	Compensation Systems in Multinational Companies and IT companies including ESOP	Compare the Compensation Systems in Multinational Companies and IT companies	**K4**
V	**COLLECTIVE BARGAINING**		
5.1	Collective Bargaining Strategies	Make use of collective bargaining strategies	**K3**
5.2	Long term settlements	Identify the uses of long term	**K3**

		settlements system	
5.3	Cases of Productivity Settlements	Analyze the cases of Productivity Settlements	**K4**
5.4	Exercises on drawing up 12(3) and 18(1) settlement	Explain the exercises on drawing up 12(3) and 18(1) settlement	**K2**
5.5	Emerging Trends in IR due to LPG	Elaborate about the Emerging Trends in IR due to LPG	**K6**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	M	M	-	M	M	M	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	-	M	H	M
CO5	M	M	H	H	-	L	M	M	M	-	L	M	M
CO6	M	M	H	H	H	M	H	L	M	M	M	H	H

COURSE ASSESSMENT METHODS

Direct
1. **Continuous Assessment Test I,II**
2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**
3. **End Semester Examination**

Indirect
1. **Course-end survey**

HUMAN RESOURCES (ELECTIVE)

PERFORMANCE MANAGEMENT

SEMESTER: III   **CODE:P18MS4H2**

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES :

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Identify the importance of Performance Management in an organization	K3	I
2	Demonstrate the link between Performance management and human resource management	K2	I
3	Explain how rewards , remuneration and other systems work out for the best for Managee Motivation	K3	II
4	Apply the concept of Building and leading high performing teams in taking their organisation to the next level	K3	V
5	Illustrate the use of Monitoring and mentoring manage performance as the heart and soul of PFM	K2	III
6	Analyse the differences between PFM and performance appraisal	K5	IV

COURSE CONTENTS:

UNIT-I INTRODUCTIONTO PERFORMANCE MANAGEMENT   12 Hours

Performance Management, Meaning, Difference between performance management and appraisal system, Work and performance ' Managing performance , Process of PFM keys to high performance

UNIT-II INDIVIDUAL AND ORGANIZATIONAL PERFORMANCE   12 Hours

Setting Objectives, Individual and Organizational Performance , Role Description ,Performance Standards , Attributes of useful goals, Customizing plan for Manger ,Criteria for good plan.

UNIT-III MONITORING AND MENTORING   **12 Hours**

Monitoring , Objectives, Process of Monitoring ,Communication, Review Discussion ,Purpose Of manager development, process, coach/counsel, Mentoring.

UNIT-IV STOCK TAKING AND APPRAISAL SYSTEM DESIGN   **12 Hours**

Stock taking performance,Introduction, Process Appraising for recognition and reward,   Pros and cons of appraising,Methods of Appraisal,Appraisal System Design, Implementation and HR Decisions

UNIT-V - LEADERSHIP AND TEAM BUILDING   **12 Hours**

Organizational Effectiveness, Leadership and Change ,Performance Management Skills, Managing Change, Operationalizing Performance management, Team Oriented organizations, Developing effective teams,Leading high performance teams.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Performance Management Trends	https://www.selecthub.com/hris/employee-performance-management/performance-management-trends/
2	Performance Management in pandemic	https://joshbersin.com/2020/09/performance-management-in-the-pandemic-becoming-your-best-self/
3	What will performance management and incentives look in 2021 and beyond?	https://www.zs.com/insights/what-will-performance-management-and-incentives-look-like-in-2021-and-beyond

TEXT BOOKS:

1. PremChadha: "Performance Management" McMillan Business Books 2003.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO PERFORMANCE MANAGEMENT**		
1.1.0	Performance management	Define performance Management	**K1**

1.1.1	Meaning	Illustrate the dynamic nature of performance management	K2
1.1.2	Difference between performance management and appraisal system	Explain basic differences between management and appraisal system	K2
1.1.3	Work and performance	Demonstrate the applicability of the work and performance	K2
1.1.4	Managing performance	Explain how to get an extraordinary performance	K2
1.5.0	Process of PFM	Explain the role of a manage	K2
1.6.0	Keys to high performance	Illustrate the Pfeffer's basic principles that effective leaders use to transform their organisation	K2
II	INDIVIDUAL AND ORGANIZATIONAL PERFORMANCE		
2.1.0	Setting Objectives	Illustrate the importance setting objectives in an organisation	K2
2.2.0	Individual and organisational performance	Explain the use of these Individual and organisational performance	K2
2.3.0	Role description	Demonstrate the features of role description	K2
2.4.0	Performance standards	Define role description	K1
2.5.0	Attributes of useful goal	Develop some attributes to make the goals more effective	K3
2.6.0	Customizing plan for manager	Analyse the characteristics of a good plan	K4
2.7.0	Criteria for good plan	Develop the importance of planning	K3
III	MONITORING AND MENTORING		
3.1.0	Monitoring	Define Monitoring	K1
3.1.1	Objectives	Illustrate the objectives of monitoring to ensure the requisite completion of all planned tasks and goals	K2
3.1.2	Process of Monitoring	Identify the areas of problems and	K3

		apply the new skills or methods to solve them	
3.2.0	Communication	Define Communication	**K1**
3.3.0	Review discussion	Critically reflect over the performance plan to create feasible alternatives	**K5**
3.4.0	Purpose of manager development,process, coach/counsel	Illustrate manager's different methods of solving the problems	**K2**
3.5.0	Mentoring	Identify the differences between mentoring and coaching	**K3**
IV	**STOCK TAKING AND APPRAISAL SYSTEM DESIGN**		
4.1.1	Introduction	Demonstrate the need of stock taking	**K2**
4.2.0	Process Appraising for recognition and reward	Illustrate the process involved in performance appraisal	**K2**
4.2.1	Pros and cons of appraising	Explain the purpose of Appraisal systems and its errors	**K2**
4.2.2	Methods of Appraisal	Identify the performance appraisal techniques	**K3**
4.2.3	Appraisal system and design	Identify the areas how to eliminate sabotage from rating errors	**K3**
4.3.0	Implementation and HR designs	Develop the attribute of a good Appraisal	**K3**
V	**QUALITY MANAGEMENT SYSTEMS**		
5.1.0	Organisational effectiveness	Define organisational effectiveness	**K1**
5.1.1.0	Leadership and changes	Explain the views of Kouzes and Posner on trust and confidence	**K2**
5.2.0	Performance Management Skills	Demonstrate the eight step model of PFM	**K2**
5.3.0	Managing change	Explain SWOT and force field analysis adopted to study changes	**K2**
5.4.0	Operationalising Performance management	Develop some factors that characterize organisational excellence	**K3**
5.5.0	Team Oriented Organisations	Elaborate on characteristics of	**K6**

		effective team	
5.6.0	Developing effective teams	Elaborate on Woodcock's Four phases of team development	**K6**
5.7.0	Leading high performance teams	Explain on the conditions for effective team work	**K2**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M	L	H	M	L	-	M	M	M	M	M	H	H
CO2	M	M	M	-	L	M	H	H	M	L	H	M	H
CO3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	M	M	-	M	H	M
CO5	M	M	H	H	-	L	M	M	-	M	L	H	M
CO6	M	H	H	M	H	L	-	-	M	M	H	H	H

COURSE ASSESSMENT METHODS

Direct

   1. Continuous Assessment Test I,II
   2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
   3. End Semester Examination

Indirect

   1. Course-end survey

HUMAN RESOURCE (ELECTIVE)
STRATEGIC HUMAN RESOURCE DEVELOPMENT

SEMESTER – IV   **CODE: P18MS4H3**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Demonstrate the features of Strategic Human Resource Development	K2	I
2	Analyze traditional notions of HRD from SHRD	K3	I
3	Illustrate the theoretical reasons for which SHRD can add value to the business	K2	II
4	Explain about portfolio related strategic responses and Strategic HRD systems	K2	III
5	Examine the alignment between responses and strategic HRD systems	K4	IV
6	Identify the application of Business strategy in HRD	K3	V

COURSE CONTENTS:

UNIT I - ENVIRONMENT AND STRATEGIC RESPONSES   **12 Hours**
Introduction, Changing environment, Business Complexities, strategic responses, Portfolio, Process, Structure

UNIT-II- THE FACETS OF HRD   **12 Hours**
Significance of HRD, HRD and complexities advantage, Business strategy and HRD, Business policy and HRD, Life cycle of organizations and HRD, Organizational performance and HRD

UNIT-III PRACTICES AND FACILITATORS   12 Hours

SHRD fundamentals, SHRD initiatives, Working conditions and family welfare, HR Dept/ function, Training PA, Job Enrichment, Career planning, Communication, Empowerment. Facilitators, Concerns of management, Concerns of Trade unions, Concern of frontier officers/supervisors, Concern of workers. IR Scenario, Trainability, Outsourcing

UNIT-IV- STRATEGIC RESPONSES AND HRD SYSTEMS   12 Hours

Portfolio related strategic responses and Strategic HRD systems, Process related strategic responses and Strategic HRD systems, Structure related strategic responses and Strategic HRD systems.

UNIT-V - PRACTICAL EXPOSURE TO SHRD   12 Hours

Profile of study organizations, Strategic responses of study organizations, Strategic HRD system in study organization, Relationship between practices and facilitator, Alignment between responses and strategic HRD systems, Blocks of alignment and their solutions.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Job Enrichment	https://www.digitalhrtech.com/job-enrichment/#:~:text=is%20job%20enrichment%3F-,A%20definition,creating%20autonomy%2C%20and%20giving%20feedback.
2	Trade Unions in India	https://en.wikipedia.org/wiki/Trade_unions_in_India
3	Participative Management	https://www.indeed.com/career-advice/career-development/participative-management

TEXT BOOKS:

1. Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001
2. Strategic Human Resource Development   - Rothvell and Kazauas, PHI, 1989

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**ENVIRONMENT AND STRATEGIC RESPONSES**		
1.1	Introduction	Recall the concept of Environment and strategic responses	**K1**
1.2	Changing environment	Explain about Changing environment in SHRD	**K2**
1.3	Business Complexities	Analyze about Business Complexities in SHRD	**K3**
1.4	Strategic responses	Apply the Strategic responses in HR management	**K4**
II	**THE FACETS OF HRD**		
2.1	Significance of HRD	Illustrate the Significance of HRD	**K2**
2.2	HRD and complexities advantage	Relate the HRD and complexities advantage	**K1**
2.3	Business strategy and HRD	Identify the application of Business strategy in HRD	**K3**
2.4	Business policy and HRD	Illustrate the relationship between Business policy and HRD	**K2**
2.5	Life cycle of organizations and HRD	Explain how the life cycle of organization affects HRD	**K2**
2.6	Organizational performance and HRD	Demonstrate the linkage between organizational performance and HRD	**K2**
III	**PRACTICES AND FACILITATORS**		
3.1	SHRD fundamentals	Explain about SHRD fundamentals	**K2**
3.2	SHRD initiatives	Make use of SHRD initiatives in HRD	**K3**
3.3	Facilitators	List the SHRD Facilitators	**K1**
3.4	IR Scenario	Illustrate the IR scenario in SHRD	**K2**
3.5	Trainability	Apply the trainablity concept in SHRD	**K3**
3.6	Outsourcing	Analyze about the possibility of outsourcing	**K4**
IV	**STRATEGIC RESPONSES AND HRD SYSTEMS**		
4.1	Portfolio related strategic responses and Strategic HRD systems	Explain about portfolio related strategic responses and Strategic HRD systems	**K2**
4.2	Process related strategic responses and Strategic HRD systems	Illustrate about process related strategic responses and Strategic HRD systems	**K2**
4.3	Structure related strategic responses and Strategic HRD systems	Demonstrate the linkage between structure related strategic responses and Strategic HRD systems	**K2**

V	PRACTICAL EXPOSURE TO SHRD		
5.1	Profile of study organizations	Identify the profile of study organizations	**K3**
5.2	Strategic responses of study organizations	Analyze the strategic responses of study organizations	**K3**
5.3	Strategic HRD system in study organization	Explain about strategic HRD system in study organization	**K2**
5.4	Relationship between practices and facilitator	Illustrate the relationship between practices and facilitator	**K2**
5.5	Alignment between responses and strategic HRD systems	Examine the alignment between responses and strategic HRD systems	**K4**
5.6	Blocks of alignment and their solutions.	Apply the blocks of alignment and their solutions.	**K3**

Mapping:

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	L	H	M	H	L	M	H	M	H	M	M	-
CO2	L	-	H	M	H	H	M	-	L	M	H	H	L
CO3	H	H	-	-	M	H	M	L	-	M	H	L	H
CO4	M	L	H	M	M	L	H	M	L	H	M	-	L
CO5	H	H	H	L	M	M	H	H	H	L	-	H	M
CO6	H	M	H	M	-	M	L	H	H	-	H	M	M

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I,II**
2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**
3. **End Semester Examination**

Indirect

1. Course-end survey

ELECTIVE - HUMAN RESOURCE

TALENT MANAGEMENT

SEMESTER – IV   **CODE: P16MS4H4**

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES

On completion of this course, the student will be able to

S.No	Course Outcomes	Level	Unit Covered
1	Identify various methodologies organizations can use to accelerate and improve individual, team and organizational performance.	K3	I
2	Develop and promote leadership competencies that will frame the behaviors expected for organizational success	K6	I
3	Understand how to assess the organization's bench strength and how you can design and facilitate the succession planning process	K2	II
4	Understand how to build a robust development plan that will accelerate professional development	K2	III
5	Develop and facilitate team building activities that promote trust, collaboration, communication and conflict resolution.	K5	IV
6	Learn how organizations are using employee engagement surveys to understand the drivers of their employees' satisfiers and dissatisfiers	K1	V

COURSE CONTENTS:

UNIT-I INTRODUCTION TO TALENT MANAGEMENT   **12 Hours**

Talent Management - Definition - Building blocks of a Talent Management - Role and importance of Job Core Competencies through Job Descriptions, Job Analysis and Job Design - Elements of Talent Planning - Understand and explain creation of a diversity initiative into the Talent Management process

UNIT-II E- RECRUITMENT SYSTEMS   12 Hours

Talent acquisition - E-recruitment systems -. How to evaluate and screen electronic resumes - Applications for the best talent while conforming to the legal issues in the hiring process

UNIT-III RECRUITMENT STRATEGIES   12 Hours

Performance Management Systems in organizations and - Their relationship between rewards to performance - Develop a Career Track Planning Process - Evaluating Internal and External recruitment strategies selection techniques

UNIT-IV TALENT MANAGEMENT PLAN   12 Hours

.Develop and understanding of coaching, training and development - Leadership Development - Relationship of the Compensation plan - The implementation of the Talent Management plan

UNIT-V HRIS PROCESS   12 Hours

HRIS system and talent Management system - Outsourcing, contingent, contract/temporary workforce - Data security and reporting essentials in a Talent Management System

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	How talents are acquired and retained – in various industries	https://www.textrequest.com/blog/acquire-retain-best-talent/
2	Self Awareness and Team performance	https://liberationist.org/the-power-of-self-awareness-how-to-build-successful-teams/
3	Contemporary Talent Management issues	https://theintactone.com/2019/06/26/tm-u5-topic-5-contemporary-talent-management-issues-and-challenges/
4	Employee Engagement Strategies to Adopt Post Lockdown Period	https://www.hrkatha.com/special/employee-benefits-and-engagement/7-employee-engagement-strategies-to-adopt-post-lockdown-period/

References Books

1. Lance A.B. and Berger, D.R. "The Talent Management Handbook : Creating Organizational Excellence by Identifying, Developing, and Positioning Your Best People", McGraw-Hill 2003.

2. Allan Schweyer, "Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning", Wiley, 2004.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO TALENT MANAGEMENT**		
1.1.	Talent Management	Define Talent Management	**K1**
1.2	Building blocks of a Talent Management	Illustrate the Buidling blocks	**K2**
1.3	Job Core Competencies	Analyse the Core competencies	**K4**
1.4	Elements of Talent Planning	Categorise the element of planning	**K4**
1.5	Creation of a diversity initiative into the Talent Management process	Combine the initiatives into process	**K5**
II	**E- RECRUITMENT SYSTEMS**		
2.1.	Talent acquisition	Describe Talent Acqusition techniques	**K1**
2.2	E- Recruitment systems	Understand E-Recruitment	**K2**
2.3	How to evaluate and screen electronic resumes	Apply evaluation techniques	**K3**
2.4	Applications for the best talent while conforming to the legal issues in the hiring process	Assess the best talent	**K6**
III	**RECRUITMENT STRATEGIES**		
3.1	Performance Management Systems	Understand the PM systems	**K2**
3.2	Relationship between rewards to performance	Classify rewards to performance	**K2**
3.3	Develop a Career Track Planning Process	Appraise Career Planning	**K4**
3.4	Internal and External recruitment strategies selection techniques	Compare Internal and External Recruitment Strategies	**K6**
IV	**TALENT MANAGEMENT PLAN**		
4.1	Coaching, training and development	Understand Coaching, Training and Development	**K2**
4.2	Leadership Development	Identify plan for Leadership Development	**K1**
4.3	Compensation plan	Compare Compensation and Talent	**K4**
4.4	Talent Management plan	Combine Compensation plan and	**K5**

		Talent Management plan	
V	**HRIS PROCESS**		
5.1	HRIS system and talent Management system	Distinguish between HRIS and TM system	**K2**
5.2	Outsourcing, contingent, contract/temporary workforce	Choose the needed the workforce	**K3**
5.3	Data security and reporting essentials in a Talent Management System	Understand Data secuirty	**K2**

MAPPING:

					PROGRAMME OUTCOMES						PROGRAMME SPECIFIC OUTCOMES			
	PO 1	PO 2	PO 3	PO 4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO 1	H	L	M	M	M	-	H	M	H	M	L	H	M
CO 2	M	H	-	M	L	L	L	H	M	L	L	H	H
CO 3	M	L	H	H	H	H	H	M	M	L	-	L	H
CO 4	L	M	H	H	H	H	M	M	M	-	L	H	M
CO 5	H	M	H	M	-	L	M	M	M	-	L	M	M
CO 6	M	L	H	H	H	M	H	L	M	H	M	H	M

COURSE ASSESSMENT METHODS

Direct
1. **Continuous Assessment Test I,II** 2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation** 3. **End Semester Examination**

Indirect

1. **Course-end survey**

SYSTEMS (ELECTIVE)

SOFTWARE PROJECT MANAGEMENT

SEMESTER – IV   **CODE: P18MS4S1**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On Completion of this course, the students will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Illustrate the scope of software project management	K2	I
2	Explain about the development of software and quality issues involved	K2	II
3	Measure and certify the quality of the software developed	K5	III
4	Apply the methods of monitoring and measuring of Software development	K3	IV
5	Analyze about the quality standards and certifications in software development	K4	III
6	Compare the pricing and payments for software development across countries	K4	V

COURSE CONTENTS:

UNIT – I INTRODUCTION TO SPM   **12 Hours**

Definition - Components of SPM - Challenges and opportunities- Tools and techniques, Managing human resource and technical resource, Costing and pricing of projects- Training and development, Project management techniques.

UNIT – II SOFTWARE DEVELOPMENT   **12 Hours**

Monitoring and measuring of SW development, Cost, size and time metrics, Methods and tools for metrics, Issues of metrics in multiple projects.

UNIT – III QUALITY MEASUREMENT   **12 Hours**

Quality in SW development, Quality assurance, Quality standards and certifications, The process and issues in obtaining certification, The benefits and implications for the organization and its customers, Change management

UNIT – IV RISKS INVOLVED IN SPM   **12 Hours**

The risk issues in SW development and implementation, Identification of risks-resolving and avoiding risks, Tools and methods for identifying risk management.

UNIT – V PROJECT IMPLEMENTATION   **12 Hours**

Multiple projects-off-shore development issues, Managing human resources, Pricing and payments across countries, Remote development and implementation.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Management of Time & Stress	https://managementhelp.org/personalproductivity/time-stress-management.htm
2	Organizing & Staffing the Project office & Team	https://learning.hccs.edu/faculty/robert.frederick/bmgt1021-1/power-point-slides-chapters-1-6/chapter-4-organizing-and-staffing-the-project-office-and-team
3	The variables for Project success	https://learning.hccs.edu/faculty/robert.frederick/bmgt1021/power-point-slides-chapters-7-10/chapter-9-the-variables-for-success

REFERENCE BOOKS:

1. Royce, Walker, Software Project Management, Pearson Education, 2002.
2. Kelker, S.A Software Project Management, Prentice Hall, 2003.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY

			LEVEL
I	**INTRODUCTION TO SPM**		
1.1	Definition	Define Software Project Manage	**K1**
1.1.1	Components of SPM	Categorize the components of SPM	**K4**
1.2	Challenges and opportunities	Identify the challenges and opportunities involved in SPM	**K3**
1.3	Tools and techniques	Examine the tools and techniques in SPM	**K4**
1.4	Managing human resource and technical resource	Illustrate about the methods of managing human resource and technical resource	**K2**
1.5	Costing and pricing of projects	Analyze about costing and pricing of projects	**K4**
1.6	Training and development	Explain about the training and development activities in SPM	**K2**
1.7	Project management techniques.	Demonstrate the project management techniques	**K2**
II	**SOFTWARE DEVELOPMENT**		
2.1	Monitoring and measuring of SW development	Apply the methods of monitoring and measuring of SW development	**K3**
2.2	Cost, size and time metrics	Analyze about cost, size and time metrics in software development	**K4**
2.2.1	Methods and tools for metrics	Explain the methods and tools for software development metrics	**K2**
2.2.2	Issues of metrics in multiple projects.	Examine the issues of metrics in multiple projects.	**K4**
III	**QUALITY MEASUREMENT**		
3.1	Quality in SW development	Illustrate the importance of quality in SW development	**K2**
3.2	Quality assurance	Make use of the methods of quality assurance	**K3**
3.3	Quality standards and certifications	Analyze about the quality standards and certifications	**K4**
3.4	Change management	Define Change Management	**K1**
IV	**RISKS INVOLVED IN SPM**		
4.1	The risk issues in SW development and	Explain the risk issues in SW development and implementation	**K2**

		implementation		
4.2	Identification of risks-resolving and avoiding risks	Identify the risks-resolving and avoiding risks strategies	**K3**
4.3	Tools and methods for identifying risk management.	Demonstrate the tools and methods for identifying risk management.	**K2**
V	**PROJECT IMPLEMENTATION**		
5.1	Multiple projects-off-shore development issues	Analyze about multiple projects-off-shore development issues	**K4**
5.2	Managing human resources	Explain about the methods of managing human resources in project implementation	**K2**
5.3	Pricing and payments across countries	Compare the pricing and payments across countries	**K4**
5.4	Remote development and implementation.	Examine about the remote development and project implementation.	**K4**

MAPPING :

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	M	M	M	M	M	M	M	H	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	L	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	L	-	-	M	H	M
CO5	M	M	H	-	-	L	M	M	M	-	L	H	M
CO6	M	L	M	H	H	H	H	M	M	L	-	L	M

COURSE ASSESSMENT METHODS

Direct

1. **Continuous Assessment Test I,II**
2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**
3. **End Semester Examination**

Indirect

1. Course-end survey

SYSTEMS (ELECTIVE)

BUSINESS INTELLIGENCE

SEMESTER: IV   **CODE:P18MS4S2**

CREDITS: 4   **TOTAL HOURS : 60**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Examine the Decision support system of an organization in an practical manner.	K3	I
2	Understand the date warehousing and modeling meaning and scope of in an organization.	K2	II
3	Prefer web intelligence and web analytics of an management goals related to various organizations decisions.	K4	III
4	Evaluate the data integration in an organization's in organization's decision support system.	K4	III
5	Analyse the data mining and tools used for creating value based organization work.	K4	IV
6	Know the online analytics used in real practical purpose and technical knowledge understanding purpose.	K2	V

COURSE CONTENTS:

UNIT I: INTRODUCTION TO DSS   12 Hours

Framework for computerized decision support - Phases of the decision making process - Components of DSS - Origins and Drivers of business Intelligence - Successful BI implementation - Structure and components of BI

UNIT II: DATA WAREHOUSING   12 Hours

Definitions and concepts - Data warehousing process overview – Architecture - Data integration - Extraction and load process - Data warehouse development - Security issues

UNIT III: WEB INTELLIGENCE AND WEB ANALYTICS   **12 Hours**

Business analytics: An overview - Online Analytical processing - Reporting and Queries - Multidimensionality - Data Visualization - Web intelligence and web analytics - Benefits of Web intelligence and web analytics

UNIT IV: DATA MINING   **12 Hours**

Data mining concepts- Data Mining techniques and Tools - Text Mining - Web Mining

UNIT V: ARTIFICIAL NETWORKS   **12 Hours**

Basic concepts- Learning in Artificial Neural Networks- Developing Neural Network systems- Others Neural Network Paradigms- Applications of Neural Networks

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Data warehousing	https://dl.acm.org/doi/abs/10.1145/248603.248616
2	Web intelligence	https://ieeexplore.ieee.org/abstract/document/1046977/
3	Web analytics	https://patents.google.com/patent/US8234370B2/en

BOOKS FOR STUDY:

1. GalitShmueli, Nitin R. Patel and Peter C. Bruce, "Data Mining for Business Intelligence Concepts, Techniques and Applications" Wiley, India, 2010

BOOKS FOR REFERENCE:

1. Efraim Turban, Jay E. Aronson, Ting-peng Liang and Ramesh Sharda, "Decision support and Business intelligence systems", 8th Edition, Prentice Hall, 2007
2. Efraim Turban, Jay E. Aronson and David King, "Business Intelligence", 1st Edition, Prentice Hall, 2008
3. G. K. Gupta, "Introduction to Data mining with Case Studies", Prentice hall of India, 2011

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**INTRODUCTION TO DSS**		
1.1.0	Framework for computerized decision support	Demonstrate the Framework for computerized decision support	**K1**
1.1.1	Phases of the decision making process	Examine the Phases of the decision making process	**K2**
1.1.2	Components of DSS	Demonstrate Components of DSS	**K2**
1.1.3	Origins and Drivers of business Intelligence	Illustrate the process of Origins and Drivers of business Intelligence	**K2**
1.1.4	Successful BI implementation	Explain the purpose of Successful BI implementation	**K1**
1.1.5	Structure and components of BI	Identify the benefits of Structure and components of BI	**K1**
II	**DATA WAREHOUSING**		
2.1.0	Definitions and concepts	Demonstrate the techniques of Definitions and concepts	**K2**
2.1.1	Data warehousing process overview	Examine the changes Data warehousing process overview	**K2**
2.1.2	Architecture	Demonstrate Architecture	**K2**
2.2	Data integration	Illustrate the process of Data integration Paradigms	**K3**
2.3	Extraction and load process	Explain the purpose of Extraction and load process	**K3**
2.3.1	Data warehouse development	Demonstrate the techniques of Data warehouse development	**K4**
2.3.2	Security issues	Identify the Security issues	**K2**
III	**WEB INTELLIGENCE AND WEB ANALYTICS**		
3.1.0	Business analytics: An overview	Illustrate the applications of Business analytics: An overview	**K3**
3.1.1	Online Analytical	Explain the use of Online Analytical processing	**K3**

	processing		
3.1.2	Reporting and Queries	Demonstrate the use of Reporting and Queries	**K4**
3.1.3	Multidimensionality	Make use of Analysis of Multidimensionality	**K2**
3.1.4	Data Visualization	Develop a Data Visualization	**K2**
3.1.5	Web intelligence and web analytics	Analyse Web intelligence and web analytics	**K4**
3.1.6	Benefits of Web intelligence and web analytics	Illustrate the applications of Benefits of Web intelligence and web analytics.	**K2**
IV	**DATA MINING**		
4.1.0	Data mining concepts	Demonstrate the use of Data mining concepts	**K2**
4.1.1	Data Mining techniques and Tools	Analyze Data Mining techniques and Tools	**K3**
4.1.2	Text Mining	Develop a Text Mining	**K2**
4.1.3	Web Mining	Analyse the Web Mining	**K3**
V	**ARTIFICIAL NETWORKS**		
5.1.0	Basic concepts	Examine the changes in Basic concepts	**K4**
5.1.1	Learning in Artificial Neural Networks	Demonstrate Learning in Artificial Neural Networks	**K2**
5.1.3	Developing Neural Network systems	Illustrate the process of Developing Neural Network systems	**K2**
5.1.4	Others Neural Network Paradigms	Explain the purpose of Others Neural Network Paradigms	**K2**
5.1.5	Applications of Neural Networks	Identify the benefits of Applications of Neural Networks.	**K3**

MAPPING :

	PROGRAMME OUTCOMES									PROGRAMME SPECIFIC OUTCOMES			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	H	M	M	M	M	M	M	M	H	M	M	M	M
CO2	M	H	-	M	L	L	H	H	H	L	H	H	H
CO3	M	L	L	H	H	H	H	M	M	L	-	L	H
CO4	L	M	H	H	H	H	M	L	-	-	M	H	M
CO5	M	M	H	-	-	L	M	M	M	-	L	H	M
CO6	M	L	M	H	H	H	H	M	M	L	-	L	M

COURSE ASSESSMENT METHODS

Direct

1. Continuous Assessment Test I,II
2. Open book test; Assignment; Seminar; Journal paper review, Group Presentation
3. End Semester Examination

Indirect

1. Course-end survey

SYSTEMS (ELECTIVE)
RDBMS with ORACLE

SEMESTER – IV   **CODE: P18MS4S3**
CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES:

On completion of this course, the student will be able to,

S.No	Course Outcomes	Level	Unit Covered
1	Make Use of Optimal Flexible Architecture, Install software with Oracle Universal Installer	K3	I
2	Identify and configure commonly used environment variables, Creating an Oracle Database	K3	I
3	Explain about user defined and pre defined factorial exceptions	K2	II
4	Apply the SQL logical functions in Oracle	K3	III
5	Identify the application of enabling and disabling triggers in PL/SQL	K3	IV
6	Classify the operator and group functions in Oracle	K4	V

COURSE CONTENTS:

UNIT -I OVERVIEW OF DBMS   **12 Hours**
Overview of Database, DBMS, RDBMS, Introduction to Oracle, Oracle Objects/Tools, Data Types, SQL Commands: DDL, DML, TCL, DQL, DCL, Locks in Oracle.

UNIT II OPERATORS AND FUNCTIONS   **12 Hours**
Operators: Arithmetic, Comparison. Logical; SQL Functions:Date, Numeric, Character, Conversion, Miscellaneous functions, Group Functions.

UNIT – III JOINS   **12 Hours**
Joins: Simple Join, Equijoin, Non equijoin, Self join, Outer Join; Set operators: Union, Union all, Minus, Intersect; Sub Queries: Multiple Sub Queries and Correlated Sub Queries; Constraints: Introduction, Types and Implementation; Report writing using SQL

UNIT - IV PL/SQL   **12 Hours**

PL / SQL: Introduction, Advantages, Architecture, PL / SQL blocks, Date types, Attributes
Basic programs in PL/SQL; Data base triggers:Syntax, Parts, Types, Enabling and Disabling
Triggers, Dropping Triggers

UNIT - V PROCEDURES   **12 Hours**

Procedures: Definition, Implementation, Execution; Functions: MAX, MIN, SORT, COUNT,
AVERAGE, Factorial; Exceptions: User defined, pre defined exceptions.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	Business Process Re-engineering	https://tallyfy.com/business-process-reengineering/
2	Enterprise Resource Planning	https://www.oracle.com/in/erp/what-is-erp/
3	Artificial Intelligence	https://builtin.com/artificial-intelligence

Text books:

1. George Koch and Kevin Loney, "ORACLE The complete reference", Osborne/McGraw-Hill;
10th ANNIVERSARY ed. edition, 2000.

LEARNING OUTCOMES:

UNIT	COURSE CONTENTS	LEARNING OUTCOMES	TAXONOMY LEVEL
I	**OVERVIEW OF DBMS**		
1.1	Overview of Database	Outline an overview of Database	**K2**
1.2	Introduction to Oracle	What is Oracle	**K1**
1.3	SQL Commands	Analyse about the various SQL Commands	**K4**
1.4	Locks in Oracle.	Illustrate about locks in Oracle	**K2**
II	**OPERATORS AND FUNCTIONS**		
2.1	Operators: Arithmetic, Comparison	Make use of the operators such as Arithmetic and comparison	**K3**
2.2	Logical: SQL Functions	Apply the SQL logical functions in Oracle	**K3**
2.3	Miscellaneous functions	Analyze the miscellaneous functions in Oracle	**K4**
2.4	Group Functions.	Classify the group functions in Oracle	**K4**
III	**JOINS**		
3.1	Joins	Define Joins	**K1**

3.2	Set operators	Explain the set operators in joins	**K2**
3.3	Sub Queries	Illustrate the sub queries in joins	**K2**
3.4	Constraints	Analyze the constraints in joins	**K4**
3.5	Report writing using SQL	Create the report using SQL	**K6**
IV		**PL/SQL**	
4.1	PL / SQL: Introduction	Outline the concept of PL/SQL	**K2**
4.2	Date types	Classify the data types in PL/SQL	**K4**
4.3	Basic programs in PL/SQL	Create the basic programs in PL/SQL	**K6**
4.4	Enabling and Disabling Triggers	Identify the application of enabling and disabling triggers in PL/SQL	**K3**
4.5	Dropping Triggers	Apply the concept of dropping triggers	**K3**
V		**PROCEDURES**	
5.1	Procedures	Define Procedures	**K1**
5.2	Functions	Classify various functions	**K4**
5.3	Factorial	Explain about user defined and pre defined factorial exceptions.	**K2**

MAPPING :

	PROGRAMME OUTCOMES									**PROGRAMME SPECIFIC OUTCOMES**			
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	M	H	M	M	M	M	M	H	M	M	M	M	M
CO2	H	H	L	H	H	H	H	M	H	-	M	L	L
CO3	M	M	L	-	L	H	M	M	L	L	H	H	H
CO4	L	-	-	M	H	M	L	L	M	H	H	H	H
CO5	M	M	-	L	H	M	M	M	M	H	-	-	L
CO6	M	M	L	-	L	M	M	M	L	M	H	H	H

COURSE ASSESSMENT METHODS

Direct
1. **Continuous Assessment Test I,II**
2. **Open book test; Assignment; Seminar; Journal paper review, Group Presentation**
3. **End Semester Examination**

Indirect
   1. Course-end survey

ADVANCED MS EXCEL FOR MANAGERS (PRACTICAL & THEORY)

SEMESTER: IV   **CODE: P18MSPS4**

CREDITS: 4   **TOTAL HOURS: 60**

COURSE OUTCOMES

On completion of this course, the students will be able to

S.No	Course Outcomes	Level	Unit Covered
1	Understand the basics of MS Excel	K2	I
2	Practice the exercises given and reach at a solution	K3	II
3	Analyze the effect of using application software in business	K4	III
4	Develop practical skills in applying the same for real time business	K5	IV
5	Inspect the various alternatives for the given problem	K4	V
6	Formulate the data and analyze it using MS Excel	K6	V

COURSE CONTENTS:

UNIT- I WORKSHEET   **12 Hours**

Create a Workbook, Enter Data in a Worksheet, Format a worksheet, Format numbers in a worksheet - Create an Excel table, Filter data by using an AutoFilter, Sort data by using an Auto Filter, Using Help (F1), Key board Shortcuts, Formatting Cells, Name Manager - Visualizing Data Using Conditional Formatting, Apply Conditional Formatting, Print a Worksheet, Using Print Preview and Other Utilities.

UNIT II MANIPULATE TEXT   12 Hours

Working with Dates and Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to Column, create a Formula – Use a Function in a Formula, creating a formula for V Look up, H Lookup, Match and Index.

UNIT III CALCULATIONS   12 Hours

Introduction to Formulas such PV, PMT, NPER, RATE- Creating Balance Sheet, Investment Calculations, Depreciation Calculations, chart your data, Creating Spark line Graphics, Using Insert Tab Utilities.

UNIT IV DATA TAB   12 Hours

Using Custom Number Formats: Right Click, Format Cells Window - Using Data Tab and Data Validation, Getting external Data, Remove Duplicates, Apply data Validation and Using Utilitiesfrom Data Tab - Protecting Your Work, Using Review Tab Utilities, Performing Spreadsheet - What - If Analysis: Create a Macro, Activate and use an add-in.

UNIT V STATISTICAL ANALYSIS   12 Hours

Analyzing Data with the Analysis Tool Pak:ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, Test, Z-Text - Create Data for Pivot - Analyzing Data with Pivot Tables - Producing Report with a Pivot Table.

TOPICS FOR SELF STUDY

S. No	Topics	Web Links
1	MS Excel - Shortcuts Ctrl+A to Ctrl+Z	https://www.youtube.com/watch?v=Fy-CUwFT97s
2	Learn How To Create Your Own Monthly Budget Application In Excel	https://www.youtube.com/watch?v=gIOj_6mIAR0
3	How To Create A Powerful Point Of Sale (POS) Application In Excel?	https://www.youtube.com/watch?v=C-jw10s8esw

TEXT BOOK

1. John Walkenbach, Excel 2010 Bible (with CDROM), JohnWiley and Sons, 2010 Edition.

REFERENCE BOOK

1. GregHarvey,Excel2007 for Dummies, New Perspectives on Microsoft Office Excel2007.

LEARNING OUTCOMES

S.No	Course content	Learning Outcomes	Cognitive level
1.	Creating a workbook, Data Entry, Format the Cells	Create the MS-Excel Worksheet, enter the values, format the cells	K6
2	Entering Formula	Create a simple formula to add, subtract, multiply or divide values in your worksheet	K6
3	Filter and Sorting Data	Apply the filter and sorting option to arrange a data	K3
4	Conditional Formatting	Demonstrate the conditional formatting for the given data	K3
5	PIVOT TABLE	Create a Pivot table for the given data	K6
6	LOOKUP Functions	Execute the VLOOKUP and HLOOKUP function	K3
7	FINANCIAL Analysis using PV, PMT	Make use of Financial analysis and calculate PV and PMT	K3
8	NPER	Employ the technique of NPER	K3
9	RATE & IRR	Interpret the interest rate using RATE & IRR	K2
10	Data Validation	Prepare a data validation	K5
11	ANOVA	Analyze the variance in the given data	K4
12	Correlation	Assess the relationship between two are more variables	K6

Mapping

	PO1	PO2	PO3	PO4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	PSO4
CO1	-	-	H	H	H	H	L	H	L	M	M	H	M
CO2	-	-	H	H	H	H	L	H	L	M	M	H	M
CO3	-	-	H	H	H	H	L	H	L	M	M	H	M
CO4	-	-	H	H	H	H	L	H	L	M	M	H	M
CO5	-	-	H	H	H	H	L	H	L	M	M	H	M
CO6	-	-	H	H	H	H	L	H	L	M	M	H	M

COURSE ASSESSMENT METHODS

Direct
Periodical Assessment
Record of results, Punctuality, Observation note maintenance, Regular Submission of results, Discussion of results obtained
Model Practical Examination
End Semester Practical Examination
Indirect
1. Course-end survey