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Dr G R DAMODARAN COLLEGE OF SCIENCE (AUTONOMOUS)
COIMBATORE - 641014
MASTERS OF BUSINESS ADMINISTRATION (MBA) – FULL TIME
(Under Choice Based Credit System)
EFFECTIVE FOR THE STUDENTS ADMITTED DURING THE ACADEMIC YEAR 2020-2021

	Programme Outcome
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
PO6	Apply ethical principles for making judicious managerial decisions
PO7	Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
PO8	Adapt and develop research acumen and thereby Engage in independent and life-long learning.
PO9	Determine the entrepreneurial skills and choose the best possible investment decisions for an enterprise.
PO 10	Integrate tools and concepts from multiple functional areas (i.e. finance, marketing, operations, etc.) to solve business problems

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Programme Specific Outcome	
PSO1	To equip the students with requisite knowledge, skills and right attitude necessary to create efficient Global Managers and Executives.
PSO2	To develop competent management professionals with strong ethical values capable of assuming a significant role in Corporate and Society.
PSO3	Providing leadership training and team work activities in order to enable them well fulfilling the corporate professional needs.
PSO4	Promote Entrepreneurial spirit, innovative skills, and problem-solving ability and developing the attitude social responsibility.
PSO5	Imparting adequate theoretical knowledge on various core disciplines of management science and providing consultancy, research and development perspectives.

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SCHEME OF EXAMINATIONS

Sem.	Part	Course Code	Course Name	Credits	MARKS			Hrs. / Week	Exam. Duration (Hrs.)	Category
					CA	TEE	TOTAL			
I	-	20151A	Core: Management Principles and Practices	3	25	75	100	4	3	THEORY
I	-	20151B	Core: OrganisationalBehaviour	3	25	75	100	4	3	THEORY
I	-	20151C	Core: Managerial Economics	3	25	75	100	4	3	THEORY
I	-	20151D	Core: Accounting for Decision Making	3	25	75	100	4	3	THEORY
I	-	20151E	Core: Quantitative Methods for Management – I	3	25	75	100	4	3	THEORY
I		20151P	Core: Practical: IBM – Business Analytics	4	40	60	100	4	3	PRACTICAL
I	-	20151F	Core: Marketing Management	3	25	75	100	4	3	THEORY
I	-	20151Q	Core: Practical: Statistical Software Lab	3	40	60	100	4	3	PRACTICAL
II	-	20251A	Core: Operations Management	3	25	75	100	4	3	THEORY
II	-	20251B	Core: Financial Management	3	25	75	100	4	3	THEORY
II	-	20251C	Core: Quantitative Methods for Management – II	3	25	75	100	4	3	THEORY
II	-	20251D	Core: Human Resource Management	3	25	75	100	4	3	THEORY
II	-	20251E	Core: Research Methods for Management	3	25	75	100	4	3	THEORY
II	-	20251K	Core: Practical - Online Swayam CourseEffective Business communication	4						
II	-		Elective – I	3	25	75	100	4	3	THEORY
II	-		Elective – II	3	25	75	100	4	3	THEORY
II	-		Elective – III	3	25	75	100	4	3	THEORY
III	-	20351A	Core: Management Information System	3	25	75	100	4	3	THEORY
III	-	20351K	Core: Online Swayam Course: Strategic Management	4						

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Sem.	Part	Course Code	Course Name	Credits	MARKS			Hrs. / Week	Exam. Duration (Hrs.)	Category
					CA	TEE	TOTAL			
III	-	20351B	Core: International Business	3	25	75	100	4	3	THEORY
III	-		Elective – IV	3	25	75	100	4	3	THEORY
III	-		Elective – V	3	25	75	100	4	3	THEORY
III	-		Elective – VI	3	25	75	100	4	3	THEORY
III	-		Elective – VII	3	25	75	100	4	3	THEORY
III	-		Elective – VIII	3	25	75	100	4	3	THEORY
III	-	20351P	Core: Practical - Self Study: Business Ethics	2	40	60	100		2	PRACTICAL
III	-	20351S	Internship Training	3	40	60	100		3	PRACTICAL
IV	-	20451P	Core: Practical - Self Study: Corporate Social Responsibility	2	40	60	100		2	PRACTICAL
IV	-	20451S	Major Project & Viva Voce	5	50	150	200		6	PRACTICAL
	-		Total	**90**	**775**	**2025**	**2800**			

Sem.	Part	Subject Code	Subject Name
ELECTIVE - II			
II	-	20251W1	Financial Services
II	-	20251W2	Banking and Insurance Management
II	-	20251U1	Human Resource Development
II	-	20251U2	Organisational Change and Development
II	-	20251V1	Services Marketing
II	-	20251V2	ConsumerBehaviour
II	-	20251V3	Media Management
II	-	20251X1	Enterprise Resource Applications

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II	-	20251X2	Knowledge Management and Information Systems
II	-	20251Y1	Lean Manufacturing
II	-	20251Y2	Technology Management
ELECTIVE - III			
III	-	20351W1	International Financial Management
III	-	20351W2	Equity Research and Portfolio Management
III	-	20351W3	Mergers and Acquisitions
III	-	20351W4	Taxation Management
III	-	20351W5	International Financial Reporting Standards
III	-	20351U1	Strategic Human Resource Management
III	-	20351U2	Labour Welfare and Industrial Relations
III	-	20351U3	Organisational Dynamics
III	-	20351U4	Managing Interpersonal Effectiveness
III	-	20351V1	Retail Management
III	-	20351V2	Digital Marketing
III	-	20351V3	Sales and Distribution Management
III	-	20351V4	Brand Management
III	-	20351X1	Software Project Management
III	-	20351X2	Information Security Management System
III	-	20351X3	Data Warehousing and Data Mining
III	-	20351X4	E – Governance
III	-	20351Y1	Project Management
III	-	20351Y2	Supply Chain Management
III	-	20351Y3	Total Quality Management
III	-	20351Y4	Business Process Re - engineering and Value Engineering

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MAPPING OF COURSES WITH PROGRAMME OUTCOME LEVELS

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
20151A	Core: Management Principles and Practices	3	2	2	2	1	2	2			
20151B	Core: OrganisationalBehaviour	3	2	3	1	2	1	3	1		2
20151C	Core: Managerial Economics	3	2	3	3	1	2	1	1	2	1
20151D	Core: Accounting for Decision Making	2	3	1	2	1	3	1	2	2	2
20151E	Core: Quantitative Methods for Management – I	2	3	1	2	2	3	1	2	2	2
20151P	Core: Practical: IBM – Business Analytics	2	3	1	3	2	1		2	2	2
20151F	Core: Marketing Management	2	3	2	2	1	2	2	2	3	2
20151Q	Core: Practical: Statistical Software Lab	2	3	1	3	2	1		2	2	2
20251A	Core: Operations Management	2	2	1	1	1	2	1	2	2	2
20251B	Core: Financial Management	2	3	1	2	1	3	1	2	2	2
20251C	Core: Quantitative Methods for Management – II	2	3	1	2	2	3	1	2	2	2
20251D	Core: Human Resource Management	2	2	1	2	1	2	3	1		3
20251E	Core: Research Methods for Management	2	3	2	2	2	3	2	2	2	2
20251K	Core: Practical Online Swayam Course–Effective Business Communication	2	2		3	1	2	1	1		1
20251W1	Elective: Financial Services	2	3	1	2	1	3	1	2	2	2
20251W2	Elective: Banking and Insurance Management	2	3	1	2	1	3	1	2	2	2
20251U1	Elective: Human Resource Development	2	2		2	1	1	2	1		2
20251U2	Elective: Organisational Change and Development	1	2		2	2	1	2	2		2
20251V1	Elective: Services Marketing	2	3	2	2	1	2		2	3	2
20251V2	Elective:Consumer Behaviour	2	3		1	1	2	2		3	2
20251V3	Elective: Media Management	2	3		2		2	2	2	3	2
20251X1	Elective: Enterprise Resource Applications	1	2	2			2	1		3	2
20251X2	Elective: Knowledge Management and Information Systems	1	2	2			2	1		3	2
20251Y1	Elective: Lean Manufacturing	2	2	1	1	1	2	1	2	2	2
20251Y2	Elective: Technology Management	2	2	1	1	1	2	1	2	2	2
20351A	Core: Management Information System	3	2	3	1	2	3	1	2	2	3
20351K	Core Online Swayam Course: Strategic Management	3	3	3	2	2	2	2	2	3	3

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Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
20351B	Core: International Business	3	3	3	2	2	3	2	2	2	2
20351W1	Elective: International Financial Management	2	3	1	2	1	3	1	2	2	2
20351W2	Elective: Equity Research and Portfolio Management	2	3		2		3	1		2	2
20351W3	Elective: Mergers and Acquisitions	2	3	1	2	1	3	1	2	2	2
20351W4	Elective: Taxation Management	2	3				3	1		2	2
20351W5	Elective: International Financial Reporting Standards	2	3	1	2	1	3	1	2	2	2
20351U1	Elective: Strategic Human Resource Management	3	2	3	3	2	1	2	2	2	2
20351U2	Elective: Labour Welfare and Industrial Relations	1	2		1	2	1	1	1	2	2
20351U3	Elective: Organisational Dynamics	1	2	1	1	1	1	1	1	2	2
20351U4	Elective: Managing Interpersonal Effectiveness	2	2	2	1	3	1	3	3		2
20351V1	Elective: Retail Management	2	3	2	2		2	2		3	2
20351V2	Elective: Digital Marketing	2	3		1	1	2	2	2	3	
20351V3	Elective: Sales and Distribution Management	2	3	1	2	1		2	2	3	2
20351V4	Elective: Brand Management	2	3	2	2		2	2		3	
20351X1	Elective: Software Project Management	1	2	2			2	1		3	2
20351X2	Elective: Information Security Management System	1	2	2			2	1		3	2
20351X3	Elective: Data Warehousing and Data Mining	1	2	2			2	1		3	2
20351X4	Elective: E – Governance	1	2	2			2	1		3	2
20351Y1	Elective: Project Management	2	2	1	1		2	1	2	2	2
20351Y2	Elective: Supply Chain Management	2	2	1	1	1	2			2	2
20351Y3	Elective: Total Quality Management	2	2	1		1		1	2	2	2
20351Y4	Elective: Business Process Re - engineering and Value Engineering	2	2	1	1			1		2	2
20351P	Core: Practical - Self Study: Business Ethics	2	3	2	1	1	2	2	1	2	2
20351S	Internship Training	3	3	2	2	2	3	2	3	2	3
20451P	Core: Practical - Self Study: Corporate Social Responsibility	2	3	2	1	1	2	2	1	2	2
20451S	Major Project & Viva Voce	3	3	2	2	2	3	2	3	2	3

Indicators: 1. Reasonable **2. Significant** **3. Strong**

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
FIRST	20151A	CORE: MANAGEMENT PRINCIPLES AND PRACTICES	3	Theory	-	100

Objective of the Course:

- To provide an insight on the concepts of management and its applications in organizations.
- To impart knowledge on the new trends in the field of management.

UNIT I: MANAGEMENT CONCEPTS **(Teaching hours: 7)**

Management – Arts, Science and Profession – Management Process – Scope – Evolution of Management – Managers – Kinds and their Role – Management and Society – Social Responsibility and Ethics – Global and Comparative Management.

UNIT II: PLANNING AND DECISION MAKING **(Teaching hours: 7)**

Planning – Nature – Purpose – Planning Process – Planning Premises – Types of Plans - Objectives – Strategies & Policies – Nature & Purpose – Strategic planning Process – Kinds of Strategies & Policies – Decision Making – Need - Process - Decision Making in Organization.

UNIT III: ORGANIZING **(Teaching hours: 7)**

Organizing – Formal and Informal organization – Organization divisions – levels – Span of Management – Principles of Span of Management – Factors affecting effective Span – Structure and process of Organizing – Basic Departmentation – Types.

UNIT IV: AUTHORITY AND COORDINATION **(Teaching hours: 7)**

Line and Staff Authority – Authority & Power – Concepts – Functional Authority – Benefits & limitations of Staff – Decentralization of Authority – Delegation of Authority – Co - ordination functions in Organization – Techniques of Co ordination.

UNIT V: CONTROLLING **(Teaching hours: 7)**

Basic Control process – Critical control points and standards – control as a feedback system – real time information & control – feed forward control – requirement for effective control – control techniques and Information Technology.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Understand the management concepts	K1, K2
CO2	Practice the process of management functions: planning, organizing and decision making.	K2, K3
CO3	Learn the Organizing nature of business	K1, K3
CO4	Apply the Authority and Coordination aspects of business	K3, K4
CO5	Learn about the Control processes in management.	K4, K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3		1		1	1			1	
CO2	2	1		1	1	1	2	1	2	1
CO3	1	1					2	1		2
CO4	1	1	2	1		2	2			2
CO5	1	2	1		1		2	2	2	2

Indicators: 1. Reasonable 2. Significant 3.Strong

National Reference Books				
S.No.	Title	Author	Publishers	Publication Year & Edison
1	Principles and Practices of Management	L M Prasad	Sultan Chand & Sons	Edition 2006
2	Management Principles and Practices	ParagDiwan	Excel Books	First Edition
3	Management Principles And Practice	Srinivasan R,Chunawalla	Himalaya Publishing House	2nd edition

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International Reference Books				
S.No.	Title	Author	Publishers	Year of Publications
1	Management	Ricky.W.Griffin	Biztantra	8 th Edition 2005
2	Principles of Management – A Global Perspective	Heinz Weihrich, Harold Koontz	McGraw – Hill International	2005 10th Edition

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies, GD.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
FIRST	20151B	CORE: ORGANISATIONAL BEHAVIOUR.	3	Theory	-	100

Objective of the Course:

To enable the students to learn the principles and practices of Organizational Behavior.

UNIT - I :FOUNDATION OF OB **(Teaching hours : 7)**

Historical background: Hawthorne studies (Illumination studies) - Theories of Management leading to OB – Organizationalbehavior responses to global and cultural diversity, challenges of OB

UNIT - II:INTRODUCTION TO INDIVIDUAL PROCESS **(Teaching hours : 7)**

Perception and process – Attribution theory in social perception - Nature and types of Learning –Nature and types of Personality – Nature and types of Attitude at work– Nature and types of Values – Nature and types of Stress.

UNIT - III: INTRODUCTION TO GROUP PROCESS **(Teaching hours : 7)**

Foundation of group behavior – Formation of groups – Synergies of group - working – Roles in groups – Factors effecting group effectiveness – Understanding teams – types of teams– group decision making process – Team development process

UNIT – IV: POWER DYNAMICS IN ORGANIZATIONS **(Teaching hours : 7)**

Nature of power – Bases of power – Direction of flow of power in various types of organizational structures – Politics.

Understanding conflict – Meaning and causes of conflict – sources of conflict at various levels – Managing conflict – Negotiation process – Elements and factors affecting negotiation- Negotiation analysis: Suggestions for effective negotiation.

UNIT - V: LEADERSHIP AND MOTIVATION THEORIES **(Teaching hours : 7)**

Leadership styles and theories – implications and importance- Situational Leadership Model – Managerial Grid Styles – Path - Goal Theory. Transactional Versus Transformational Leadership - Leadership as effective change agents – Emerging leadership issues and capabilities. Basic Motivation Concepts, theories, and its applications – Maslow's Need theory, McClelland (Motive theory), Herzberg (two - factors theory), Alderer (ERG theory), Vroom's VIE theory.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To enable the students to learn the history of organizational behavior and it's response to globalized business environment.	K2 & K5
CO2	To get insight into the personal aspects of individuals.	K1 & K3
CO3	To enrich the students with the group process and team development	K5
CO4	To orient them with the Power dynamics in organizations and conflict management	K1 & K4
CO5	To enhance knowledge in organizational Leadership and Motivation	K4

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	3	3	2	1	2	3	1	3
CO2	2	3	1	3	2	2	3	1	2	1
CO3	3	2	2	3	3	1	2	3	1	2
CO4	2	3	1	2	3	1	3	2	3	3
CO5	3	2	1	12	3	2	3	2	3	1

Indicators: 1. Reasonable 2. Significant 3.Strong

Reference Books

National

S.No.	Title	Author	Publishers	Publication Year & Edition
1	OrganisationalBehaviour and Human Resource Management	Dr.K.K.Ramachandran	McGraw Hill Education	2003 - Third Edition.
2	Organization Behaviour – Text and case,	Umasekaran	The Tata McGraw Hill	2004, Second edition.
3	Organizational behaviourText and case	Dr. S.S.khanka -	S.Chand& Company Ltd,	2009 – VIIth Edition.

International

S.No.	Title	Author	Publishers	Year of Publications
1	Organizational Behaviour, Edition,	Fred Luthans	Mc GrawHill International	Xth edition, 2005.
2	Organizational Behaviour,	Stephen Robbins and SeemaSanghi,.	Pearson Education	XVI thEdition

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies, GD, TED talks,

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
FIRST	20151C	CORE: MANAGERIAL ECONOMICS	3	Theory	-	100

Objective of the Course:
To sharpen the analytical skills of management students through integrating the knowledge of the economic theory with decision making techniques.

UNIT I:INTRODUCTION **(Teaching hours: 7)**
Meaning, Nature and Scope of Managerial Economics–Managerial Economics and Business decision - making - Fundamental concepts of Managerial Economics - Profit Policies–Profit Maximization, Alternative objectives of the firm. - Theories of profit - Accounting profit vs EconomicProfit.

UNIT II: DEMAND AND SUPPLY ANALYSIS **(Teaching hours: 7)**
Demand and Supply Concepts - Demand theory - Demand determinants - Types of demand - Market Equilibrium - Demand elasticity: Types, Measurement and Factors. Uses of elasticity concept in business decision making.

UNIT III:PRODUCTION AND COST DECISION **(Teaching hours: 7)**
Production function with one variable and two variable inputs - Returns to a factor and Returns to Scale - Isoquants–Isocost curves and Ridge lines–Optimum factor Combination–Managerial uses of production functions - Cost Concepts, Classifications and Determinants - Cost–Output Relationship in the Short - run and Long - run–Cost functions - Economies and Diseconomies of Scale–Economies of Scope–Learning Curve.

UNIT IV:MARKET STRUCTURE AND PRICING **(Teaching hours: 7)**
Features of and pricing - output decisions in Perfect Competition, Monopoly, Oligopoly and Monopolistic Competition - Pricing methods and practices of modern business firms: Cost - based and demand based pricing strategies–Price Discrimination.

UNIT V: MACRO ECONOMIC ANALYSIS **(Teaching hours: 7)**
Business cycle and Business policies–National Income–Fiscal policy - Monetary Policy - Inflation–Deflation.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Knowingabout various basic concepts of Managerial Economics can be used to take managerial decisions and how to maximize profit with the help of the principles offered by Managerial Economics	K1, K2 and K3
CO2	Examining the behaviour of Buyers through the demand curve: The relationship between price & quantity demanded, the behaviour of Sellers through the supply curve: The relationship between price & quantity supplied, how demand and supply determine the price and quantity of a good sold in a market and the elasticity of demand & supply and their applications.	K1, K2 ,K3& K4
CO3	Describing short and long run production functions to know law of variable proportion, to understand equilibrium of a firm, to describe various concepts of costs, to differentiate between fixed and variable costs and short-run and long-run costs, to explain economies and diseconomies of scale and scope and to describe application of cost analysis in managerial decision making.	K1, K2 ,K3 & K4
CO4	Knowing the meaning and classification of market, describing meaning and features of various forms of market, understanding procedure of price determination and understanding various cost based and demand based pricing strategies.	K1, K2 and K3
CO5	Defining national income, gross and net domestic products, gross and net nationalproducts, explaining three methods of measuring national income, describing meaning, types and effects of inflation, discussing measures to control inflation, defining deflation, explaining meaning, objectives and tools of monetary policy, knowing various phases of business cycle and understanding meaning and objectives of fiscal policy.	K1, K2 and K3

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2						2	1	1
CO2	2	2		2				2	1	1
CO3	2	2		2				2	1	1
CO4	2	2		2				2	1	1
CO5	2	2		2				2	1	1

Indicators: 1. Reasonable 2. Significant 3.Strong

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Text Books				
S. No.	Title	Author	Publishers	Publication Year &Edition
1	Managerial Economics	Varshney and Maheshwari	Sultan Chand & Co	2008, 19th Edition
2	Managerial Economics	P.L.Mehta	Sultan Chand & Co	2008, 12th Edition
3	Managerial Economics	Suma Damodaran	Oxford University Press	2010, 2nd Edition
Reference Books				
S. No.	Title	Author	Publishers	Year of Publications
1	Managerial Economics	Dominick Salvatore	Thomson Learning	2012, 7th Edition
2	Managerial Economics	H.Craig Peterson, W.Cris Lewis and SudhirJain	Pearson Education	2005, 4th Edition

Pedagogy: Lecture, PPT presentation, e-content seminar, Assignment&Group Discussion.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
FIRST	20151D	CORE: ACCOUNTING FOR DECISION MAKING	3	Theory	80%	20%

Objective of the Course:
To inculcate the basic financial, management and cost accounting concepts and methods and its application in managerial decision-making.

UNIT – I:FINANCIAL ACCOUNTING **(Teaching Hours : 7)**

Definition – Accounting Principles – Concepts and conventions. Basics of Accounting: Rules for Debit and Credit, Journal, Ledger, Trial Balance. Preparation of Trading, Profit and Loss Account, Balance Sheet (Problems). Depreciation methods – Straight line and Written Down Value Methods (Problems).

UNIT – II:FINANCIAL STATEMENT ANALYSIS **(Teaching Hours : 7)**

Objectives – Techniques of financial Statement Analysis – Comparative and Common Size Statement Analysis, Trend Percentage Analysis, Ratio Analysis: Accounting ratios: Liquidity (short - term solvency), Profitability and Turnover ratios - Construction of Balance Sheet - Problems and interpretations.

UNIT – III:FUND FLOW STATEMENT ANALYSIS **(Teaching Hours : 7)**

Meaning of 'Fund' – Sources and Applications of funds – Statement of changes in working capital - Computation of Fund From Operations – Preparation of Fund Flow Statement. (Problems) - Cash Flow Statement – Distinction between Fund Flow and Cash Flow Statement.

UNIT – IV :COST ACCOUNTING **(Teaching Hours : 7)**

Meaning – Elements of Cost – Cost Sheet – Problems. Budget: Types of budgets – Preparation of Production, Sales, Purchases, Cash, and Flexible budgets - Problems – Zero based budgeting.

UNIT – V Marginal Costing **(Teaching Hours : 7)**

Definition – Decision making under marginal costing system – Contribution, P/V ratio, margin of safety, Break - even point – Break - even chart. Problems on computation of Break - even point.

Total Hrs. 35

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	The students will familiarize with basic accounting concepts and enriched with knowledge of ascertaining the net results of a business	K2&K3
CO2	The students will gain knowledge of grouping the Income statement and Balance sheet and will be able to suggest decisions on the basis of the ratios drawn.	K4
CO3	The students will analyze the flow of funds and flow of cash of a concern and draw inferences. The students will be able to identify the various cost elements and prepare a cost sheet	K4
CO4	The students can prepare various functional budgets and the cash required for a future period and estimate the cost and profit at different levels of production	K3&K4
CO5	The students will understand the application of marginal costing to solve some practical problems requiring taking some decisions	K4&K5

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2		2	1	2		1	2	2
CO2	2	3	1	2	1	2	1	3	3	2
CO3	3	3	1	2	2	2	1	2	2	2
CO4	3	3	2	3	2	2	1	2	2	3
CO5	3	3	2	3	2	2	1	2	3	3

Indicators: 1. Reasonable 2. Significant 3.Strong

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Text Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	A Text Book of Accounting for Management	S.N.Maheswari	Kalyani Publication	2012, 3rd Edition
2	Cost and Management Accounting	S.P. Jain & K.L. Narang	Kalyani Publication	5th Edition
3	Cost and Management Accounting	T.S.Reddy and Y. Hariprasad Reddy	Margham publication	2011, 4th edition
Reference Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Financial Accounting	Reddy T.S and Murthy	Margham publication	2012
2	Management Accounting	Khan and Jain	Tata McGraw - Hill publication	2002 - 4th Edition
3	Advanced Accountancy	M.C.Shukla, T.S.Grewal and S.C.Gupta	S Chand Publications	2013Revised edition

Pedagogy: Teaching /learning methods: Lecture, PPT presentation, e-content seminar, Assignment, Quiz, Group Discussion etc.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
FIRST	20151E	CORE: QUANTITATIVE METHODS FOR MANAGEMENT – I	3	Theory	50	50

Objective of the Course:

- To understand relevance & need of quantitative methods for making business decisions.

UNIT I: SET THEORY **(Teaching hours: 8)**

Set Theory – Definition - Types of Set – Operations of Set -only through venn diagram – De-morgan's law – Simple Problems.Matrix –definition – Types of Matrices - basic operations with simple business problems, EOQ – Cost associated with inventories –Factors affecting inventory control – Deterministic inventory Problems with no Shortages – Fundamental EOQ Problems.

UNIT - II: DATA ANALYSIS: UNIVARIATE **(Teaching hours: 8)**

Statistics- Definition, Meaning and Applications of Statistics in business decision making and research. Collection, Tabulation, organising data and presentation of data - Descriptive measures - Measures of central Tendency- Advantages and Limitations – Problems- Measures of dispersion – Importance – Problems related to Range, Quartile deviation, Mean deviation and S.D. deviation, Co-efficient of variation.

UNIT - III: DATA ANALYSIS: BIVARIATE **(Teaching hours: 8)**

Bivariate Distribution –Correlation – Concept and importance –Types of correlation - Correlation Analysis - Karl Pearson's co-efficient of correlation-Spearman's rank correlation – Regression equations- Problems related to business applications.

UNIT - IV: INDEX NUMBERS **(Teaching hours: 8)**

Introduction; Meaning of index number; Types of index number; Uses of Index Numbers; Methods of constructing Index Numbers; Test For Adequacy of Index Number Formulae; Consumer Price Index Number- Assumptions of cost of living index number; Methods of constructing Consumer Price Index, Limitations of Index Numbers.

UNIT – V:TIME SERIES ANALYSIS **(Teaching hours: 8)**

Introduction; Meaning of Time Series; Applications of Time Series; Variations in Time Series; Measurement of trend or secular trend; Measurement of seasonal variations.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Familiarize with basic concepts-Set operations and functions, Cost optimization techniques and EOQ.	K1 &K2
CO2	Gain knowledge of Graphical representation of functions, Advantages and Limitations of central tendency	K5
CO3	Explore on Bivariate distribution and its applications in business.	K2
CO4	Measure the changes in the value of money for determining the production	K3&k4
CO5	Understand the applications of Time series and measurement of secular trend.	K4

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	2	3	2	2	3	2	1	2
CO2	2	2		2	1		1	2		
CO3		2	1			2	3		1	3
CO4	1			3	2	2	1	2	2	
CO5	1	2				1	2		3	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edison**
1	Statistics for Management	Richard.I.Levin, David.S.Rubin	Pearson Education	7 th Edition, 2011.
2	Business Statistics	G.C.Beri	TataMcGraw-Hill publishing company Ltd	3rd edition ,2012.
3	Statistical Methods	S.P.Gupta	Vikas Publishing	2004 Edition

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Reference Books				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Business Statistics	N.D.Vohra	Tata McGraw-Hill	2012 Edition.
2	Statistics for Management	Srivatsava TN and ShailajaRego	Tata McGraw-Hill	2008 Edition.

Pedagogy: Lecture, PPT presentation, Assignment.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
FIRST	20151P	CORE: PRACTICAL: IBM – BUSINESS ANALYTICS	4	Practical	-	-

Objectives of the course:

- To create report, present data graphically, Analyze and extend reports with report studio.
- To highlight the key capabilities and manage content.

UNIT I :OVERVIEW OF BUSINESS INTELLIGENCE **(Teaching hours : 7)**

Overview of Business Intelligence – Business Intelligence Capabilities – Extend BI Enterprise – Examine Cognos Workspace Advanced – Creating reports using Relational Data – Crosstab report – Ehart objects – Combined report.

UNIT II : DATA PROCESSING **(Teaching hours : 7)**

Dimensional Data – ROLAP data – Member Options – Set Operations – Grouping, Sorting and Filtering of Relational and Dimensional Data – Integrating external Data – Process, Link and Attributes – Analyzing data using charts and graphs.

UNIT III: CREATING REPORTS **(Teaching hours : 7)**

Report Studio – Capabilities and Creation of report Studio – Report Development process – Use of check list – Identify the Business Need – Visual Communication Considerations and Techniques – Employing clarity and creating Effective report.

UNIT IV :DATA ANALYSIS **(Teaching hours : 7)**

Analysis Studio – Tools for investigation – Nest Data in Cross Tabs – Building advanced Cross Tabs – Focussing with Filters – Extending the Analysis

Unit V **(Teaching hours : 7)**

Case Studies

Total Hrs : 35

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To understand the overview of Business Intelligence	K1
CO2	To highlight the key capabilities and manage content	K1 & K2
CO3	To create report, present data graphically, Analyze and extend reports with report studio	K3
CO4	To Foster an ability to critically analyse, synthesise and solve complex unstructured business problems.	K4
CO5	To familiarize with the live cases and applications of Business Analytics	K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	2	2	2	2	1	3	2	
CO2	2	3	2	2	1	3			2	1
CO3	3	2	2	2	2	2		2	2	2
CO4	3	3	2	2	1	3		2	2	2
CO5	3	3	2	2	2	3	1	2	2	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Reference Books
This course is Web based and delivered on - line.

Pedagogy: On hands, PPT Presentation, Assignment, Seminar, Case studies,

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
FIRST	20151F	CORE: MARKETING MANAGEMENT	3	Theory	-	100

Objective of the Course:

- To provide knowledge on the importance, scope and fundamental concepts of marketing.
- To learn planning, organizing, implementing and controlling of marketing strategies and plans.
- To impart knowledge on the insights of marketing and the decisions taken under each element.

UNIT I: MARKETING FUNDAMENTALS: (Teaching hours: 7)

Defining Marketing: Importance and scope of marketing – Exchange and Transactions – Company orientations toward the marketplace – Fundamental marketing concepts, trends and tasks. The nature and contents of a marketing plan. Gathering Information and Scanning the Environment: Marketing Information System – Internal Records System – Marketing Intelligence System – Analysing the macroenvironment factors. Conducting Marketing Research and Forecasting Demand: Marketing Research System – Forecasting and demand measurement.

UNIT II: CONSUMER BEHAVIOUR & SEGMENTATION: (Teaching hours: 7)

Creating Customer Value, Satisfaction and Loyalty: Building customer value, satisfaction and loyalty – Maximising customer lifetime value – Customer Relationship Management – Customer Databases and Database Marketing. Analysing Consumer Markets: Factors influence Consumer Behaviour – Key psychological processes – Managing Business to Business customer relationships – Institutional and Government Markets. Identifying Market Segments and Targets: Levels of market segmentation – Segmenting consumer markets – Bases of segmenting business markets.

UNIT III: NEW PRODUCT DEVELOPMENT &BRANDING: (Teaching hours: 7)

Introducing the New Market Offerings: Challenges in New Product Development – Managing the new product development process – The consumer adoption process. Building Strong Brands - Crafting the Brand Positioning: Developing and communicating a positioning strategy – Differentiation strategies – Product Life Cycle marketing strategies. Dealing with Competition: Competitive Forces – Identifying and analysing competitors – Competitive

strategies for market leaders, challengers, followers and nichers – Balancing customer and competitor orientations. Setting Product Strategy: Product characteristics and classifications – Differentiation – Product and brand relationships – Packaging, labeling, warranties and guarantees.

UNIT IV: MARKETING CHANNELS & PRICING: **(Teaching hours: 7)**

Developing Pricing Strategies and Programmes: Understanding Pricing – Setting the price – Adapting the price – Initiating and responding to price changes. Designing and Managing Value Networks and Channels: Marketing channels and value networks – The role of marketing channels – Channel Design decisions – Channel management decisions – E - commerce marketing practices.

UNIT V: PROMOTION MIX: **(Teaching hours: 7)**

Managing Mass Communications – Advertising, Sales Promotions, Events, and Public Relations: Developing and Managing an Advertising Programme – Deciding on media and measuring effectiveness – Sales Promotion – Events and experiences – Public Relations. Managing Personal Communications – Direct Marketing and Personal Selling: Direct Marketing – Interactive Marketing – Designing the sales force – Managing the sales force – Principles of personal selling. The Digital Marketing Landscape: Role of Digital Marketing – Emerging Trends – Technology shift – Online ecosystem. Methods of Digital Marketing.

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Students get to develop strong conceptual knowledge about marketing management.	K1, K2
CO2	Know the consumer behavior and decision making process.	K2, K3
CO3	Make decisions based on product, price, promotion & distribution.	K3, K4
CO4	To instill awareness about Channels and its functions	K2, K3
CO5	To know about the various promotion mix in marketing.	K4, K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3		1		1			1		
CO2	2	2	2	1	2	2	1	2	2	2
CO3	1	3		1	1	2	1	2	2	2
CO4	1	1	1	2			2	2		
CO5	1	3	1		1	2	1	2	2	2

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Indicators: 1. Reasonable 2. Significant 3.Strong

National Reference Books				
S.No.	Title	Author	Publishers	Publication Year & Edison
1	Marketing Management	RajanSaxena	Tata McGraw Hill Company Ltd., New Delhi	2002, 2nd Edition
2	Marketing Management	Ramasamy and Namakumari	Macmillan India Ltd.	2002, 3rd Edition
3	Application Exercises in Marketing: The Indian Context	S.Ramesh Kumar	Vikas Publishing House Pvt. Ltd., New Delhi	2000, First Edition
4	Marketing Management	S.A. Sherlekar	Himalaya Publishing House	2010 edition

International Reference Books				
S.No.	Title	Author	Publishers	Year of Publications
1	Marketing Management	Philip Kotler and Kevin Lane Keller	Pearson Education (Singapore) Pte. Ltd., Indian Branch, New Delhi	2006, 12th Edition
2	Basic Marketing: A Global Managerial Approach	William D. Perreault, Jr. and E.Jerome McCarthy	McGraw Hill / Irwin, The McGraw Hill Companies Inc., New York	2002, 14th Edition

Pedagogy: Lecture, PPT presentation, Marketing road show, Newspaper content, e-content, seminar, Videos, Group presentation.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
FIRST	20151Q	CORE: PRACTICAL: STATISTICAL SOFTWARE LAB	3	Practical	-	-

Objectives of the course: The course is designed to provide students with transferable skills, tounderstand the uses of SPSS, and also enable the students to learn the applications of Excel.

UNIT –I : MICROSOFT WORD AND EXCEL **(Teaching hours: 7)**

Creating, Formatting and designing the document in MS Word - Uses of Excel - Basic Formulas and Use of Functions - Manipulating of Data - using Data Names and Ranges - Filters and Sort and Validation Lists, Managing, Inserting, and Copying Worksheets - Data Analysis Using Charts and Graphs.

UNIT- II:INTRODUCTION TO SPSS **(Teaching hours: 7)**

Descriptive statistics – measures of central tendency - mean, median, mode, standard deviation, co - efficient of variance – charts and graphs – testing of normality - testing of homogeneity - testing of linear relationship (scatter plot) - sample size determination.

UNIT –III: HYPOTHESIS TESTING **(Teaching hours: 7)**

Conditions for single and two means - one sample t - test - paired sample t - test - statistical inference - Z - Test- F - Test – statistical inference.

UNIT – IV: REGRESSION ANALYSIS **(Teaching hours: 7)**

Introduction to simple regression analysis - determining the equation of a regression using SPSS - Multiple regression analysis - statistical inference for r - square, adjusted r square and overall F - Test.

UNIT – V: GOODNESS OF FIT AND ANOVA: **(Teaching hours: 7)**

Introduction to chi - square test - chi - square test of homogeneity - chi - square test of Independence - Introduction to ANOVA - one way ANOVA - Two way ANOVA

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Understand the basic functions of EXCEL	K2 , K3
CO2	It enable the students to learn the SPSS	K2 , K4
CO3	Understand the tools for data analysis	K2, K4
CO4	Understand the statistical tool regression analysis	K2, K4
CO5	To learn the about ANOVA for data analysis	K2, K4

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3		2		1			2	2
CO2	2	2		2		2				2
CO3	2	1		3		1		1	1	3
CO4	2	1		2		2		2		2
CO5	2	2		2		2		1		2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books

S.No.	Title	Author	Publishers	Publication Year & Edison
1	Research Methods in Business	Dr.R.Nandagopal, Dr.Arulrajan&Dr.N.Vivek	Excel books	2007 3rd Edition
2	Excel 2007 Formulas	John walkenbach	Wiley indiaPvt.Ltd	2007 3rd Edition
3	Microsoft office 2007	John walkenbach	Wiley indiaPvt.Ltd	2007 3rd Edition

Reference Books

S.No.	Title	Author	Publishers	Year of Publications
1	Research methodology	Dr.Deepak Chawla &Dr.NeenaSondhi	Vikas Publishing House	2007 3rd Edition
2	Excel 2007, Power programming with VBA	John walkenbach	Vikas Publishing House	2007 3rd Edition
3	IBM SPSS Statistics 23 Step by Step:	Paul Mallery, Darren George	Routledge	2016 & 14 Edition

Pedagogy: PPT presentation and Assignments

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251A	**CORE: OPERATIONS MANAGEMENT**	3	Theory	10	90

Objectives: To introduce the concepts of operations Management and help to learn how those concepts are being applied in the industry by working out problems in relevant areas and also by taking mini projects.

UNIT - I: OPERATIONS MANAGEMENT **(Teaching hours: 7)**

Operations Management – meaning – importance – Historical contributions – Systems view of OM –Functions of OM – Basic functions–Plant location - factors influencing location - plant layout - product layout, process layout,advantages and limitations - Models of production systems - continuous and intermittent production systems.

UNIT – II: PRODUCTION PLANNING AND CONTROL **(Teaching hours: 7)**

Production Planning and Control – Meaning – Functions – Aggregate planning (AP)– forecasting for AP - strategies for AP - Master Production Schedule (MPS) – Material requirement planning (MRP) – BOM – MRP objectives - advantages and limitations of MRP–MRP system components - MRP in a changing environment - Planning and controlling system of MRP II - Problems in MRP.

UNIT - III: CAPACITY REQUIREMENT PLANNING (CRP) (Teaching hours : 7)

Capacity requirement planning (CRP): capacity planning decisions - Introduction to ERP and ERP packages. Inventory control – Types of Inventory – Safety stock –Re order point – Service level – Inventory control systems – inventory costs - Perpetual – Periodic – JIT – KANBAN – Bottlenecks in implementing JIT in Indian Industry.

UNIT – IV: INSPECTION AND QUALITY CONTROL **(Teaching hours: 7)**

Inspection and quality control – Purposes – Control charts for measuring variables – Control charts for measuring attributes – problems in control charts - Acceptance Sampling – Quality Circle – An introduction to new concepts such as TQM, Six Sigma concept, ISO 9000.

UNIT - V: ERGONOMICS **(Teaching hours: 7)**

Ergonomics – meaning –importance – Work study – Time study – Motion study – Charts – Standard time – Time study analysis – problems – Job design.

Total Hrs : 35

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To enable the students to learn the meaning of Operations Management and its importance.	K2
CO2	To get insight into the Production and Planning and Control& M R P	K1 & K3
CO3	To orient` the students with the capacity planning and inventory control.	K5
CO4	To highlight hem with the Quality Control practices in the organization.	K1
CO5	To enhance knowledge in work measurements.	K4

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analyzing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

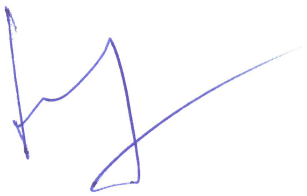
Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	1	2	3	1	2	3	2	1
CO2	3	1	3	3	2	3	1	3	3	2
CO3	1	3	2	2	3	2	3	2	2	1
CO4	2	1	3	2	2	1	2	1	2	3
CO5	3	2	1	3	2	1	2	3	2	1

Indicators: 1. Reasonable 2. Significant 3.Strong

Reference Books				
National				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Production and Operations management.	N G Nair	Tata McGraw - Hill Pub. Co.Ltd.	2002, 5th Edition.
2	Production and operations management	SN Chary,	Tata McGraw - Hill Pub. Co. Ltd	2006,13th reprint
3	Production and Operations Management	Panneerselvam,	P H I	2001, 3rd print.

International:				
S.No.				
1	Production and Operations Management	Richard R Chase, Nicholas J Aquilano, F Robert Jacobs	TataMacGrawhill Pub, Co. Ltd.	2002,6th Reprint.
2	Production and operations management	Everette E Adam.Jr., Ronald J Ebert.	PHI	2006, 5th edition.

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies, GD, TED talks,



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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251B	CORE: FINANCIAL MANAGEMENT	3	Theory	50	50

Objective of the course:

To enable the students to understand the concepts of Time value of money, short term and long term financing decisions.

UNIT - 1: FOUNDATIONS OF FINANCE (BOTH THEORY AND PROBLEM)

(Teaching hours: 7)

Financial management – An over view, Time value of money: Calculating Future value, Present value and annuity. Sources of finance - Concept of risk and return, measurement of risk and return of a single asset and of a portfolio.

UNIT II: INVESTMENT DECISIONS (PROBLEMS) **(Teaching hours: 7)**

Capital Budgeting: Principles and techniques, Evaluation techniques - Discounted and non - discounted cash flow techniques: Pay back, Accounting rate of return, Net present value, Internal Rate of Return, Profitability index, Comparison of DCF techniques, Project selection under capital rationing.

UNIT III: FINANCING DECISIONS (BOTH THEORY AND PROBLEM)

(Teaching hours: 7)

Capital structure, Theories of capital structure, Determinants of capital structure. Cost of Capital: Importance, Computation of cost of specific sources and overall cost of capital (weighted average cost of capital) Leverages: Concepts, operating, financial and combined leverage.

UNIT IV: DIVIDEND DECISION (BOTH THEORY AND PROBLEM)

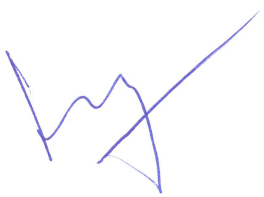
(Teaching hours: 7)

Concept, Forms of dividend, relevance and irrelevance theories of dividend. Dividend policy: Types of dividend policy, Determinants of dividend policy. Bonus shares, Stock splits, Share buyback.

UNIT V: WORKING CAPITAL MANAGEMENT (BOTH THEORY AND PROBLEMS)

(Teaching hours: 7)

Principles of working capital: Concepts, need, Determinants of working capital, Operating cycle. Working capital financing: Sources of working capital, Working capital policy, Estimation of working capital requirement.



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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Understand the concept of time value of money	K2 , K3
CO2	Identify the different investment proposals	K4 , K5
CO3	Learn the long term financing decisions of the organizations.	K2, K3
CO4	Understand the significance of dividend decisions	K2, K4
CO5	To learn the short term financial decision of the firm	K4

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2				2			3	3
CO2	2	2				3			3	3
CO3	3	2				3			3	3
CO4	2	3				2			3	3
CO5	2	2				2			3	3

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	Title	Author	Publishers	Publication Year & Edition
1	Financial Management: Principles and practice	Dr.S.N.Maheswari	Sultan Chand & Sons	2013, 15th edition
2	Financial Management: Text, Problems and cases	M.Y Khan and P.K Jain	Tata MacGraw Hill	2004, 4th edition
3	Financial Management	I.M Pandey	Vikas publishing House Pvt Ltd.	2001, 8th edition

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Reference Books				
S. No.	Title	Author	Publishers	Year of Publications
1	Fundamentals of Financial Management	Rjiv Srivastava and Anil Misra	Oxford University presses	2008, 4th Edition
2	Fundamentals of Financial Management	Brigham, Eugene F., Houston, Joel F	Harcourt brace & Company Asia Pvt. ltd	2015, 14th edition
3	Financial Management	Mc Menamin, Jim	Oxford University Press	2000, 3rd edition

Pedagogy: PPT presentation and Assignments

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EFFECTIVE FOR THE STUDENTS ADMITTED DURING THE ACADEMIC YEAR 2020-2021

Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251C	CORE: QUANTITATIVE METHODS FOR MANAGEMENT – II	3	Theory	50	50

Objective of the Course:

To enable the students to learn the techniques of Operations Research and resource management and their application in business management.

UNIT I:INTRODUCTIONS TO LINEAR PROGRAMMING (Teaching hours: 8)

Introduction to applications of operations research in functional areas of management. Mathematical Models - Deterministic and Probabilistic - Simple Business examples - linear programming - Formulation - Graphical Solution - Dual of Linear Programming Problem - Economic interpretation (No Computation for simplex method).

UNIT - II: TRANSPORTATION MODEL (Teaching hours: 8)

Usefulness in business and industry - Balanced and unbalanced Problems – N-W Corner Rule – Algorithm – Initial Basic feasible solution, Least cost and Vogel's approximation methods – Algorithm & IBFS. Check for optimality – Algorithm - Solution by MODI Method – Optimum Solution (only for Non-Degeneracy) - Transshipment model - Assignment model.

UNIT - III: :NETWORK SCHEDULING (Teaching hours: 8)

Network and basic components – Common Errors – Rules for Network Construction - CPM - Critical path - PERT - Time Estimates. **Waiting line models** - Structure of Model –M/M/1 for infinite Population for Business decisions – Simple Problems.

UNIT - IV:MAINTENANCE AND REPLACEMENT MODELS(Teaching hours: 8)

Areas of Maintenance – objectives of Maintenance – Economy of Maintenance – Problems related to Replacement of Items that Deteriorates gradually –Value of Money change with time – does not change with time – Replacement of items that Fails suddenly – Individual and Group replacement (Simple Problems only).

UNIT – V:GAME THEORY (Teaching hours: 8)

Introduction – Types of Games – Assumptions/ Rules of Games- Games with Saddle point - Problems – Games with Mixed Strategies – Dominance Theory - Rule of Dominance – Simple Problems – Solving games by Graphical Method.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Identify and develop operational research models from the verbal description of the real system.	K1, K2 & K5
CO2	Understand the mathematical tools that are needed to solve optimization problems.	K2 & K4
CO3	Understand the role and application of ***PERT/CPM*** for project scheduling.	K2&K3
CO4	Enable the students in making decisions for replacing a used equipment with a substitute	K5
CO5	Determine the outcomes according to a solution concept.	K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1		2	1		2	3	2	2		1
CO2										
CO3	2			3			3			2
CO4			2			2		3		
CO5	3								2	3

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Operations Research - An Introductions	Hamdy A	TataMcGrawhill	1998, Second Edition.
2	Operations Research	DharaniVenkitakrishnan	Keerthi Publications	2000, Fourth Edition
3	Operations Research,	KantiSwarup, Gupta and Man Mohan	Jai Pub.Ltd.	1997, Fifth Edition

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Reference Books				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	International Series in Operations Research & Management Science	Hiller, Camile.	C.E(d),Series Ed.	2003.
2	Operations Research Models and Methods	by Paul A. Jensen and Jonathan F. Bard	John Wiley and Sons.	2003.

Pedagogy: Lecture, PPT Presentation, Assignment.

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EFFECTIVE FOR THE STUDENTS ADMITTED DURING THE ACADEMIC YEAR 2020-2021

Semester	Course Code	Course Title	Credits	Theory / Practical	Problems %	Theory %
SECOND	20251D	CORE: HUMAN RESOURCE MANAGEMENT	3	Theory	-	100

Objectivesof the Course:

To provide an insight on the various human resources concepts and practices in organizations and impart the importance of HR in an Organisations

UNIT - I Introduction to HRM: **(Teaching hours :7)**

Human Resource Philosophy – Changing environment of HRM – strategic human resource management – Trends in HRM – Organization of HR departments – Line and staff functions – Role of HR Managers

UNIT – II Recruitment & Selection: **(Teaching hours :7)**

Job analysis: Meaning - Methods. Recruitment and selection process: Building employee commitment: Promotion from within – Sources- Employee Testing & selection: selection process, types of test, selection techniques, interview

UNIT – III Training, Development& Appraisal: **(Teaching hours :7)**

Orientation & training: orienting the employees, the training process, need analysis, training techniques. Developing Managers: Management development –On the job and off - the - job development techniques - Performance management: Methods of appraisal – problems and solutions – MBO approach – The appraisal interview – performance appraisal in practice. Managing careers: Career planning and development.

UNIT – IV Compensation and Benefits: **(Teaching hours :7)**

Basics of compensation – factors determining pay rate current trends in compensation – Job evaluation – pricing managerial and professional jobs. Money and motivation – incentives for operations employees and executives - organization wide incentive plans – Benefits and services: statutory benefits – non - statutory (voluntary) benefits and other welfare measures to build employee commitment.

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UNIT – V Contemporary HRM Practices **(Teaching hours :7)**

Competency based HR functions –HR Audit- Human Resource Accounting – Wellness and Wellbeing - Future of HRM – HRIS - Global HR practices.

Total Hrs : 35

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To impart the importance of HR in an Organizations.	K2
CO2	To enrich the students with the recruitment and selection aspects followed in today's scenario	K2 & K3
CO3	To Develop, implement, and evaluate employee orientation, training, and development programs.	K4
CO4	To provide an insight on the various human resources concepts and practices in organizations.	KI & K5
CO5	To emphasize on the legal, welfare and industrial relations practices of HR.	KI & K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analyzing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	1	1	2	2	2	1	2
CO2	3	2	3	2	2	1	2	1		2
CO3	2	1	2	2	2	2	1	3	2	2
CO4	2	1		2	2	3		1	1	1
CO5	2	2	3	2	3	3	2	1	2	1

Indicators: 1. Reasonable 2. Significant 3.Strong

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Reference Books				
National				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	OrganisationalBehaviour and Human Resource Management	Dr.K.K.Ramachandran	McGraw Hill Education,	ISBN – 97813073012.
2	Human Resource Management	Dipak Kumar Bhattacharya	Excel Books First Edition.	
3	Industrial Relations	Monal Arora	Excel Books First Edition.	
4	Human Resource Management	SeemaSanghi	Macmillan publishers India Ltd	First Published,2011
International				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Human Resource Management	Gary Dessler	Prentice Hall of India P Ltd,Pearson	Tenth Edition
2	Human Resource Management	Cynthia D Fisher,Lyle F Schoenfeldt,James B Shaw	Biztantra	5 th Edition

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Simulation games, TED talks,

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251E	CORE: RESEARCH METHODS FOR MANAGEMENT	3	Theory	-	100

Objective of the Course:

To familiarize the students with methodology of research and its application in business management.

UNIT I: INTRODUCTION **(Teaching hours: 7)**

Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researchers, Ethics in research. Steps Involved in Research Process. Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance. Research Design: Exploratory Research Design –Descriptive Research Designs –Experimental Design.

UNIT II: MEASUREMENT **(Teaching hours: 7)**

Concept of measurement– Nominal, Ordinal, Interval, Ratio - Validity and Reliability of the research instrument. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison.

UNIT III:COLLECTION OF DATA **(Teaching hours: 7)**

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member. Types of Data: Secondary and Primary, Various Methods of Data Collection, Preparation of Questionnaire and Schedule. Qualitative methods of data collection.

UNIT IV:ANALYSIS OF DATA **(Teaching hours: 7)**

Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis; Application of statistical techniques for analyzing the data, Descriptive statistics - "t" test ,z test ,Chi - square test ,Correlation ,ANOVA (Using of Data Analysis Tools like SPSS and Excel).

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UNIT V: REPORT PREPARATION **(Teaching hours: 7)**

Interpretation of Data and Report Writing – Layout of a Research Report; Bibliography and Annexure in report; Drawing conclusions; Giving suggestions and recommendations to the concerned persons.

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To Understandthe meaning of research and its application in Management, various steps involved in the research process and to discuss various types of research designs.	K1, K2 and K3
CO2	To know the concept of measurement and the basic scales involved in measurement, the ways and means to test the soundness of measurement instruments through validity and reliability and to discuss various scaling techniques.	K1, K2 ,K3& K4
CO3	To know various probability and non-probability sampling methods, understand various methods to collect primary data & secondary data and to know the ways and means of designing a questionnaire.	K1, K2 &K3
CO4	To know how to code, edit and tabulate data, how to use various kinds of charts and diagrams and how to analyze data by using SPSS & Excel.	K1, K2, K3& K4.
CO5	To know the layout of a typical research report, the various rules of preparing Bibliography and appreciate the importance of giving suggestions and recommendations through research report.	K1, K2 and K3

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2		2				3	1	
CO2	2	2	1	2				3	1	
CO3	2	2		2				3	1	
CO4	2	2		2				3	1	
CO5	2	2		2				3	1	

Indicators: 1. Reasonable 2. Significant 3.Strong

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Text Books				
S. No.	Title	Author	Publishers	Publication Year &Edition
1	Research Methodology	Kothari, C R	New Age International	2004, 2nd Edition
2	Research Methods for management	Dr.S.Shajahan	JAICO publishing house	2006, 3rdEdition
3	Research methods in business	R.Nandagopal ,K.Arulrajan and N.Vivek	Excel Book	2007, 1st Edition.
4	Research Methodology, Concepts and Cases	Dr.Deepak Chawla, Dr.Neenasondhi	Vikas publishing house private limited	2011, 1stEdition.
Reference Books				
S. No.	Title	Author	Publishers	Year of Publications
1	Research Methods	William G.Zikmund	Thomson Southwestern	2003, 7th Edition
2	Business Research Methods	Donald R. Cooper and Pamela s. Schindler	Tata McGraw–Hill	2011, 12thEdition

Pedagogy: Lecture, PPT presentation, e-content seminar, Assignment&Group Discussion.

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EFFECTIVE FOR THE STUDENTS ADMITTED DURINGTHE ACADEMIC YEAR 2020 –2021

Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
TWO	20251K	CORE:PRACTICAL: ONLINE SWAYAM COURSE: EFFECTIVE BUSINESS COMMUNICATION	4	-	–	-

The Course will be offered through SWAYAM Platform with the duration of 6 weeks. The students shall adhere to all instructions mentioned under Swayam to complete the Course.

- **Objective of the Course:**
  This course will help you improve the Comunication skills by exploring the inherent challenges and providing techniques to overcome the Hurdles.

COURSE LAYOUT

Week 1 - The Process of Communication

- Overview of Communication
- Meta-Communication
- Essential Communication Skills
- Effectiveness of Communication

Week 2 - Professional Writing - The Basics

- Written Business Communication Basics
- Being Managerially Appropriate
- Getting it Write the First Time

Week 3 - Professional Writing - Applications

- Business Correspondence
- Reports and Summaries
- Informative and Persuasive Communication

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Week 4 - Oral Communication

Fundamentals of Oral Communication

- Glossophobia and Lack of Confidence

Week 5 - Presentations

- Making Professional Presentations
- Plan and Prepare
- Practice and Perform

Week 6 - Interpersonal Skills

- Introduction to Interpersonal Communication
- Behavior and Communication
- Personality and Communication

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EFFECTIVE FOR THE STUDENTS ADMITTED DURING THE ACADEMIC YEAR 2020-2021

Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251U1	ELECTIVE: HUMAN RESOURCE DEVELOPMENT	3	Theory	-	100

Objective of the course:

To enable the students to learn the principles and practices of developing Human resources.

UNIT - I: Introduction to HRD **(Teaching hours : 7)**

Introduction to the concept and philosophy of HRD: Meaning, scope and Importance - Differences between traditional personnel management and HRD. Designing and implementing HRS - Role analysis and HRD - key performance areas, critical attributes, role effectiveness - role analysis methods.

UNIT - II: Performance Appraisal & development **(Teaching hours : 7)**

Performance appraisal and performance development: Objectives - Performance Management Skills – Operationalising Performance Management, development oriented appraisal System. - Appraisal tools in performance management. Performance Counseling- giving and receiving feedback - dynamic relationship through effective counseling – 720 degree Performance Appraisal system. .

UNIT - III: Potential Appraisal & Development **(Teaching hours : 7)**

Potential appraisal and development – objectives of potential appraisal - Steps to be followed in a potential appraisal system. Role and importance of Assessment centres. Career Planning and development - career strategic process - issues in organization.

UNIT – IV: Learning organistion **(Teaching hours : 7)**

Learning organsiation - Learning models – approaches to process of learning – creating learning organization and learning culture - Self directed learning. Employee empowerment – types, process and strategies.

UNIT - V: Culture and Climate **(Teaching hours : 7)**

OCTAPACE culture and HRD climate – Organizational development - QWL –importance, determinants and ways to increase QWL. Quality circle – constitution process of quality circle. Employee Engagement.

Total Hrs : 35

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To enable the students to learn the principles and practices of developing Human resources.	K2 & K5
CO2	To get insight into performance appraisal and development system.	K1 & K3
CO3	To enrich the students with the potential appraisal procedure and career planning and managing.	K5
CO4	To orient them with the advanced development practices in the organization.	K1
CO5	To enhance knowledge in organizational climate and culture	K4

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	1	1	2	2	2	1	2
CO2	3	2	3	2	2	1	2	1		2
CO3	2	1	2	2	2	2	1	3	2	2
CO4	2	1	3	1	1	3	3	1	2	1
CO5	2	2	3			3	2	1	2	1

Indicators: 1. Reasonable 2. Significant 3.Strong

Reference Books				
National				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Designing and Managing Human resource system	Udaipareek and T.V.Rao	Oxford & IBH publishers	2003 - Third Edition.
2	Human resource Development – theory & practice	Tapomoy Deb	Ane books India	2006, first edition.
3	HRD theories and practice	Edited by Harish Chandra	Akansha Publishing house	2006, Ist Edition.

International				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Human resource Development - learning and training for individuals and organsiations	Edited by John P Wilson	Kogan Page Ltd	2005, II nd edition.
2	Human resource development	Randy L Desimore, Jon M Werner, David M harris	Thomson South Western	2002, IIIrd edition

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies, GD, TED talks,

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EFFECTIVE FOR THE STUDENTS ADMITTED DURING THE ACADEMIC YEAR 2020-2021

Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251U2	**ELECTIVE: ORGANISATIONAL CHANGE AND DEVELOPMENT**	3	Theory	-	100

Objectives of the course:

To enable the students need for organizational change & various principles of developing organizations

UNIT – I: ORGANIZATION CHANGE **(Teaching hours : 7)**

Organization Change–Nature of change - Importance–The Imperative of Change–Forces of change–models of change

UNIT – II :ORGANIZATION DEVELOPMENT **(Teaching hours : 7)**

Organization Development – Characteristics – Foundations f Organization Development – Organization Development Process–Action Components–Program Management component

UNIT – III:ORGANIZATION DEVELOPMENT INTERVENTIONS(Teaching hours : 7)

Organization Development Interventions–Need and Characteristics–Interpersonal and Team Intervention–Process Consultation–Intergroup and third party peace making Interventions

UNIT – IV: CLIENT CONSULTANT RELATIONSHIP **(Teaching hours : 7)**

Comprehensive Interventions - Structural Interventions - Issues in Consultant and Client Relationship

UNIT – V: APPLICATION OF ORGANIZATION DEVELOPMENT **(Teaching hours : 7)**

Application of Organization Development–Organization Development in Global Settings and Future Directions in Organization Development – Organization Development in Indian Organization

Total Hrs : 35

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To study the basics of organizational change & various principles of developing organizations.	K1
CO2	To understand the foundations of OD	K2 & K3
CO3	To familiarize the various types of OD Interventions	K2
CO4	To Know the issues involved in Client Consultant Relationships	K4
CO5	To enrich on the areas of Applications of OD	K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	1		2	2	2	1	2
CO2	3	2	3	2	1	1	2			
CO3	2	1	2	2	2	2	1	3	2	
CO4	2	1	2	1	1	3	3	1	2	
CO5	2	2	3			3		1	2	1

Indicators: 1. Reasonable 2. Significant 3.Strong

Reference Books

National

S.No.	Title	Author	Publishers	Publication Year & Edition
1	Organization Change and Development	Kavitha Singh	Sage Publications	First Edition 2005
2	Organization Development	S.Ramarajan, T V Rao, Kuldeeph Singh	- Sage Publications – India	
3	Management of change and organization development	Bhatia S.K	Deep and Deep Publications	

International

S.No.	Title	Author	Publishers	Year of Publications
1	Organization Development	Wendell L French, Cecil H BellJr	Prentice Hall Of India	Sixth Edition
2	Organizational Change	Barbara Senior, Joceljne Fleming	Pearson Education	Third Edition

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies, GD.,

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251V1	ELECTIVE: SERVICES MARKETING	3	Theory	-	100

Objective of the Course:
This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

UNIT I: A BASIC UNDERSTANDING OF THE NATURE OF SERVICES: **(Teaching hours: 7)**

Definition of services, nature of services, difference between Services and goods, classification of services, contribution of service Sector to the economy. Trends in services marketing

UNIT II:MARKETING MIX IN SERVICE MARKETING: **(Teaching hours: 7)**

Product, Price - Pricing methods - Pricing problems
Place: Key issues regarding location - Channel of distribution for services –Electronic channels Promotion: Promotion mix of services, People, Process: Concept - Service blueprinting - Service mapping Physical Evidence: Concept - Importance - Types

UNIT III:SERVICE QUALITY: **(Teaching hours: 7)**

Concept, Dimensions & determinants Service Quality Models (SERQUAL & GAP) Service marketing triangle – internal marketing, external marketing, interactive Marketing. Service failures, Service Recovery Process

UNIT IV: MARKETING APPLICATIONS IN SELECT SERVICE INDUSTRIES: **(Teaching hours: 7)**

Hospitality Services, Airlines, Tourism Services, Education Services, Information Technology and communication services, Media Services marketing, charities marketing.

UNIT V: THE INTERNATIONALIZATION OF SERVICES: (Teaching hours: 7)

The growth in international markets, Impact of globalisation on the services,Opportunities overseas, foreign market entry decisions, specific considerations for international services. Technology in services marketing.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To know about the concepts, economic contribution by services.	K1, K2
CO2	To learn the marketing mix of services.	K1, K2
CO3	To understand the service quality gaps, service marketing triangle.	K3, K4
CO4	Application of services marketing in areas of Hospitality, Airlines, Tourism, Education, IT and communication, Media, charities.	K3, K4
CO5	Opportunities for global expansion, use of technology in services.	K3, K4

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1			1	1			1	
CO2	2			2	1	1	1	1	2	3
CO3	2	3	2	2	2	1	2	3	2	3
CO4		1	2	1		3	2		1	1
CO5		1	1	1	1		2		1	1

Indicators: 1. Reasonable 2. Significant 3.Strong

National Reference Books				
S.No.	Title	Author	Publishers	Publication Year & Edison
1	Services Marketing	SM Jha	Himalaya Publishing House	2005, 1st Edition
2	Services Marketing – Text & Cases	RajendraNargundkar	Tata Mc - graw Hill Education Private Ltd.	3rd edition
3	Services Marketing – Text & Cases	Harsh.V.Verma	Pearson publication	2nd edition
International Reference Books				
S.No.	Title	Author	Publishers	Year of Publications
1	Services Marketing – Integrating customer focus across firms	Valarie.A.Zeithaml, Mary Jo Bitner	Tata Mc - graw Hill Education Private Ltd.	3rd edition
2	Services Marketing	Helen Woodruffe	Macmillan India Ltd.	2002,Third Edition

Pedagogy: Lecture, PPT presentation, Newspaper content, e-content, seminar, assignment, Videos, Group Discussion.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251V2	ELECTIVE: CONSUMER BEHAVIOUR	3	Theory	-	100

Objective of the Course:

To impart in - depth knowledge and requisite skills to understand the behavior of consumers in perspective and to explore the ways and means to apply consumer behavior knowledge to plan, develop and implement marketing strategies.

UNIT I: Introduction to Consumer Behavior (Teaching hours: 7)

The meaning of Consumer Behavior – Different types of Consumers – The relationship between consumer behavior and the marketing concept ,Segmentation, Targeting & Positioning(STP) - The makeup and composition of a model of Consumer Behavior - The Howard Sheth Model of buying behavior – The Buying Decision Process: The Five - Stage Model – Problem recognition - Information search - Evaluation of alternatives - Purchase decision – Post Purchase Behavior.

UNIT II: Consumer Motivation, Personality and Consumer Behavior (Teaching hours: 7)

The meaning of Motivation - A model of the Motivation Process – Types of Human needs and Motives and the meaning of goals - The dynamics of motivation, arousal of needs, setting of goals and interrelationship between needs and goals - Maslow's Hierarchy of needs and its marketing application – The measurement of Human Motives. The meaning of personality - The nature of personality - Theories of personality - Personality and understanding consumer behavior – The ways to create Brand Personalities - Like Traits.

UNIT III:Consumer Perception & Consumer Learning (Teaching hours: 7)

The meaning of Perception - The sensory dynamics of perception - The elements of perception - Components of consumer imagery and their strategic applications - The meaning of Learning - The four elements of consumer learning - Behavioral learning and its applications to consumption behavior - Consumer involvement and passive learning and their strategic application on consumer behavior - Measuring consumer learning.

UNIT IV: Consumer Attitude Formation and change (Teaching hours: 7)

The meaning of attitude – The way in which attitudes are learned – nature and characteristics of attitudes - Tri - component attitude model –Multi - attribute attitude models - Theory of trying to consume model - attitude toward the ad model - attitude formation - strategies of

attitude change - Understanding how consumers' attitudes can lead to behavior and how behavior can lead to attitudes.

UNIT V: Social Environment and Consumer behavior **(Teaching hours: 7)**

Socialization and other roles of the family – Dynamics of Husband - Wife decision making - the influence of children in family consumption decision making - Traditional and Nontraditional Family Life Cycles (FLCs) and their impact on consumer behavior - Meaning of Social Class - Relationship between social class and consumer behavior - distinctive profile of social class groupings - Consumer Behavior applications of social class - Opinion leadership and firm's marketing strategy - Adopter categories - The stages in the adoption process.

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To grasp a comprehensive model of Consumer Behaviour, understand the relationship between consumer behavior and segmentation, targeting and positioning and keenly observe and discuss various models of consumer decision making process.	K1, K2 & K3
CO2	To study the consumer motives in its entirety and its effect on the consumer behavior and understand how personality reflects consumers' inner differences.	K1, K2 & K3
CO3	To understand the dynamics of consumer perception and its strategic applications and know the process of consumer learning and its application.	K1, K2 & K3
CO4	To understand how consumers' attitudes can lead to behavior and how behavior can lead to attitudes.	K1, K2 , K3 & K4
CO5	To understand the dynamics of Husband-Wife decision making, know traditional and non-traditional Family Life Cycle (FLC) and their impact on Consumer Behaviour and study Phenomenon like social class, opinion leadership and adoption process.	K1, K2 & K3

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	2		2	2	2	2		2
CO2	2	1	2		2	2	2	2		2
CO3	2	1	2		2	2	2	2		2
CO4	2	1	2		2	2	2	2		2
CO5	2	1	2		2	2	2	2		2

Indicators: 1. Reasonable 2. Significant 3.Strong

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Text Books				
S. No.	Title	Author	Publishers	Publication Year & Edition
1	Consumer Behaviour: Insights from Indian Market	RamanujMajumdar	PHI Learning	2010, 1st Edition
2	Consumer Behaviour	Rajneesh Krishna	Oxford University Press	2014, 1st Edition
3	Consumer Behaviour, Text &Cases –An Indian Perspective	Dr.S.L.Gupta and Sumitra pal	Sultan Chand & Sons	2011, 2nd Edition
Reference Books				
S. No.	Title	Author	Publishers	Year of Publications
1	Consumer Behavior	Leon G.Schiffman, Leslie Lazar Kanuk and S.Ramesh Kumar	Pearson	2010, 10th Edition
2	Consumer behaviour	Michael Solomon, Gary Bamossy, Soren Askegaard and Margaret K. Hogg	Prentice Hall	2006, 3rd Edition

Pedagogy: Lecture, PPT presentation, e-content seminar, Assignment & Group Discussion.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251V3	ELECTIVE: MEDIA MANAGEMENT	3	Theory	-	100

Objective of the Course:

- To impart knowledge about the media and media communication tools.
- To implement the professional approach for gaining management acumen.

UNIT I:INTRODUCTION TO MEDIA MANAGEMENT **(Teaching hours: 7)**

The Media Industry, Basic Media Concepts – Planning, Buying, Exposure, Reach, Frequency; Media Key Players, Scope, Role, Media Ownership Structures In India.

UNIT II: PRINT MEDIA **(Teaching hours: 7)**

Newspaper – Structure of Industry, Types of Newspaper Advertising, Newspaper Readership, advantages & disadvantages of Newspaper Advertising.

Magazines – Types of Magazines, Magazine Advertising, Readership Measurement, advantages & disadvantages of Magazine Advertising, Future of Print media. Out - Of - Home Advertising.

UNIT III:BROADCAST MEDIA **(Teaching hours: 7)**

Radio – Structure of Radio Industry, Radio Advertising, Audience, advantages & disadvantages.

TV - Structure of TV Industry, TV Advertising, Audience, advantages & disadvantages, Trends in Broadcast media.

UNIT IV: INTERACTIVE MEDIA **(Teaching hours: 7)**

Internet – E - Business & Marketing Communication, Internet Advertising - Purpose, Types, Internet Audience, advantages & disadvantages, Trends, E - Mail Advertising - Spam, Viral Marketing, Social Media and New Media.

UNIT V: MEDIA PLANNING AND BUYING **(Teaching hours: 7)**

Components of Media Plan, Media Objectives, Media Strategies – Target Audience Strategies, Media Mix Selection, Cost Efficiency, Scheduling Strategies, Media Budget, Media Planning Challenges, Media Buying – Functions.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To gain knowledge about the media concepts, industry & scope.	K1, K2
CO2	To learn insight on print media like newspaper, magazines.	K2, K3
CO3	To understand broadcast media like TV, Radio & its trends.	K2, K3
CO4	To get adept with various Interactive Media of the industry.	K3, K4
CO5	To gain exposure in Media Planning and Buying aspects of businesses.	K3, K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3		1		1	1			1	
CO2	2	1	1	1	1	2	1	2	1	2
CO3	2	1	1	1	1	2	1	2	1	2
CO4	1	1		1	1	2		2	1	1
CO5	3	2	3			2	2		2	

Indicators: 1. Reasonable 2. Significant 3.Strong

National Reference Books				
S.No.	Title	Author	Publishers	Publication Year & Edison
1	Fundamentals of Advertising Theory and Practice	Chunawala S.A. and K.C. Sethia	Himalaya Publishing House	4th edition
2	Advertising and Promotion" – an IMC Perspective	Kruti shah and Alan D'souza	Tata McGraw - Hill Education Pvt. Ltd.	2008
3	Advertising and Promotion – an IMC Perspective	KevoorPurani, George E Belch, Michael A Belch	Tata McGraw - Hill Education Pvt. Ltd.	2013, 9th Edition

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International Reference Books				
S.No.	Title	Author	Publishers	Year of Publications
1	Advertising Principles and Practice	William D.Wells, John Burnett, Sandra Moriarty	Pearson Publication	2011, 7th edition
2	Principles of Advertising and IMC	Tom Duncan	Tata McGraw – Hill	2005, Second Edition

Pedagogy: Lecture, PPT presentation, Newspaper content, e-content, seminar, assignment, Videos, Group Discussion.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251W1	ELECTIVE: FINANCIAL SERVICES	3	Theory	10	90

Objective of the course : To provide an understanding of various financial services.

UNIT - I:INDIAN FINANCIAL SYSTEM **(Teaching hours: 7)**

Institutional framework of Indian financial system - Financial services – meaning – Classification – Scope – New financial products and services. Merchant banking – origin – functions – Scope of merchant banking in India –SEBI guidelines on merchant banking in India. NBFC's in India.

UNIT - II: HIRE PURCHASE & LEASING **(Teaching hours: 7)**

Hire purchase – concept – Evaluation of hire purchase proposals. Leasing – concept – types – tax aspects – lease accounting – evaluation of leasing proposals (Problems)

UNIT - III:MUTUAL FUNDS & VENTURE CAPITAL **(Teaching hours: 7)**

Mutual funds – Meaning – types – Organization of fund – Operations of the fund – SEBI guidelines for mutual funds. Venture capital – Meaning – Features –Scope of venture capital –Venture capital guidelines – Methods of venture financing – Present scenario.

UNIT IV:FACTORING & CREDIT RATING **(Teachinghours:7)**

Factoring services –meaning –Modus operandi – Functions –Types of factoring - Benefits – Factoring in India. Factoring Vs Bill discounting –Factoring Vs Forfeiting. Credit rating – Definition and meaning – Functions of credit rating – Origin Benefits of credit rating - Credit rating agencies in India – Limitations of credit rating.

UNIT - V:SECURITIZATION& DEPOSITORY SERVICES (Teaching hours: 7)

Securitization of debt – meaning – Modus operandi – Structure for securitization – Securitisable assets –Benefits – Securitization in India. Depository services – Definition and meaning –Objectives – Activities –Interacting institutions – Depository process – Trading in a depository system – Depository system in India – SEBI (Depository and participants) Regulation Act –NSDL – CSDL –drawbacks – Remedial measures.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To learn Indian financial system	K2 , K3
CO2	Identify the profitable financial proposals	K5
CO3	Learn the concepts of hire purchase and leasing	K2, K3
CO4	Understand the significance of credit rating	K2, K4
CO5	To learn the Securitization & Depository services	K2, K3

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3		1		1	1		2	
CO2	3	2		2		2			2	3
CO3	2	1		2		1			1	3
CO4	2	1		2		2	1		2	
CO5	2	2		2		2	1		2	

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	Title	Author	Publishers	Publication Year & Edison
1	Financial markets and services	E.Gordon, K.Natarajan	Himalaya publishing house	2009 & 5th edition
2	Financial services	M.Y. Khan	Tata McGraw Hill Publication	2008& 3rd edition
3	Financial services and system	Dr.S.Gurusamy	Vijay Nicole imprints Pvt Ltd	2004 3rd edition

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Reference Books				
S. No.	Title	Author	Publishers	Year of Publications
1	Indian Financial System	H.R. Machiraju	Vikas Publishing House (P) Ltd	2002 2nd edition
2	Financial Services and System	K.Sasidharan and Alex K Matthew	Tata McGraw Hill Publications Ltd.,	2009 3rd edition
3	Financial services	NaliniPravaTripathy	PHI learning private Limited	2007 3rd edition

Pedagogy: PPT presentation, Seminar and Assignments

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251W2	ELECTIVE: BANKING AND INSURANCE MANAGEMENT	3	Theory		100%

Objectives of the course:

To introduce the essentials of banking and its growth in India and make the students understand the types of deposits and advances.

UNIT – I: BANKING STRUCTURE **(Teaching Hours : 7)**

Introduction to banking - organization & structure of banks - rights and liabilities of banker and customer. Corporate banking services – private banking services - personal banking services - universal banking - net banking – Payment banks.

UNIT – II: PERFORMANCE EVALUATION **(Teaching Hours : 7)**

Financial statements of banks - off balance sheet items - measuring and Evaluating bank performance - CAMEL model.

UNIT – III: RISK MANAGEMENT IN BANKS **(Teaching Hours : 7)**

Risk management in banks - types of risk: Credit risk, market risk, operational risk - Risk management system. Asset liability management in banks - BASEL norms –capital adequacy norms - lending policies - managing banks investment portfolio and liquidity position - banking ombudsman.

UNIT – IV: INTRODUCTION TO INSURANCE **(Teaching Hours : 7)**

Insurance - meaning, nature & significance: Risk - risk management - Identification - measurement - Diversification. Insurance regulation - IRDA.

UNIT – V: TYPES OF INSURANCE **(Teaching Hours : 7)**

Life Insurance – principles, Unit linked Insurance - General Insurance: marine - Fire - Automobile Insurance - Home Insurance - Medical Insurance - Social security –Retirement plans - Cases. Bancassurance: concepts.

Total Hrs 35

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Students will understand the basic terms of banking, structure of banking in India and functioning	K2
CO2	Students will possess a knowledge of how the banking financial statements are prepared and what are the off-balance sheet items of banks. Students will be able to evaluate the banking performance using CAMELS model	K3,K4,K5
CO3	Students will be enabled to identify various risks involved in banks and know how to manage the risks in accordance with international norms. Students will understand the BASEL norms I, II & III to control the banking operations internationally.	K4&K5
CO4	Students will understand the insurance regulations issued by IRDA. Students will possess the knowledge about various insurance schemes offered by different insurance companies	K3&K4
CO5	Students will be equipped to choose right kind of insurance policy from the right insurance company that will provide the maximum benefit	K3

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2			1		1		1		
CO2	3	3	1	3	2	3	1	2	2	3
CO3	2	3	1	3	2	3	2	2	2	3
CO4	2	2		2	2	2	2	2	2	2
CO5	3	2	1	1	2	1		1	1	1

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S. No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Banking: Theory, Law and Practice	E.Gordon, K.Natarajan	Himalaya Publishing House	2011 edition
2	Banking Theory, Law and Practice	Dr.S.Gurusamy	Vijay Nicole Imprints Private Limited, Chennai	Second reprint 2014
3	Insurance products and services	IIB	Taxmans	2007 edition
4	Insurance and Risk Management	Dr.P.K.Gupta	Himalaya Publishing House	1st Edition, 2010

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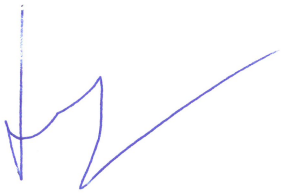
Reference Books				
S. No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Commercial Banking Management	Peter S Rose	McGraw Hill Higher Education	5th Edition
2	Risk management & Insurance	Scott E. Harrington & Gregory R.Niehaus	McGraw Hill publishing company	2nd edition,2008

Pedagogy: Teaching /learning methods: Lecture, PPT presentation, e-content seminar, Assignment, Quiz, Group Discussion etc.



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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251X1	**ELECTIVE:ENTERPRISE RESOURCE APPLICATIONS**	**3**	**Theory**		**100**

Objective of the Course:

- To support the students with various system (enterprise resource applications).
- To mould them with current scenario technology.

UNIT I: CRM **(Teaching hours: 7)**

Order Management, Incentive Management, Project Tracking,Web site & Analytics, Business Intelligence. Biometrics, computer telephony integration, data mining, enterprise application integration, electronic bill presentment and payment,IVR interactive voice response.

UNIT - II:SCM **(Teaching hours: 7)**

Framework and Role of Supply Chain in e - business and b2b practices. Supply Chain IT Framework. Supplier relationship management. Supply chain life cycles. In - sourcing and Out - sourcing. Creating a world - class supply base.

UNIT - III: SALES FORCE AUTOMATION **(Teaching hours: 7)**

Territory Tracking and Assignment, Opportunity Management, Standard & Advanced Forecasting, Quote Generation, Order Management, Incentive Management.

UNIT - IV: MARKETING AUTOMATION **(Teaching hours: 7)**

Online Lead Form, Targeted Customer Segmentation, Referral, Lead Source & Promotion Code Tracking, E - mail Marketing, Campaign Tracking & Analysis.

UNIT – V: WEBSTORE **(Teaching hours: 7)**

Dynamic and personalized online store- Integrated Inventory Management - Customer Service and Self Service. An analysis on online web stores.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Impact of ERA on the organization and how change can be managed.	K1&K2
CO2	Apply knowledge to evaluate and manage an effective supply chain.	K3
CO3	Understand about the automation in sales.	K2
CO4	Create a long-term email marketing plan and strategy	K4
CO5	Acquire skill on creating inventory in online webstore.	K4&K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	1			1		1		1	1
CO2	1	2	1	1		2		2		
CO3			1		1		1		1	1
CO4	1	2	1	2		2		1	1	
CO5		1			1		1			1

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books

S.No.	Title	Author	Publishers	Publication Year & Edison
1	The Ultimate CRM Handbook	John Freeland		2005,1st edition
2	CRM at the speed of light	Greenberg,Paul	Mc Graw – Hill	
3	Handbook of CRM: Achieving Excellence through Customer Management	Adrian Payne		I edition

Reference Books

S.No.	Title	Author	Publishers	Year of Publications
1	Essentials of supply chain management and Advanced planning	Michael Hugos		2nd edition
2	CRM handbook	Dyche		Jill – Pearson Education

Pedagogy: Lecture, PPT presentation, e-content, seminar, assignment, Videos.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251X2	ELECTIVE: KNOWLEDGE MANAGEMENT AND INFORMATION SYSTEMS	3	Theory		100

Objective of the Course: To understand and familiarize with the basic concepts, future and applications of Knowledge Management System

UNIT I: INTRODUCTION: UNDERSTANDING KNOWLEDGE: (Teaching hours: 7)

Data – Information - Knowledge – Intelligence – Experience – Types of Knowledge – Human thinking and Learning – Expert Knowledge – **Knowledge Management** – KM Myths – Intellectual Capital (IC) – CKO – Role and Functions of CKOs.

UNIT - II: KNOWLEDGE MANAGEMENT LIFE CYCLE (Teaching hours: 7)

Conventional and KM System Life Cycle - Knowledge Management System Life Cycle (KMSLC) – Knowledge Creation – Knowledge Transformation – Evaluating the Expert - Knowledge Capture – Knowledge Capturing Techniques.

UNIT - III: KNOWLEDGE MANAGEMENT MODELS (Teaching hours: 7)

Theoretical KM Models – Von Krogh and Ros, Nonaka and Takeuchi Model, Choo Sense - Making KM Model – Wiig Model, Complex Adaptive System Model.

UNIT - IV:KM IN ORGANISATION (Teaching hours: 7)

User Acceptance – User Training – Post Implementation Review – Knowledge Transfer – Methods – Role of Intranet in Knowledge Transfer – Knowledge – Gap Analysis – KM Metrics - Organization Maturity Models – Knowledge Leadership Styles

UNIT – V: KNOWLEDGE SYSTEM TOOLS AND ISSUES: (Teaching hours: 7)

Learning from Data – Visualization - Association Rule – Classification Tree – Ethical and Legal Issues – Knowledge Owners- IT support for KM System.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	The course will provide the basics of the emerging area of Knowledge Management to the students.	K1
CO2	Find out the major challenges and benefits of the Knowledge Management Life Cycles.	K2
CO3	Understand the purpose, context and commonly expected "deliverables" of systems analysis.	K2, K3
CO4	Provides controlled access to knowledge, information and data that is appropriate.	K4
CO5	Improve efficiency by learning from data and evaluation of knowledge management effectiveness.	K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1			1				1	
CO2	1		1	1		1		2		1
CO3		2			1		1		1	
CO4	1		2	1		1		2		1
CO5		1		1		1	1		1	1

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edison**
1	Essential Guide to Knowledge Management	Tiwana	Amrit Pearson Education Pvt Ltd	
2	Knowledge Management in Theory and Practice	KimizDalkir	Butterworth Heinemann	2011
3	Knowledge Management	Elias M Awad, Hassan G Hazirs	Pearson Education Pvt Ltd	

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Reference Books				
S. No	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Information and Knowledge Management	Kamala Vijayrajan	McMillan Publishing Company Ltd.	First Edition
2	Knowledge Management	Waman S Jawadekar	Pearson Education Ltd	

Pedagogy: Lecture, PPT presentation, e-content, seminar, assignment, Videos.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251Y1	**ELECTIVE: LEAN MANUFACTURING**	**3**	**Theory**	-	**100**

Objective of the course:

- To understand the principles behind lean manufacturing philosophy, and Value Steam Mapping (VSM).
- To familiarize them with the implementation of various lean manufacturing techniques.

UNIT I: BENEFITS OF LEAN MANUFACTURING SYSTEM (Teaching hours : 7)
History and modern applications, MRP and their impact, Lean manufacturing model,Kanban Methodology, Continuing evaluation, Strategic Business Analysis.

UNIT II: UNDERSTANDING PRODUCT, PROCESS AND DEMAND(Teaching hours: 7)
Value Stream Mapping - Scope, Selecting parent parts, Lean line, Demand, Documentingprocess flow, Takt time, Process linking and Balancing. Imbalance, Approach, Resource,Definition, Physical Layout, Designing 5S.

UNIT III: KANBAN STRATEGIES (Teaching hours : 7)
Process, Single, Multi Card system, Inventory Management, Advantages andDisadvantages. Team Establishment: Commitment, Physical facilitation, ManagementStructure.

UNIT IV: LEAN IMPLEMENTATION AND MILESTONES (Teaching hours : 7)
Software requirement milestones, Understanding process, Product and Materials,Checking, Factory design, Line startup.

UNIT V: LEAN LINE MANAGEMENT (Teaching hours : 7)
Matching customer demand, Customer response policy, Lean line optimization,Resistance to change.

Total Hrs : 35

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To facilitate the students to update the knowledge on the benefits lean manufacturing system	K1,K2
CO2	To highlight on the value stream mapping and process flow	K1
CO3	To enrich the students on Kanban system	K2
CO4	To emphasise on Lean Implementation and its milestone	K3, K5
CO5	To develop awareness on Lean line optimization	K 4

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	2	3	2	1	3	2	2	3
CO2	3	2	2	3	3	2	2	3	1	2
CO3	3	2	3	2	1	3	1	2	3	3
CO4	3	3	2	3	2	2	3	2	2	3
CO5	2	1	3	2	1	3	2	1	3	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Reference Books

National

S.No.	Title	Author	Publishers	Publication Year & Edition
1	Lean Manufacturing Implementation	Dennis P.Hobbs,	J.Ross Publishing	2009
2	The Toyota Way	Liker	New Delhi: Tata McGraw Hill,	2004
3	Lean Manufacturing for the Small Shop,	Garry Conner,	Society of Manufacturing Engineers	2008

S.No.	Title	Author	Publishers	Publication Year & Edition
1	Lean Six Sigma,	Michael L.George	Tata McGraw Hill	2002
2	Lean Manufacturing – A Plant Floor Guide,	Allan, Robinson and Stewart	Society of Manufacturing Engineers	2001

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies,

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
SECOND	20251Y2	ELECTIVE: TECHNOLOGY MANAGEMENT	3	Theory	-	100

Objective of the course:

To enable the students to update the knowledge on technological change and its implications on managerial decision making.

UNIT I: PERSPECTIVES ON MANAGEMENT OF TECHNOLOGY **(Teaching hours : 7)**

Technology - Management of Technology: - Description scope, and implications, business architecture for technology management – "Technology cycle" - Core Technological Competencies

UNIT II: MANAGEMENT OF R&D **(Teaching hours : 7)**

Developing R&D Strategy – R&D Management – Critical Activities of R&D Management – Improving R&D Operations – Motivating R&D Teams

UNIT III: TECHNOLOGY TRANSFER **(Teaching hours : 7)**

Technology Transfer – Process - Re - Engineering the Technology Delivery Process – Ground work for Technology Transfer - Inbound Technology Transfer – Effect of Technological Transfer for Small Companies

UNIT IV: NURTURING INNOVATION: **(Teaching hours : 7)**

Innovation - Using Creativity Techniques in the Production - Innovation Process – Managing Innovation in Start - ups and Established Environment – Innovation Strategies

UNIT V: INNOVATION INTERNAL STRATEGIES **(Teaching hours : 7)**

Innovation Planning: Process – Types of innovation – Applications – Factors Influencing Planning – Implementation: Key Areas and Issues – Evaluation and Control: Process – Types of Control – Integrating Evaluation and Control

Total Hrs : 35

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To enable the students to update the knowledge on technological change and its implications on managerial decision making.	K1,K2
CO2	Identify and articulate ethical issues	K2
CO3	To highlight on the Transfer of Technology	K3
CO4	To emphasise on Creativity and Innovation Strategies	K3, K4
CO5	To develop awareness on the Innovation process and control	K 5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	3	3	2	1	3	2	2	3
CO2	3	2	2	3	3	2	2	3	1	2
CO3	2	1	3	2	1	3	1	2	3	3
CO4	3	3	2	3	2	2	3	3	2	1
CO5	1	3	1	2	1	3	3	2	2	3

Indicators: 1. Reasonable 2. Significant 3.Strong

Reference Books

National

S.No.	Title	Author	Publishers	Publication Year & Edition
1	Handbook of Technology Management	Robert Szakonyi	Viva Books Private Ltd	2006
2	Management of Technology and Innovation	White &Bruton	Cengage Learning Indoa Edition	2007
3	Value Engineering	MukhaPadhyay	Sage Publications,	2009

International

S.No.	Title	Author	Publishers	Year of Publications
1	Hand book of Technology Management	Gerard H Gaynor	Mc Graw Hill.	2002,First Edition.
2	Strategic Technology Management	Fredric Betz	McGraw Hill	1999,First Edition

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies,

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351A	CORE: MANAGEMENT INFORMATION SYSTEM	3	Theory	–	100

Objective of the Course: The course intends to provide the Information Systems knowledge, a business end user needs to know.

UNIT I:FUNDAMENTAL CONCEPTS OF MIS **(Teaching hours: 7)**

Introduction to Information System – System concepts – Characteristics – Components of an Information System – Information System Resources – Information System Activities. Attributes of Information System – Fundamental roles of IS – E – business enterprises – Types of information system – Information System Functions.

UNIT – II: COMPETING WITH IT **(Teaching hours: 7)**

Fundamentals of competitive strategic concepts – Strategic uses of Information Technology – Value Chain of Strategic IS – Internet based value chains – Identifying E – business and E – commerce strategies. Building a customer focused E – business – Reengineering Business processes – Creating a Virtual Company – Building a Knowledge creating company – Sustaining strategic success using IS.

UNIT – III:IT IN BUSINESS APPLICATIONS **(Teaching hours: 7)**

Overview of E – Business Applications – Business use of the Internet – The Business value of the internet – Application of Intranets – Enterprise Information portals – Electronic Communication tools – Enterprise Collaboration – Cross functional Enterprise Systems – Enterprise Resource Planning – Customer Relationship Management – Supply Chain Management – Online Transaction Processing a Knowledge creating company – Sustaining strategic success using IS

UNIT – IV:FUNCTIONAL INFORMATION SYSTEMS **(Teaching hours: 7)**

Functional information System – Marketing Information system – Manufacturing Information System – Human Resources Systems – Decision support system – Decision Structure – Management Reporting alternatives – Online Analytical Processing – Executive Information Systems – Artificial Intelligence – Domains of Artificial Intelligence – Commercial applications – Expert Systems

UNIT – V:DATA BASE **(Teaching hours: 7)**

Enterprise and Global Management of E – Business Technology – Database Management approach – Types of Databases – Database Development – The System approach towards IS development – Computer Crimes – Security Management and E – Business Defenses – Security Measures.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Understand the basic concept and technologies used in the field of Management information systems.	K1
CO2	Effectively communicate strategic alternatives to facilitate decision making.	K3
CO3	Students can understand how to use and manage a variety of information technologies to revitalize business processes.	K2
CO4	Enabling the students by improving managerial decision – making and gain competitive advantage.	K4
CO5	Enabling the students to know the impact of the Internet and Internet technology on electronic business and understand the specific threats and vulnerabilities of computer systems.	K4, K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	2	1	2	2		2		2
CO2	1	2	2	2	3			2	1	
CO3	2	2	2	3		2	2		2	2
CO4		3	3	2	2	1	1	3		
CO5	2	2	1	2	2	3	2		3	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Management Information Systems	Sadagopan. S	Prentice hall of India Pvt .Ltd.,	3rd edition
2	Practical Management Information System	Banerjee, Utpal K	Macmillan Publishing Company	2nd edition
3	Management Information System	Goyal D P	Macmillan Publishing Company	2nd edition

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Reference Books				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Management Information Systems: Managing Information Technology in the Internet worked Enterprise	James A. O'Brien	Tata McGraw – Hill Publishing Company Ltd., New Delhi.	1999. Fourth Edition.
2	Management Information Systems: Conceptual Foundations, Structure and Development	Gordon B. Davis and Margaret H. Olson	Tata McGraw – Hill Publishing Company Ltd	Tata McGraw – Hill Publishing Company Ltd

Pedagogy: Lecture, PPT presentation, e –content seminar, Assignment, Group Discussion.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351K	CORE: ONLINE SWAYAM COURSE: STRATEGIC MANAGEMENT	4	-	–	-

The Course will be offered through SWAYAM Platform with the duration of 6 weeks. The students shall adhere to all instructions mentioned under Swayam to complete the Course.

Objective of the Course:

This course will show you how a business views itself in its "totality" and in the context of its environment. The course will be taught from the perspective of a manager or chief executive officer (CEO).

COURSE LAYOUT

Week 1: Introduction to Strategic Management

- What is strategy?
- The role of strategy
- Strategic decisions
- Aligning strategy and organization

Week 2: Analyzing the External Environment

- Strategic context of the firm
- Industry Analysis : Porter's framework, complements, strategic groups and key success factors.
- PESTLE Analysis

Week 3: Analyzing the Internal Environment

- The Resource based view of the firm
- VRIO framework
- Sustenance of competitive advantage

Week 4: Competitive Positioning

- Competitive positioning
- Business level strategies : Cost leadership, differentiation, focus and dual advantage.
- Value chain analysis
-

Week 5: Managing the Multi-business Firm

- Strategies for the multi-business firm.
- The need of corporate strategy
- Corporate level strategies
- Strategy portfolio frameworks
- Strategy implementation

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351B	CORE : INTERNATIONAL BUSINESS	3	Theory	–	100

Objective of the Course:
To understand various facets of fundamentals of International Business to take good decisions and to know the ways and means of doing International Business.

UNIT I:TheScope and Challenge of International Business (Teaching hours: 7)
Globalization of Markets and Globalization of Production – Drivers of globalization – Challenges of managing in the global marketplace – The scope of the international business task – The importance of the self – reference criterion (SRC) in international business – The increasing importance of global awareness – stages of International business involvement.

UNIT II: The Dynamics of International Business (Teaching hours: 7)
The importance of Balance – Of – Payment (BOP) figures to a country's economy – The effects of protectionism on international business – The several types of trade barriers – The importance of GATT and the World Trade Organization – The emergence of the International Monetary Fund (IMF) and the World Bank (WB)Group – Various levels of Regional Economic Integration.

UNIT III: The Macro Environment of International Business (Teaching hours: 7)
Definition of culture – Elements of culture – The impact of cultural borrowing – The strategy of planned change and its consequences – The necessity for adapting to cultural differences – The differences between relationship oriented and information oriented cultures – The political and economic risks of international business – The ways and means to assess and reduce the effect of political risks – Bases for Legal Systems – The important factors in the jurisdiction of legal disputes – The various methods of dispute resolution.

UNIT IV: The Strategy of International Business (Teaching hours: 7)
Foreign Direct Investment (FDI) – meaning – types – advantages and disadvantages of FDI to Home country and Host country – The four strategic choices – Modes of Entry – Nature of Foreign Exchange Market – Functions of Foreign exchange market – Intellectual Property Rights (IPR) – Methods to protect Intellectual Property Rights – Trade theories – Theory of absolute advantage – Theory of Comparative advantage – Theory of Competitive advantage – Implications of these theories on International Business.

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UNIT V: Export – Import Financing &Basics of Export Management **(Teaching hours: 7)**

Export – Import financing – Basic requirements to become an exporter – Export Promotion Councils and their general functions – Selecting products for exports – Types of exporters – HS code – strategies to be adopted before getting an exporting opportunity – deciding the price – INCOTERMS 2000 and its role in deciding the price – Preparing Export contract – Ways to receive payment under export contract – Export pre – shipment inspection – Packing for exports – Markings and Labelling in exports – Marine Insurance – Port formalities – Documents involved in exporting – Letter of Credit – ways to get loan for exporting – Ways to get foreign exchange for exporting – dispute resolution in exporting and importing – Rules &regulations of RBI in connection with exporters.

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To impart essentialbasic knowledge inInternational Business and sensitize thestudents about theimportanceofrecognizingculturaldifferences across thenations.	K1, K2 and K3
CO2	To analyze theGovernment intervention in the process of International Business and trace the development of world trading system.	K1, K2 ,K3& K4
CO3	To understand various nuances of cultural differences and ways and means to cope with them, discuss various types of political risks and ways to manage them, understand basic aspects of legal systems and explore various legal methods of dispute resolution.	K1, K2 &K3
CO4	To discuss pros and cons of FDI, know various functions of Foreign Exchange Market, discuss basic strategic choices and foreign market entry modes, discuss Intellectual Property rights and issues thereof and understand trade theories and their impact on IB practices.	K1, K2 & K3
CO5	To know the basics of EXIM finance, know the basic procedures involved in Exporting and understand the Government policies in connection with export sector.	K1, K2 and K3

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating. Course Outcome mapping with Programme outcome

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Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3		1			1	2	1	
CO2	2	3					1	2	1	
CO3	2	3	2	3	3	2	3	2	1	
CO4	2	3		3			2	2	2	2
CO5	2	3					1	2	2	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S. No.	Title	Author	Publishers	Publication Year &Edition
1	International Business	Rakesh Mohan Joshi	Oxford University Press	2012, 1st Edition
2	International Business: Concept, Environment and Strategy	VyuptakeshSharan	PearsonEducation India	2012, 3rd Edition
3	International Business, Text & Cases	P. Subba Rao	Himalaya Publishing House	2013, 3rd Edition
Reference Books				
S. No.	Title	Author	Publishers	Year of Publications
1	International Business: Competing in the Global Marketplace	Charles W.L. Hill and ArunK Jain	Tata McGraw – Hill Publishing Company Ltd	2009, 6th Edition
2	International Marketing	Philip R. Cateora, Mary C. Gilly, John L. Graham	McGraw – HillIrwin	2011, 15th Edition

Pedagogy: Lecture, PPT presentation, e –content seminar, Assignment, Group Discussion.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351U1	ELECTIVE: STRATEGIC HUMAN RESOURCE MANAGEMENT	3	Theory	–	100

Objectives:
To expose students to the newer areas of HR practices, systems and tools / techniques and facilitate them to pick up necessary skills to design and implement the same in organizational context.

UNIT I: Strategic HRM **(Teaching hours: 7)**
Introduction to Strategic HRM – need and importance –linkages to business and corporate strategies – Developing HR plans and policies – Human Resource Environment

UNIT II: E –HRM **(Teaching hours: 7)**
e – Employee profile– e – selection and recruitment – Virtual learning and Orientation – e – training and development – e – Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT III: Retention & Separation Strategies **(Teaching hours: 7)**
Executive education – Flexi timing – Telecommuting – Employee Empowerment – Employee involvement –Autonomous work teams. Retrenchment strategies – Early retirement plans – Project based employment, Downsizing, Pink – slip concept.

UNIT IV:Performance based SHRM **(Teaching hours: 7)**
Creating learning organization – Competency mapping – Multiskilling – Succession planning – Cross cultural training –Performance Management strategies – Defining key result areas (KRA) – Result based performance – Linking performanceto pay – Merit based promotions Reward and Compensation Strategies –HR Outsourcing.

UNIT V: Human Aspects of Strategy implementation **(Teaching hours: 7)**
Project based employment Human Aspects of Strategy implementation Behavioral issues in strategic implementation – Matching culture with strategy – Human side of mergers and acquisitions – Leadership, power and politics – Employee morale – Personal values and business ethics Global HR Strategies Introduction to global HR strategies – Developing HR as a value added function six sigma practices in HR research

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Understand the meaning and nature of strategic HRM	K1
CO2	To expose students to the newer areas of HR practices, systems and tools / techniques	K2 & K5
CO3	To familiarize the recent Retention and Recruitment Strategies in the organisation	K3& K4
CO4	To educate the students on the Performance based SHRM practices	K2 & K4
CO5	To facilitate them to pick up necessary skills to design and implement the same in organizational context.	K5

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	1	1	2	2	2	1	2
CO2	3	2	2	2	2		2	1	2	2
CO3	2	1	2	2	2	2	1	3	2	2
CO4	1	1		2	2	3		1	1	1
CO5	2	2	2	2	3	3	2	1	2	1

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Strategic Human Resource Management – A General Managerial Approach	Greer, R, Charles	Pearson Education, New Delhi,	2nd Edition, 2006
2	Industrial Relations	VenkataRatnam, C.S.	Oxford Press, New Delhi	2006
3	Human Resource Strategy – Architecture for Change	Chanda, Ashok and Kabra, Shilpa	", Response Books, New Delhi	2002

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Reference Books				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Strategic Human Resource Management	Mello, A, Jeffery	South Western, New Delhi,	2007
2	Strategic Human Resource Management	Schuler R S and Jackson S E	Blackwell Publishers, New Delhi	2nd edition, 2008.

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case Studies, TED talks.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351U2	ELECTIVE:LABOUR WELFARE AND INDUSTRIAL RELATIONS	3	Theory	–	100

Objective of the Course: To familiarize the students with the knowledge of Industrial Relations and the legal framework of labour management.

UNIT I: INDUSTRIAL RELATIONS **(Teaching hours: 7)**

Evolution – Objectives, Participants in IR and their changing role – Successful IR programme – IR in National and International levels – State and IR policy – IR Trends in India. Trade unionism – Theories – Structure – types – Trade Union Movement in India – Industrial Employment (Standing Orders) Act.

UNIT – II: INDUSTRIAL UNREST IN INDIA **(Teaching hours: 7)**

Industrial Disputes – Grievances – Causes – Grievance Redressal – Settlement of disputes – Industrial Disputes Act, 1947 – Object, Authorities under the act, provisions regarding Strike Lockout, Layoff, Retrenchment and Closure.

UNIT – III: :COLLECTIVE BARGAINING **(Teaching hours: 7)**

Process, Principles and forms – Conditions for effective Collective Bargaining – Collective Bargaining in India – Workers Participation Management – Role and Methods of Workers Participation – Workers Participation in India.

UNIT – IV:LEGISLATIVE ACTS **(Teaching hours: 7)**

Factories Act – 1948; Workmen's Compensation Act – 1923; ESI Act – 1948; Employees Provident Fund and Miscellaneous Provision Act.

UNIT – V:LEGISLATIVE ACTS **(Teaching hours: 7)**

Payment of Wages Act, Minimum Wages Act, Gratuity Act, Trade Unions Act and latest legislations.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Acquire a solid theoretical, practical and ethical perspective on many aspects of industrial relations.	K1
CO2	Students will familiarize with the knowledge of Industrial Relations and the legal framework of labor management	K2
CO3	Students can know the laws relating to Industrial Relations, Social Security and Working conditions.	K4
CO4	Students will know the development and the judicial setup of Labour Laws.	K3
CO5	Enabling the students to know about labour legislations pertaining to Industrial Relations.	K3&K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1		2				2			2	
CO2	2		3	1			1			3
CO3	1			2	3		2	1		
CO4	3		1			3			2	1
CO5		2		1	2			3		2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	"Elements of Mercantile Law'	N D Kapoor	Sultan Chand & Sons	1997 – Twenty Ninth Edition .
2	Industrial Relations	ArunMonappa	Tata McGraw – Hill Publishing Co	First Edition

Reference Books				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Industrial Relations	Monal Arora	Excel Books	First Edition

Pedagogy: Lecture, PPT presentation, seminar, Assignment.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351U3	ELECTIVE: ORGANISATIONAL DYNAMICS	3	Theory	–	100

Objective of the Course: The objective of the course is to understand how organizations shape behavior. This course has been designed to provide insights about organizational design, structure, roles and culture and its significance.

UNIT I:: DESIGNING AN ORGANISATION **(Teaching hours: 7)**

Organization design – Creating organizational design by choosing its elements of relevance of effective organizational design – objectives of organizational design – factors effecting design – parameters of organizational design – structural and process related choices – Retaining design effectiveness.

UNIT –II: STRUCTURING AN ORGANIZATION **(Teaching hours: 7)**

Creating structure to support effective behavior – Evolution of structures – Elements of organizational structures – structural variables – creating different parts and coordinating those in the organizations – forms of organizationalstructures – structures and the individuals

UNIT – III: CREATING ROLES **(Teaching hours: 7)**

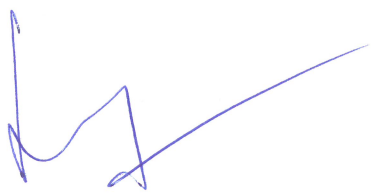
Creating Organizational Roles – Relevance of studying roles – Role performance – organizational role dynamics – Making effective organizational role – Negative impacts on organizational role

UNIT – IV:TEAM CULTURE **(Teaching hours: 7)**

Definition – Why Teams? – Difference between Group and Team – Characteristics of Team – Team Effectiveness model – Understanding teams – Types of teams – Life cycle of Team – Leaders as effective change agents – Resistance to Teams in organizations.

UNIT – V: MOTIVATORS OF CHANGE **(Teaching hours: 7)**

Organizational Culture – Strong and weak cultures – Creating Sustaining Culture – Organizational Ethics and Values – Cross Cultural Dynamics – Organizational Change and Organizational effectiveness – Social Responsibility of Organizations



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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Impact the dynamics of the organizational structure as it relates to performance and productivity.	K1 & K2
CO2	Understand the behavior of people in the organization.	K2
CO3	Identify and compare multiple perspectives on people and work in organizations.	K4
CO4	The relationship between general group and team management with various structures and techniques.	K3
CO5	Analyze the complexities associated with management of the group behavior in the organization.	K4 &K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1				1			3		1
CO2		2		2		2	2			
CO3	3		3					1	2	3
CO4	2			2		1				2
CO5		1			2		2		2	

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books

S.No.	Title	Author	Publishers	Publication Year & Edition
1	Organizational Behaviour	Margie Parkh and Rajangupta	Tata McGraw Hill Publications.	Fourth Edition.
2	Organization Behaviour – Text and case	Umasekaran	The Tata McGraw Hill	Second Edition
3	"Human Relations & Organizational Behaviour – A Global Perspective"	R S Dwivedi	Macmillan Publishers (I) Ltd	Fifth Edition.

Reference Books

S.No.	Title	Author	Publishers	Year of Publications
1	"Organizational Behaviour"	Stephen P Robbins, Timothy A Judge, SeemaSanghi	Pearson/Prentice Hall of India	Thirteenth Edition
2	Organizational Behaviour – Managerial strategies for performance	R.DennisMiddlemest, Michael A. Hitt	West Publishing Company	

Pedagogy: Lecture, PPT presentation, seminar, Assignment.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351U4	ELECTIVE: MANAGING INTERPERSONAL EFFECTIVENESS	3	Theory	–	100

Objectives:
To provide an insight on Self, TA, Emotional Intelligence and its applications on individual, groups and organizational context.

UNIT I: Self **(Teaching hours: 7)**
Self: Defining and perceiving, self – effectiveness, self – presentation: motives and strategies, Self Protection strategies at work place – Well Being and Mindfulness.

UNIT II: Transactional Analysis **(Teaching hours: 7)**
TA philosophy and principles – Ego states as a model of personality – Types of transaction and rules of communication – Strokes and Motivation – Rackets and Stamps – life positions and time structuring.

UNIT III: Emotional Intelligence **(Teaching hours: 7)**
Meaning, importance – mental intelligence and emotional intelligence – factors. Emotional intelligence in work place – developing emotional intelligence – EI models.

UNIT IV: Counselling **(Teaching hours: 7)**
Counselling – Techniques, types, process and measures of effective counseling, Coaching – types, process and techniques, Mentoring – types, mentoring process and mentoring lifecycle.

UNIT V: Assertiveness **(Teaching hours: 7)**
Anxiety and stress at work.Assertiveness: Nature, importance and relevance in organization. How assertiveness could improve individual – assertive communication exercises.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To provide an insight on self and various aspects of Self	K2
CO2	To familiarize the students with the psychoanalytical concept –Transactional analysis.	K3 & K4
CO3	To Understand about Emotional Intelligence and itsapplications on individual, groups and organizational context.	K3 & K5
CO4	To help the student know himself better –his interests, abilities, aptitudes, opportunities and problem solving.	K2
CO5	To imbibe the confidence by using assertive skills to achieve results without sacrificing themselves and others	K1 &K5

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	3	2	1	2	2	3	3	2	2
CO2	2	3	3	2	2	3	3	1	1	1
CO3	2	3	3	1	2	3	3	2	3	1
CO4	2	3	3	1	2	3	2	2	1	1
CO5	2	3	3	2	2	3	2	2	2	1

Indicators: 1. Reasonable 2. Significant 3.Strong

Reference Books				
National				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	I'm Okay, You're Okay	Thomas Harris	Mass market Publications	2005 – 4th Edition.
2	Getting to say Yes – Negotiating an agreement without giving in.	FishertUray	Farrey Publications	2006 –2nd Edition.
3	Counseling and guidance	S.Narayana Rao.	Tata Mcgrawhill Publishing company Ltd., New Delhi –	2006, IInd edition

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International				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Positive Psychology	Alan Carr	Routledge Publications	2007
2	Emotional Intelligence works – developing "people smart" strategies	S MichealKravitz, Susan D Schubert	Viva Books Pvt Ltd	2007

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Exercise, Role Plays, TED talks.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351V1	ELECTIVE: RETAIL MANAGEMENT	3	Theory	–	100

Objective of the Course:
Impart essential skills and knowledge on managing all essential aspects of a retail business to students.

UNIT I:Introduction to Retailing **(Teaching hours: 7)**
The concept of retailing – The retailer's role in a supply chain – Different types of Retailers – Major retail channels – Multi channel retailing – Indian Retail Industry: Structure, size, growth and future prospects – Opportunities in Retailing.

UNIT II: Retail Strategy&Site Location **(Teaching hours: 7)**
The concept of retail strategy – Ways and means for a retailer to build a sustainable competitive advantage – Types of locations available to retailers – Evaluating specific areas for locating a retail store – Trade area – Factors affecting the size of the trade area – Estimating potential sales for a store site.

UNIT III: Supply Chain Management & Merchandise Management (Teaching hours: 7)
Creating strategic advantage through supply management and information systems – The flow of information and products in a supply chain – The distribution center – Collaboration between retailers and vendors in SCM – Merchandise Management – Merchandise classifications and organization – Develop an assortment plan – Determine appropriate inventory level and product availability – allocate merchandise for stores – Brand Alternatives – Buying merchandise – National brands and private labels – Analyzing Merchandise Management performance.

UNIT IV:Store layout, Visual Merchandising and Store Management **(Teaching hours: 7)**
Responsibilities of store managers – Store design objectives – Store design elements – Space Management – Visual Merchandising – Creating an appealing store atmosphere – Using communication programs to develop brand images and brand equity – Methods of communicating with customers – Pricing Strategies – Setting retail prices – Markup and Mark down.

UNIT V: Customer Relationship Management& Customer Service (Teaching hours: 7)
The CRM Process Cycle – Collecting customer data – Analyzing customer data and identifying target customers – implementing CRM programs – developing CRM programs – Customer services offered by retailers – customer evaluations of service quality – The gaps model for improving retail customer service quality – Effective service recovery.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To discuss the concept of Retailing and classification of Retailers and understand Trends, composition and challenges in Indian Retail Industry	K1, K2 &K3
CO2	To discuss the various steps involved in Strategic Retail Planning Process to build a sustainable competitive advantage, develop thorough understanding about Retail Site Location and do Trade area analysis	K1, K2, K3& K4
CO3	To create strategic advantage through supply management and information systems and discuss the various aspects of Merchandise Management	K1, K2 &K3
CO4	To discuss about Creating an appealing store atmosphere and develop thorough understanding about methods of communicating with customers and pricing strategies	K1, K2 & K3
CO5	To discuss the CRM Process, know the ways to collect and analyze Customer data and identify target customers and discuss the gaps model for improving retail customer service quality	K1, K2 &K3

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating. Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3		1			2	2	3	
CO2	3	3	1	1			2	2	3	2
CO3	3	3	1	1		1	2	2	3	2
CO4	3	3	1	1	2	1	2	2	3	
CO5	3	3	1	1	2		2	2	3	

Indicators: 1. Reasonable 2. Significant 3.Strong

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Text Books				
S. No.	Title	Author	Publishers	Publication Year &Edition
1	Retail Management Functional Principles&Practices	Gibson G. Vedamani Ph.D.	JaicoPublishing House	2012, 4th Edition
2	Retail Management	Chetan Bajaj, RajnishTuli&Nidhi Varma Srivastvava	Oxford UniversityPress	2016, 3rd Edition
3	Retailing Management, Text and Cases	SwapnaPradhan	Mc – Graw Hill Education (India)Private Limited	2012, 4th Edition
Reference Books				
S. No.	Title	Author	Publishers	Year of Publications
1	Retailing Management	Michael Levy, Barton.A.Weitz and Ajay Pandit	Mc – GrawHillEducation (India) Private Limited	2014, 8th Edition
2	Retail Management – A Strategic approach	Barry Berman, Joel R. Evans and RituShrivastava	Pearson	2017, 13th Edition

Pedagogy: Lecture, PPT presentation, e –content seminar, Assignment&Group Discussion.

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EFFECTIVE FOR THE STUDENTS ADMITTED DURING THE ACADEMIC YEAR 2020 –2021

Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351V2	ELECTIVE: DIGITAL MARKETING	3	Theory	–	100

Objective of the Course:
Understand the concepts of digital marketing; develop core business skills andcompetencies in various functional areas related to digital marketing.

UNIT I:Introduction **(Teaching hours: 7)**
Going digital – Importance and scope of digital marketing – Traditional and Digital Marketing – digital marketing strategy – components, understanding the digital consumer, 10Cs for Internet Marketers, 7Ps of Marketing.

UNIT II: Website **(Teaching hours: 7)**
Website – Need for website – Steps in building an effective website, Domain name, Hosting – types, Web developer – Website Designing – Website Content.

UNIT III: Search Engine **(Teaching hours: 7)**
Search Engines – Process – Types – Search Engine Optimization (SEO) – Negative SEO, Advertising on Search Engines – Pay per click, Google Adwords. E – Mail marketing – Email campaign creation and management – Dos and don'ts of an e – mail marketing campaign.

UNIT IV:Social Media **(Teaching hours: 7)**
Social media – need, forms of social media – Social bookmarking, Forums and discussion sites, Media sharing sites, Reviews and rating sites, Social networking sites, Blogs, Podcast, Micro – blogging, Wikis. Using Facebook, Linked – in, twitter, You tube.

UNIT V: Media Engagement **(Teaching hours: 7)**
Online PR – Blogger outreach, Company Blog, Social media engagement – Reputation management. Website analytics – Web server log files, Page tagging, Cookies – Advantages. Online display advertising – Trends – Viral marketing, Mobile marketing, Augmented reality, Future.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To understand the field of digital marketing, strategies and typical characteristics of digital consumers and marketers	K1, K2 &K3
CO2	To appreciate the importance of having a website and to understand various intricacies building and designing a website	K1, K2&K3
CO3	To understand various digital marketing strategies that include Search Engine Optimization and E –mail based marketing strategies	K1, K2 &K3
CO4	To have a comprehensive insight about various social media and to know ways and means to utilize social media for marketing purposes	K1, K2 & K3
CO5	To come to know various cutting edge digital marketing tools and to understand how these tools can be effectively deployed for executing marketing strategies	K1, K2 &K3

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating. Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3				2	2	2		2
CO2	3	3				2	2	2		2
CO3	3	3	2		2	2	2	2	2	2
CO4	3	3	2		2	2	2	2	2	2
CO5	3	3	2		2	2	2	2	2	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S. No.	Title	Author	Publishers	Publication Year &Edition
1	Understanding Digital Marketing: Marketing strategies for engaging the digital generation	Damian Ryan & Calvin Jones	Kogan Page publication	2009, 1st Edition
2	Digital Marketing: Strategies for Online Success	Godfrey Parkin	New Holland Publishers Ltd	2009, 1st Edition
3	E – Marketing Excellence: Planning and optimizing your digital marketing	Dave Chaffey and PR Smith	Butterworth – Heinemann (Elsevier)	2008, 3rd Edition

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Reference Books				
S. No.	Title	Author	Publishers	Year of Publications
1	E – Marketing	Judy Strauss and Raymond Frost	Prentice Hall India	2009, 5th Edition
2	Online marketing: A customer – led approach	Richard Gay, Alan Charlesworth and Rita Esen	Oxford University Press	2007, 1stEdition

Pedagogy: Lecture, PPT presentation, e –content seminar, Assignment&Group Discussion.

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EFFECTIVE FOR THE STUDENTS ADMITTED DURING THE ACADEMIC YEAR 2020 –2021

Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351V3	ELECTIVE: SALES AND DISTRIBUTION MANAGEMENT	3	Theory	–	100

Objective of the Course:
Familiarize and make the students to assimilate the basic concepts of Sales and Distribution Management.

UNIT I: Sales management in business enterprises: **(Teaching hours: 7)**
Developing market – orientedsales organization, Purposes of sales organization, defining objectives, types of sales Organizational structures, Interdepartmental relations and coordination, Determining sales related marketing mix strategies, Forecasting market demand, Sales budget decisions, sales quota decisions ,designing sales territory, Case analysis and exercises.

UNIT II: Sales force design: **(Teaching hours: 7)**
Sales force objectives, sales force size, sales force structure; Theories of personal selling; Personal selling process, Social, ethical and legal responsibilities in selling, Case analysis and exercises.

UNIT III:Sales force management: **(Teaching hours: 7)**
Sales force recruitment, selection, sales force training, financial and non – financial motivational techniques, compensation plans, monitoring parameters, performance evaluation, sales meetings, sales contests, Case analysis and exercises.

UNIT IV: Marketing channel design: **(Teaching hours: 7)**
Channel functions, Channel structure, and evaluation of channel alternatives, channel members selection, Case analysis and exercises, Distribution Cost Analysis and Risk Analysis.

UNIT V: Marketing channel management: **(Teaching hours: 7)**
Training channel members, performance appraisal, causes of channel conflicts, resolution strategies, physical distribution system – order processing, transportation decisions, warehousing decisions, inventory management, Customer service standards, Case analysis and exercises.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To know the basic concepts of Sales management.	K1, K2
CO2	To engage in designing the organization Sales force.	K2, K3
CO3	To learn the management of Sales force	K2, K3
CO4	To understand and design the marketing channels for an Organization.	K3, K4
CO5	To learn the various forms of channel management.	K4, K5

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3		2	1		1				1
CO2	2		1	1	1	1	2	2	1	2
CO3		2	3		1	2	2	1	2	1
CO4	1	2		1						1
CO5	1		2		1	2		2	2	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books

S.No.	Title	Author	Publishers	Publication Year &Edition
1	Sales and Distribution Management – Text and cases – An Indian perspective	Dr.S.L.Gupta	EXCEL Books	2nd edition
2	Sales and Distribution Management – Text and cases	Krishna.K.Havaldar, V.M.Cavale	Tata Mc – graw Hill Publications	2011, 2nd edition
3	Sales and Distribution Management	Tapan.K.Panda, Sunil Sahadev	Oxford University Press	2nd edition

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Reference Books				
S.No.	Title	Author	Publishers	Year of Publications
1	Sales Management – Analysis & Decision making	Ingram, La Forge, Avila, Schwepker.J.V, Williams	Cengage Learning	6th edition
2	Sales Management – Decision, Strategies and Cases	Richard R.Still, Edward W.Cundiff, Norman A.P.Govoni	Pearson Publication	2011, 5th edition

Pedagogy: Lecture, PPT presentation, Newspaper content, e –content, seminar, assignment, Videos, Group Discussion.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351V4	ELECTIVE: BRAND MANAGEMENT	3	Theory	–	100

Objective of the Course:
To introduce the concepts of brand management and also help them to learn how these concepts are applied in business world by way of case study, mini product and discussions.

UNIT I:Brand Identity & Brand Attributes **(Teaching hours: 7)**
Creating Brand identity and image, six facetsof identity, sources of identity. Brand Names and Symbols, Brand awareness, Launching New Brands – defining brand platform, determining typical products. Brand attributes, brand benefits, message Communication, brand elements – criteria for choosing brand elements, options and tactics for brand elements, Brand campaign, Brand – product relationship.

UNIT II:Brand Equity & Brand positioning **(Teaching hours: 7)**
Brand Equity, sources of brand equity – Financial Evaluation and accounting for brands: The discovery of financial value of brands, various types of brand valuation, Brand acquisition – strong brands – steps in building strong brand, Brand Loyalty, Brand Positioning and values – identifying and establishing brand positioning, Brand personality.

UNIT III:Brand strategy **(Teaching hours: 7)**
Multi brand portfolios, brand portfolios and market segmentation, multi brand strategies, Brand Extension – Advantages and Limitations of brand extension, evaluating brand extension opportunities ,Distributors own brand portfolio's, – Retailers branding strategies – Brands Transfer – Types and Reasons for Brand Transfer.

UNIT IV:Global Brands **(Teaching hours: 7)**
Decline, ageing and revitalization of brands, factors for decline, Making global brands – opportunities, advantages and disadvantages of global brands, conditions favoring global brands, barriers to globalization – standardization and customization – steps in building global brands. Online Branding.

UNIT V:Brand Life cycle strategy **(Teaching hours: 7)**
Branding the services, brand life cycle Strategies for local brands, Store brands, National brands – Destination branding – Brand alliances – Brand cults – Brand wars. Online display advertising – Trends – Viral marketing, Mobile marketing, Augmented Reality, Future.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To understand the concept of brand identity and its various facets and to know the relationship between brand identity and brand image. To Have a detailed discussion on various brand elements	K1, K2 &K3
CO2	To understand the concept of brand equity and its various sources. To get acquainted with the concept of brand valuation. To come to know the series of steps involved in building a strong brand. To discuss various means and ways to craft unique brand positioning and brand personality	K1, K2&K3
CO3	To know how to manage multi brands, brand extension strategies and brand transfer	K1, K2 &K3
CO4	To understand the ways and means to develop global brands and to have an insight over online branding	K1, K2 & K3
CO5	To develop an insight over brand life cycle strategies for local brands, store brands and national brands. To come to know various cutting edge technological avenues for branding	K1, K2 &K3

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating. Course Outcome mapping with Programme outcome

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3		1		3	2	3		2
CO2	3	3		1	2	3	2	3		2
CO3	3	3		2	2	3	2	3	2	2
CO4	3	3		2	2	3	2	3	2	2
CO5	3	3		2	2	3	2	3	2	2

Indicators: 1. Reasonable 2. Significant 3.Strong

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Text Books				
S. No.	Title	Author	Publishers	Publication Year &Edition
1	Brand management	Harsh V Verma	Excel Books	2003, 2nd Edition
2	Brand Management	S.A.Chunawalla	Himalaya Publishing House	2004, 1st Edition
3	Brand Management	Naveen Das	ICFAI University Press	2004, 3rd Edition
Reference Books				
S. No.	Title	Author	Publishers	Year of Publications
1	Strategic Brand Management	Jean – Noel kapferer	Kogan page India Private Limited	2001, 2nd Edition
2	Strategic brand management	Kevin Lane Keller	Prentice Hall of India Private Limited	2003, 2nd Edition
3	Branding	Brad Van Auken	Jaico Publishing House	2007, 1st Edition

Pedagogy: Lecture, PPT presentation, e –content seminar, Assignment & Group Discussion.

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EFFECTIVE FOR THE STUDENTS ADMITTED DURING THE ACADEMIC YEAR 2020 –2021

Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351W1	ELECTIVE: INTERNATIONAL FINANCIAL MANAGEMENT	3	Theory	10	90

Objective of the course: To familiarize the students about multinational financial systems, foreign exchange markets and foreign exchange exposure.

UNIT I: Foreign Exchange **(Teaching hours: 7)**

International Financial Management – Components, Importance, Nature & Scope. Foreign Exchange – Meaning – Exchange rate – Quotations – Factors affecting Exchange rate – Foreign Exchange Market.

UNIT II: Theories in Foreign Exchange Market **(Teaching hours: 7)**

Theories: Interest rate parity theory – Purchasing Power Parity Theory Law of one price – Exchange rate equilibrium – Arbitrage problems. Foreign Exchange Exposure : Concept – Types – Managing Foreign Exchange Exposure.

UNIT III: Futures Contract **(Teaching hours: 7)**

Specifications of Futures Contract – Margin Requirements – Marking to Market – Hedging using Futures, Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT IV: Options and Swaps **(Teaching hours: 7)**

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts. Swaps – meaning – Currency swaps.

UNIT V: Foreign Direct Investment **(Teaching hours: 7)**

Foreign Direct Investment: Growth and problems of FDI – Multinational Diversification – American depository receipts – Global depository receipts – International investment Strategies.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Understand the concept of FOREX market	K2 , K3
CO2	Learn how to apply the theories of FOREX in real life situation	K4 , K5
CO3	Understand the pros and cons of future market	K2, K3
CO4	Understand the significance of options and swap	K2, K4
CO5	Identify the international investment strategies and learn the process of depository receipts.	K4

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3		2	2	1	1		2	2
CO2	3	2		2	1	2			2	3
CO3	2	1		3	2	2			1	3
CO4	2	1		2	1	2	1		2	3
CO5	2	2		2	1	2	1		2	3

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	Title	Author	Publishers	Publication Year &Edition
1	International Financial Management	V.Saran	Prentice Hall of India Ltd	2001 & 4th Edition
2	International Financial Management	Jain, Peyard& Yadav	Macmillan India	1998 – 6th Edition.
3	International Financial Management	D Levi	Tata McGraw Hill	2001 4th Edition

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Reference Books				
S.No.	Title	Author	Publishers	Year of Publications
1	Multinational Financial Management	A.C. Shapiro	Prentice Hall of India	2000 – 4th Edition
2	International Financial Management	P.G. Apte	Tata McGraw – Hill	2017 –7th Edition
3	Theory of financial risk and derivative pricing	Jean –Philippe Bouchaud,	Cambridge University Press	2003 – 2nd Edition

Pedagogy: PPT presentation and Assignments

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351W2	ELECTIVE: EQUITY RESEARCH & PORTFOLIO MANAGEMENT	3	Theory	10	90

Objectives:
To introduce security analysis concept and Portfolio performance evaluation concept.

UNIT – I: Investment setting **(Teaching hours: 7)**

Investment setting – Securities – Securities market – Stock exchange – functions of stock exchange – Listing of securities – NSE, BSE – Stock market Indices – Sources of investment information – Investment process – capital market developments – Global and India.

UNIT – II: Fundamental analysis **(Teaching hours: 7)**

Fundamental analysis – Salient features – Economic forecasting – Economy and Industry analysis – Industry life cycle – Company analysis – Analysis of financial statements – Share valuation models.

UNIT – III: Technical analysis **(Teaching hours: 7)**

Technical analysis – Technical Vs Fundamental analysis – Methods – chart patterns – Moving averages – Relative Strength Index – Moving Average Convergence and Divergence – Rate Of Change – Asset pricing theories – Capital Asset Pricing Model– Arbitrage Pricing Theory – Portfolio theory – Efficient market hypothesis

UNIT – IV: Portfolio performance evaluation **(Teaching hours: 7)**

Portfolio performance evaluation: Portfolio Markowitz model – Dimensions of evaluation – Sharpe's Measure – Treynor's measure – Jensen's measure – Comparisons of the three measures of portfolio performance. Risk and return calculations of portfolio.

UNIT – V: Portfolio revision **(Teaching hours: 7)**

Portfolio revision– Need for portfolio revision – passive management and active management– Constrains in portfolio revision – Methods of revision – Formula plan for revision: Constant value plan – Constant ratio plan – Variable ratio plan – Rupee cost averaging plan.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To introduce security analysis concept and Portfolio performance evaluation concept.	K1
CO2	Apply portfolio management concepts and techniques to their specific business problems.	K3
CO3	Understand and evaluate major portfolio management and risk concepts.	K2
CO4	To develop the students on Portfolio performance evaluation	K5
CO5	To enrich the students on the strategies of Portfolio revision	K4

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analyzing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	1	2	3	1	2	1	2	1
CO2	3	1	3	3	2	3	1	3	3	2
CO3	1	3	2	1	2	2	3	1	2	1
CO4	2	1	3	2	2	1	3	1	2	3
CO5	3	2	1	2	1	1	2	3	2	1

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Security analysis and portfolio Management	PunithavathyPandian	Vikas Publishing House Pvt. Ltd, Delhi	2nd edition – 2012.
2	Security analysis and portfolio management	V.K.Bhalla	Sultan chand Company limited.	1999 – Seventh edition.
3	Investment Analysis and Portfolio Management	Prasanna Chandra	Tata McGraw – Hill	

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Reference Books				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Security analysis and portfolio management	Donald E. Fischer and Ronald J. Jordan,	Prentice Hall of India Private limited	2000 – sixth edition
2	Investment analysis and portfolio management	Frank K. Reilly	The Dryden press	2000 – Fourth edition.

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies, GD, TED talks,

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351W3	ELECTIVE: MERGERS AND ACQUISITIONS	3	Theory	20	80

Objective of the course: To understand the corporate restructuring process in the business and to describe how Merger & Acquisitions are financed.

UNIT – I Mergers and acquisitions **(Teaching hours: 7)**

Concept of Merger and acquisitions – Motives for mergers – Advantages – Types of Mergers – Dangers of mergers – – Theories of merger – Merger and acquisition in India.

UNIT –II**Evaluation of merger gains and losses** **(Teaching hours: 7)**

Evaluating merger gains and losses (Problems) – Different methods of valuation of tangibles of merger firm: Earnings approach – Market value approach Book value approach Fair value approach – Methods of accounting for merger (Problems).

UNIT – III Corporate Restructuring **(Teaching hours: 7)**

Forms of corporate restructuring: Contraction, Spin – off – split– offs – Divestiture – Equity Carve – out and asset sale. Going private: Meaning – Motives for going private – Leverage buy outs (LBO) – Meaning – Process – General economic and financial factors for LBO's – Management buy outs.

UNIT –IV Cross border merger **(Teaching hours: 7)**

Cross border merger: Meaning – Motives for cross border merger – Post merger Integration issues – Issues in cross border merger. Cross border merger in India.

UNIT – V Takeover **(Teaching hours: 7)**

Takeover**:** Meaning – Motives – Synergies of takeover – Evaluation of takeover. SEBI Guidelines on corporate takeovers – Hostile takeover – Defensive Strategies.

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Understand the basic concept of merger and acquisitions	K2 , K3
CO2	Identify the different methods of accounting merger and evaluating the merger proposal.	K4 , K5
CO3	Learn the various forms of corporate restructuring	K2, K3
CO4	Understand the significance of cross border merger	K2, K3
CO5	To learn various defensive strategies for takeover	K2,K3

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Note: K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3					1		2	1
CO2	3	2				2			2	1
CO3	2	2		3		3		1	2	
CO4	2	2		2		2	1	2	3	
CO5	2	2		2		2	1	1	3	

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books

S.No.	Title	Author	Publishers	Publication Year &Edition
1	Financial Management: Principles and practice	Dr.S.N.Maheswari	Sultan Chand & Sons	2019 & 15 th Edition
2	Financial Management: Text, Problems and cases	M.Y Khan and P.K Jain	Tata MacGraw Hill	2018 & 8th edition
3	Financial Management	I.M Pandey	Vikas publishing House Pvt Ltd.	2015 & 11th edition

Reference Books

S. No.	Title	Author	Publishers	Year of Publications
1	Mergers And Acquisitions	Rajeshwer C.H	Icfai University Press	2001 2nd edition
2	Mergers Restructuring and Corporate	Weston Chung Hoag	Prentice Hall.	1990 2nd edition
3	Financial Management	Jim ,McMenamin	Oxford University Press	2002 2nd edition

Pedagogy: PPT presentation and Assignments

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351W4	ELECTIVE: TAXATION MANAGEMENT	3	Theory	10	90

Objective of the Course:
To enable the students to understand the basic concepts of Direct and Indirect Taxes, the basic exemptions to claim deductions under different Heads of Income and to develop skills in the tax assessment of a firm.

UNIT – I Direct Tax **(Teaching hours: 7)**
Direct Tax Reforms: Income – tax Act 1961, Deemed Income – Residence concept. Registered Firm, Hindu Undivided Family, Companies, Association of Persons and Trust, Minors, Cooperatives, Non – Resident Indians and avoidance of Double Taxation.

UNIT – II Heads of Income (Problems) **(Teaching hours: 7)**
Salaries, Perquisites, Gratuity and Retirement Benefits, Income from House Property, Capital Gains – LTCG Tax, Income from business and profession, Income from other Sources, Set off and carry forward of losses. TDS, Filing Procedure – refund of tax.

UNIT – III Indirect Tax **(Teaching hours: 7)**
Goods and Service Tax (GST): Indirect tax structure in India – Introduction to Goods and Service Tax (GST) – Key Concepts – Phases of GST, GST Council – Taxes under GST.
Registration under GST: Threshold for Registration – Regular Tax Payer – Composition Tax Payer – Casual Taxable Person – Non – Resident Taxable Person – Unique Identification Number – Registration Number Format – E – way bills

UNIT – IV Supply under GST and Valuation of Supply **(Teaching hours: 7)**
Supply – Place of Supply, Interstate Supply, Export of Service, Export of Goods, Import of Service, Import of Goods. Valuation of Supply (Numerical on valuation and calculation of tax)
Input Tax Credit under GST & Returns: Input tax credit process – Negative List for Input tax credit – Input Tax Credit Utilization and Input Tax Credit Reversal – Types of GST returns and their due dates, late filing, late fee and interest.

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UNIT – V Custom Duty and Indirect Taxation (Teaching hours: 7)

Definitions of certain terms relating to the custom act, custom tariff act, Levy and types of custom duties – Indirect taxation applicable to few commodities levied by either Central or State Government.

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Students will understand the basic terms regarding Tax Law and the important provisions of Income Tax Act 1961. Students will be able to ascertain the residential status of different kind of persons	K2, K3
CO2	Students will assess the taxable income under the various heads of income and understand the deductions allowed under different sections. Students will assess the total taxable income for different types of persons and they will understand the filing of Tax Returns properly.	K2, K3, K4
CO3	Students will understand the cascading effect of tax, the need for tax reforms and the necessity of implementation of GST. Students will understand the process of Registration of goods and services under GST Act	K2
CO4	Students will gain knowledge on different types of supply of goods and services and the inclusions in / exclusions from the value of taxable supply. Students will be able to compute the value of taxable supply	K2, K3
CO5	Students will know various types indirect taxes on few commodities like Customs duty and its types. Students will possess the knowledge on indirect taxes levied by the State and Central Governments	K1, K2

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2		1	1	1	1	1	1	1
CO2	3	3		3	2	2	2	2	2	2
CO3	2	2		2	2	2	2	1	2	2
CO4	3	2	1	3	2	2	2	2	2	2
CO5	2	1		2	1	1	1	1	1	1

Indicators: 1. Reasonable 2. Significant 3.Strong

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Text Books				
Sl. No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Direct Taxes Law and Practice	Dr. Vinod K Singhania and Dr. KapilSinghania	Taxmann Publications, New Delhi	2019 edition
2	Indirect Taxes Law & Practice	V.S. Datey	Taxmann Publications, New Delhi	2019 edition
3	Income Tax	K. Duraipandian and M. Akbar	Vikas Publishing House, New Delhi	2017 edition

Reference Books / Journals / websites				
S. No.	Title	Author	Publishers	Year of Publications
1	Professional Approach to Direct Taxes	Girish Ahuja and Ravi Gupta	New Delhi: Bharat Law House Pvt	2011 Edition
2	Students Workbook on Indirect Tax Laws	V.S. Datey	Taxmann Publications, New Delhi	2019 edition
3	The Chartered Accountant, The Management Accountant	National Journals		2019 issues
4	Website of Custom Department, Website of Excise Department, Website of Sales Tax Department	Department of Customs & Excise duty Department of Sales Tax		

Pedagogy: Teaching /learning methods: Lecture, PPT presentation, e –content seminar, Assignment, Quiz, Group Discussion etc.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351W5	ELECTIVE: INTERNATIONAL FINANCIAL REPORTING STANDARDS	3	Theory	10	90

Objective of the Course:
To develop, in the public interest, a single set of high quality, understandable, enforceable and globally accepted financial reporting standards based upon clearly articulated principles.

UNIT – I IASB & IFRS **(Teaching hours: 8)**
Structure of the IFRSF/IASB – Extant standards of the IASB – The framework – The status of IFRSs around the world – The use of IFRS around the world – The IASB roadmap – The annual IASB bound volume and its use – Principal differences between Indian GAAP and IFRS – Proposals for change.

UNIT – II PRESENTATION AND PROFIT **(Teaching hours: 8)**
IAS 1: Presentation of financial statements – IFRS 15: Revenue from contracts with customers – IAS 8: Accounting policies, changes in accounting estimates and errors.

UNIT – III ACCOUNTING FOR ASSETS AND LIABILITIES (Teaching hours: 8)
IAS 16: Property plant and equipment – IAS 38: Intangible assets – IAS 40: Investment Property – IAS 36: Impairment of assets – IAS 23: Borrowing costs – IAS 20: Accounting for government grants and disclosure of government assistance – IAS 2: Inventories – IAS 17: Leases – IFRS 5: Non – current assets held for sale and discontinued operations – IFRS 13: Fair Value Measurement – IFRS 32: Financial instruments – presentation – IFRS 9: Financial instruments – IFRS 7: Financial instruments: disclosures – IFRS 2: Share – based payment – IAS 37: Provisions, contingent liabilities and contingent assets – IAS 10: Events after the reporting period – IAS 19: Employee benefits – IAS 12: Income taxes – IAS 41: Agriculture – IFRS 6: Exploration for and evaluation of mineral resources.

UNIT – IV GROUP ACCOUNTING **(Teaching hours: 8)**
IFRS 10: Consolidated Financial Statements – IAS 27 (revised 2011): Separate financial statements – IFRS 3: Business Combinations – IAS 28 (revised 2011): Investments in associates and joint ventures – IFRS 11: Joint arrangements – IFRS 12: Disclosure of interests in other entities – IAS 21: The effects of changes in foreign exchange rates – IAS 29: Financial reporting in hyperinflationary economies.

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UNIT – V DISCLOSURE STANDARDS

(Teaching hours: 8)

IAS 7: Statement of cash flows – IAS 24: Related party disclosures – IAS 33: Earnings per share – IAS 34: Interim financial reporting – IFRS 4: Insurance contracts – IFRS 1: First time adoption of IFRS – IFRS 8 – Operating segments.

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	The students will understand the framework of IFRS and the roadmap of IASB. They will be able to differentiate between Indian GAAP and IFRS	K1, K2
CO2	The students will understand the standards of IAS with regard to the presentation of Financial statements, standards of IFRS regarding to Accounting policies, changes in accounting estimates etc.	K2,K3
CO3	The students will gain knowledge and they can apply the standards of IAS and IFRS with regard to the presentation of various Assets and Liabilities, Provisions, employee benefits, income tax etc.	K2,K3,K4
CO4	The students will familiarize with the standards of IAS and IFRS for preparing the consolidated financial statements, business combinations, investment in associates etc.	K2,K3,K4
CO5	The students will understand to prepare the Statement of cash flows and the disclosures, Interim financial reporting and the procedure for first time adoption of IFRS	K3,K4,K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	1		2	2	1	1	1	1	2
CO2	2	3		3	3	2	2	1		2
CO3	3	3	1	3	3	3	3	2	1	3
CO4	2	3		3	3	2	3	2	1	3
CO5	2	2	1	3	2	2	2	2	1	2

Indicators: 1. Reasonable 2. Significant 3.Strong

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Text Books				
Sl. No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	International Financial Reporting Standards (IFRS) & Indian Accounting practices	JagadishR.Raiyani	New Century Publications	1St Edition 2012
2	Accounting Standards	M.P.Vijaykumar,	Snow White Publications Pvt. Ltd., Mumbai	
3	Accounting Theory and Standards	P.Mohana Rao	Deep & Deep Publications Pvt. Ltd, New Delhi	

Reference Books				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	International Financial Reporting Standards: A Practical Guide	Henie Van Greuning	World Bank Publications	2009
2	International Financial Reporting Standards: A Practical Guide	Henie Van Greuning	World Bank Publications	2009
3	IFRS Simplified: A fast and easy – to – understand overview of the New International Financial Reporting Standards	Mika Morley	Amazon Digital South Asia Services, Inc.	2019
4	Global Financial Reporting and Analysis	Alexander, Britton, Jorissen	Cengage Learning India Pvt. Ltd, New Delhi.	2018

Pedagogy: Teaching /learning methods: Lecture, PPT presentation, e –content seminar, Assignment, Quiz, Group Discussion etc.

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EFFECTIVE FOR THE STUDENTS ADMITTED DURING THE ACADEMIC YEAR 2020 –2021

Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351X1	ELECTIVE: SOFTWARE PROJECT MANAGEMENT	3	Theory		100

Objective of the Course: Understand the problems, concerns, needs and success of the software project team and to understand the various approaches for managing the software development process

UNIT I: INTRODUCTION TO SOFTWARE PROJECT MANAGEMENT
(Teaching hours: 7)

Project meaning. Software project Vs other types of project. Categorizing software projects, Management control, Requirement specification, Information & control in organizations.

UNIT – II:PROJECT PLANNING &COST ESTIMATION (Teaching hours: 7)

Step wise project planning, software cost factors, cost estimation techniques: Expert judgment, Delphi cost estimation, work breakdown structures, Algorithmic cost models.

UNIT – III: PROJECT APPROACH & ACTIVITY PLANNING (Teaching hours: 7)

Choice of process models, Structured methods, water fall model, The V – Process model, The spiral model, Software prototyping. Project schedules & network models

UNIT – IV: RESOURCE ALLOCATION (Teaching hours: 7)

Monitoring & control. Nature of resources, identifying resource requirements, scheduling resource, creating critical paths. Creating the framework, visualizing progress, cost monitoring, earned value, Getting the project back to track.

UNIT – V: MANAGING PEOPLE & ORGANISING TEAMS (Teaching hours: 7)

Understanding behaviour, selecting the right person for the job, Motivation, Working in groups, Decision making & leadership.

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Apply project management concepts and techniques to an IT project.	K1
CO2	Understand the problems, concerns, needs and success of the software project team.	K2

CO3	Understand the various approaches for managing the software development process.	K2&K3
CO4	Align the project to the organization's strategic plans and business justification throughout its lifecycle	K4
CO5	Suggesting an efficient management strategy for a business scenario.	K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2			1		1		1	1	
CO2	1	1	1	2	1	1	2	2	1	
CO3		2	3		1				2	3
CO4	1	2	2		1	1	2	2	2	
CO5				2	1		3	2	3	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books

S. No.	Title	Author	Publishers	Publication Year &Edition
1	Software Project Management	Bharat Bhushan Agarwal, ShivangiDhall, Sumit Prakash Tayal	Jain Book Agency	First Edition, 2011.
2	Software Project Management – A Practical Approach	Er. Rajiv Chopra		3rd edition, 2011
3	Software Project Management	Shriram.K.Vasudevan,R.M .DSundaram&Prashanth.R. Nair.	NAROSA	2017.

Reference Books

S.No.	Title	Author	Publishers	Year of Publications
1	Software project management	Bob Hughes & Mike Cottervell	Mc Graw Hill	3rd edtion
2	Software engineering concepts	Richard Fairley.	Mc Graw Hill	4th edtion

Pedagogy: Lecture, PPT presentation, e –content, seminar, assignment, Videos.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351X2	ELECTIVE: INFORMATION SECURITY MANAGEMENT SYSTEM	3	Theory		100

Objective of the Course: To understand the Information Security Program through the Methodology, Analysis and Technical Details, Principles and Practices and to acquire the necessary inputs to gain depth knowledge to play their role as IT Security Professional.

UNIT I: INTRODUCTION **(Teaching hours: 7)**

Information Security An overview – Importance and Evolution of Information Protection – Security Methodology – Building a Security Program – Risk Analysis: Threats – Types of Attacks – Risk Analysis – Information Security Standards – Security Design Principles: Defense Models – Lollypop and Onion Model – Practices for Network Defense

UNIT – II: SECURITY POLICIES, STANDARDS, PROCEDURES AND GUIDELINES

(Teaching hours: 7)

Security Policy – Development – Contributors – Policy Categories – Security Awareness – Objectives of Awareness Program – Policy Enforcement for Vendors and Employees – Software based Enforcement – Acceptable Use Policies – Computer Policies – Network Policies – Data Privacy and Integrity Policies – Personnel and Security Management Policies – Security Standards and Security Procedures – Security Guidelines – Maintenance

UNIT – III: DATA SECURITY **(Teaching hours: 7)**

Securing Data in Applications, Databases, Network, Computers and Storage – Data Loss Prevention – Information Rights Management: IRM Technology Constituents – Architecture – Data Classifications – Rights Assignment – Installing and Configuring the IRM Client – Authentication – Authorization – Data Encryption: Symmetric Key – Public Key – Storage Security: Modern Storage Security – Practices – Database Level Security – Database Backup and Recovery

UNIT – IV: NETWORK SECURITY **(Teaching hours: 7)**

Switch and Router Level Security – Network Hardening – Firewalls: Functions – Design – Capabilities – Working Style of Virtual Private Networks – Wireless Network, Radio Frequency Security – Voice Over IP Security: Components – VoIP Vulnerabilities – Countermeasures.

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UNIT – V: COMPUTER SECURITY **(Teaching hours: 7)**

Reference Monitor – Trustworthy Computing – Securing Infrastructure Services: E – Mail – Web Servers – Proxy Servers – Securing Mobile Devices: Mobile Device Risks – Mobile Device Security – Application Security: Application Security Practices – Client Application Security – Remote Administration Security – Security Operations: Communication and Reporting – Change Management – Administrative Security – Disaster Recovery – Backups – Incident Responses – Forensic Analysis.

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Understand the Information Security Program	K2
CO2	Apply the security policies and Guidelines.	K3
CO3	Know about the information rights management technology and modern storage practices.	K2
CO4	Risk assessment and controlling risk of Information Security	K5
CO5	Acquire the information about the security operations	K2 & K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1		1	1		1			1	
CO2	2	1		1		1				
CO3	2	2	2		1	1	1	2		1
CO4		2	3	1	2		2	2	2	1
CO5	1	2	2	1		1	1	2		1

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year &Edition**
1	Information Security – The Complete Reference	Mark Rhodes – Ousley	McGraw Hill Education (India) Private Limited.	2nd edition
2	Computer and Information Security – Handbook	John R Vacca, Elsevier		III Edition
3	Introduction to Computer Security	Matt Bishop – Addison Wesley	Pearson Education	II Edition

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Reference Books				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Information Security Theory and Practice	Dhiren R Patel	Eastern Economy Edition,Prentice Hall of India Pvt Ltd	2008
2	Information Security Policy,processes and Practices	Detmar W Straub,SeymourGoodman,Richard L Baskerville	PHI learning Pvt Ltd	2009

Pedagogy: Lecture, PPT presentation, e –content, seminar, assignment, Videos.

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EFFECTIVE FOR THE STUDENTS ADMITTED DURING THE ACADEMIC YEAR 2020 –2021

Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351X3	ELECTIVE: DATA WAREHOUSING AND DATA MINING.	3	Theory		100

Objective of the Course: To learn the basic principles and purpose for developing a data warehouse, including difference between operational and decision support system and to understand the knowledge discovery process through acquiring familiarity in various strategies involved in Data Warehousing and data Mining.

UNIT I: DATA WAREHOUSING AN INTRODUCTION **(Teaching hours: 7)**

Data Warehousing – Users of Data Warehouse – Need for Data Warehouse – Applications of Data Warehouse – Getting Data into Data Warehouse: Extraction, Transformation, Cleaning, Loading and Summarizing, Meta Data.

UNIT – II:ANALYSING THE CONTEXT OF DATA WAREHOUSE **(Teaching hours: 7)**

Active Analysis – User Queries – OLAP – OLAP Software Architecture – Automated Analysis – Creating Decision Tree – Statistical Analysis – Nearest Neighbor Approaches – Use of Data obtained – Developing Project Plan for DW.

UNIT – III: DATA MINING AN INTRODUCTION **(Teaching hours: 7)**

Data Mining, Web Mining, Spatial Mining, Process Mining – DM Concepts – Data Mining Vs Query Tools – Practical Applications of DM.

UNIT – IV: DM TOOLS, METHODS AND TECHNIQUES **(Teaching hours: 7)**

Classification – Clustering – Market Basket Analysis – Association Rules – Link Analysis – Support Vector Machine – Ant Colony Optimization.

UNIT – V:DATA MINING APPLICATIONS **(Teaching hours: 7)**

BI Software and Data Mining – Applications in various Sectors: Retailing, CRM, Banking, Production, Stock Pricing, Crime, Medical, Genetics.

Total : 35 hours

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Acquire knowledge of data Preprocessing and data quality.	K2
CO2	Ability to apply acquired knowledge for understanding data and select suitable methods for data analysis.	K3

CO3	Be able to design data warehousing and data Mining.	K5
CO4	Be familiar with the foundations of data mining tools.	K1&K2
CO5	Master data mining techniques applications in various sectors.	K3

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2		1		1		1		1	1
CO2	2	2	1	1	1	1		2		1
CO3	1	3				1	1			
CO4	1	1		1		1		2	2	1
CO5	1	2	2		1	1	1			

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	**Title**	**Author**	**Publishers**	**Publication Year &Edition**
1	Data Warehousing and Data Mining	McLaren & McLaren	Tata McGraw – Hill	New Delhi, 2003.
2	Building Data Mining Applications for CRM	Alex Berson, Stephen Smith & Kurt Thearling	Tata McGraw – Hill	2004.
3	Data Management Data Bases and Organisations	Richard T Watson	3/E John Wiley & Sons, Inc.	2002

Reference Books				
S.No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Data Base Management and Design	Gary W Hansen, James V Hansen	2/E, PHI	2000 NewDelhi
2	Data Mining concepts and techniques	Jaiwei Ham and MichelineKamber	Kauffman Publishers	2006
3	Business Intelligence	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King	Prentice Hall	2008.

Pedagogy: Lecture, PPT presentation, e-content, seminar, assignment, Videos.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351X4	ELECTIVE: E – GOVERNANCE	3	Theory		100

Objective of the Course: To make the students familiarized with the concept of digital governance and its application for rural and urban development along with its status in India.

UNIT I: INTRODUCTION **(Teaching hours: 7)**

Governance in Digital Age (Introduction of ICTs in administration, Technological Adaptation, Reorganization of Administrative Structure & Institutions) – Meaning, scope and importance of e – governance – Evolution of e – governance.

UNIT – II: POLICIES OF E –GOVERNANCE **(Teaching hours: 7)**

Theories of e – governance – Models of e – governance – National e – governance plans.

UNIT – III: APPLICATION& TECHNIQUES **(Teaching hours: 7)**

E – governance in rural development, urban administration, economic development.

UNIT – IV: E – GOVERNANCE IN INDIA **(Teaching hours: 7)**

E – governance policy, e – governance projects in India, e – governance in India – Electronic Citizen Services.

UNIT – V: ISSUES& CHALLENGES **(Teaching hours: 7)**

E – Readiness, digital divide (gender, geographical, economical, social and political); e – governance – critical factors (Technology, People, Process, Resource, Infrastructure, Nature of PPP Models.

Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Students familiarized with the concept of digital governance.	K1&K2
CO2	Understand the concept of e –government, and the associated benefits and drawbacks.	K2
CO3	Improve transparency, accountability and trust in the government.	K3
CO4	Prioritize types of e –government services.	K4
CO5	Improve the citizen experience in Government transactions.	K4&K5

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Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	1			1	1	1			1
CO2	1		2	1		2		1	1	1
CO3		1	2	1	1		1	2		
CO4	1		1		1	2	1	1	1	1
CO5	1	1		1					1	

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books

S.No.	Title	Author	Publishers	Publication Year &Edition
1	Digital Era Governance: IT Corporations, The State and E – Government	Patrick Dunbleavy, Helen Margetts, Simon Bastow and Jane Tinkler	Oxford University, UK	2003
2	Building the Virtual State: IT and Institutional Change	Jane Fountain	Brooking Institutions Press, Washington.	2004

Reference Books

S.No.	Title	Author	Publishers	Year of Publications
1	Digital Government: Technology and Public Sector Performance	Darell West	Princeton University Press, Princeton, New Zealand	2004

Pedagogy: Lecture, PPT presentation, e –content, seminar, assignment, Videos.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351Y1	ELECTIVE: PROJECT MANAGEMENT	3	Theory		100%

Objective: To enable the students in various issues in project management such as planning, execution, controlling and evaluation and to familiarize the students in aiding the management in long – term investment decisions.

UNIT I **(Teaching hours: 7)**

The nature and context of Project Management: Project management – Phases – 7 – S of Project management – current issues – complexity of projects – historical perspectives of Project management.

UNIT II **(Teaching hours: 7)**

Strategy and Project management: The role of strategy in Project management – strategy process – Resolving trade – off decisions in strategy – Deploying strategy – Detailed Project Report.

UNIT III **(Teaching hours: 7)**

Modelling the project system: The planning process – Project Life Cycle, Work Breakdown Structure (WBS) – Time planning – Cost planning – Resource allocation.

UNIT IV **(Teaching hours: 7)**

Project Execution and Control: Roles, Responsibility and Team Work, Managing the team – Project control process – control of major constraints – Project management software and information system.

UNIT V **(Teaching hours: 7)**

Project Completion and Process Development: Project completion – steps for closing the project – hand over – structuring improvement activities – Learning before doing and Learning by doing – Future challenges for project management.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Students will understand the nature of Project Management and the phases involved in it.	K1, K2
CO2	Students will gain knowledge in preparing a detailed project report	K2, K3
CO3	Students will be enabled in modelling the project such as preparing work breakdown structure, time planning, cost planning and allocating the resources	K3,K4
CO4	Students will beenriched with 'the knowledge managing the project team and the process, will develop project management software and information system.	K3&K4
CO5	Students will familiarize with the steps in completing the project activities and handover the project	K4,K5

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1		1	1	1	1	1	1	1
CO2	3	2	1	1	3	2	1	2	2	3
CO3	3	3	1	2	3	1	2	3	3	3
CO4	3	2	2	2	3	1	2	3	2	3
CO5	3	2	2	2	2	1	2	2	1	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
Sl. No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Project management	Prasanna Chandra	Tata – McGrawHill,New Delhi	2002 – Second E;dition
2	Project Management and Control	Subhash Chandra Das	PHI learning private limited, Delhi	2012 edition
3	Total Project Management – The Indian context'	P.K.Joy	Macmillan publishers India limited	8th edition 2010

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Reference Books				
S. No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Project Management	Harvey Maylor	Pearson Education Limited	Indian reprint 2000[
2	Project Management – A managerial approach	Jack R Meredith, Samuel J. Mental, JR	Wiley India (P) Limited, New Delhi	Fifth edition

Pedagogy: Teaching /learning methods: Lecture, PPT presentation, e –content seminar, Assignment, Quiz, Group Discussion etc.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351Y2	ELECTIVE: SUPPLY CHAIN MANAGEMENT	3	Theory	–	100

Objectives:
To facilitate the students with the concepts, and applications of Supply Chain Management

UNIT I: SCM **(Teaching hours: 7)**
Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM.

UNIT II: SCM current scenario **(Teaching hours: 7)**
Value chain management and customer relations management – Customer focus in SCM – Demand planning.

UNIT III:Manufacturing Scheduling **(Teaching hours: 7)**
Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system design and decision.

UNIT IV:Logistics management **(Teaching hours: 7)**
Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port / Airport / ICD's)

UNIT V: Information technology and SCM **(Teaching hours: 7)**
EDI, ERP, Internet, and Intranet, E – Commerce, Advanced Planning system, Bar Coding, Tele Communication Network, Video Conferencing and Artificial Intelligence. Best practices in Supply chain Management – Organizational issues to implement SCM.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	To facilitate the students with the concepts, and applications of Supply Chain Management.	K1
CO2	To develop awareness on value chain Management	K2
CO3	To highlight Material handling system design and decision	K5
CO4	To develop knowledge on Logistics management	K4
CO5	To enrich the students on the information technology applications in Supply Chain Management	K3

Note:
K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analyzing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	3	3	2	1	3	2	2	3
CO2	3	2	2	3	3	2	2	3	1	2
CO3	2	1	3	2	1	3	1	2	3	3
CO4	3	3	2	3	2	2	3	3	2	1
CO5	1	3	1	2	1	3	3	2	2	3

Indicators: 1. Reasonable 2. Significant 3.Strong

Reference Books

National

S.No.	Title	Author	Publishers	Publication Year & Edition
1	Supply Chain Management	Kulkarni, Sarika, Sharma, Ashok	Tata Mc Graw Hill Publications	
2	Essentials of Supply Chain management	Mohantry R P Deshmukh S G	Jaico Publishing Ltd	
3	Supply Chain management	Chopra,Sunil	Pearson Education Private Limited	Fourth Edition

International

S.No.	Title	Author	Publishers	Year of Publications
1	Supply Chain management	Fawrtt Stanley, Ellram Lisa M,Odgen Jeffrey A	Pearson Education Pvt Ltd	
2	Purchasing and Supply Chain Management	Monezka, Robert	Thomas Learning Publications	second Edition

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies,

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Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies,

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351Y3	ELECTIVE: TOTAL QUALITY MANAGEMENT	3	Theory		100

Objectives of the course:

To introduce the concept of quality in production including total quality in Business Management

UNIT I:Total Quality Management **(Teaching Hours: 7)**

Definition – Quality Management in retrospect – Evaluation of quality approaches (brief introduction about Inspection, Quality Control, Quality Circle, Quality Assurance and other concepts) Basic elements of Total Quality Management. Total Quality: – Value & differential advantage.

UNIT II: Pillars of Total Quality Management **(Teaching Hours: 7)**

Strategic thinking and planning, The starting point for Total quality – Total quality policy and deployment guidelines – Total quality approaches.

UNIT III: Total Quality models **(Teaching Hours: 7)**

Enables for total quality – quality responsibilities – Achieving total commitment to quality – supportive and effective leadership.

UNIT IV: Quality education and training **(Teaching Hours: 7)**

Quality process, Quality system (Quality measurement system including the tools of TQM) – Quality cost – Quality planning (details steps involved in implementing TQM) – Quality information feedback.

UNIT V: Quality Standards **(Teaching Hours: 7)**

Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for quality. The Role of ISO 9000 series and QS 14000 series of quality system standards. Auditing for TQM – pitfalls in operationalising total quality.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Students will understand the basic elements of Total Quality Management	K1,K2
CO2	Students will possess a knowledge of strategic thinking and planning. They will understand the Total quality policy.	K2
CO3	Students will possess the knowledge to achieve total quality and possess the qualities of effective leadership.	K2, K3
CO4	Students will be educated and trained with quality processes and they can plan, implement and measure the quality with different tools of TQM	K3, K4
CO5	Students will familiarize with ISO 9000 and QS 14,000 series of quality standard systems. They will be equipped to design process and products for quality.	K3, K5

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	1		1	1	1	1	1		1
CO2	1	2	1	1	1	1	2	2	1	2
CO3	2	1	3	2	1	2	2	2	2	2
CO4	2	3	2	2	2	2	2	3	2	3
CO5	2	2	3	2	3	2	2	3	2	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
Sl. No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Total Quality Management	Basterfield Dele H	PHI Learning Private Limited	Third Edition
2	Total Quality Management	Marank Raja K	Eswar Press	Second Edition
3	Total Quality Management	Venkateswara Rao, Basanta Kumar	Mohit Publications	

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Reference Books				
S. No.	**Title**	**Author**	**Publishers**	**Year of Publications**
1	Total Quality Management	Hubert K, Ramprasad	Springer Publication	
2	Total Quality Management	David L Goetsch	McGraw Hill publishing company	Prentice Hall International

Pedagogy: Teaching /learning methods: Lecture, PPT presentation, e –content seminar, Assignment, Quiz, Group Discussion etc.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351Y4	ELECTIVE: BUSINESS PROCESS RE – ENGINEERING & VALUE ENGINEERING	3	Theory	–	100

Objectives:
To orient the students on various Business process, re engineering and value engineering strategies

UNIT – I: Business Process **(Teaching hours: 7)**
Definition Dimensions – History of BPR, Definition, Basics – Benefits of BPR – Role of leader and manager – Guiding principles of BPR – Key targets of BPR

UNIT – II: Enablers of BPR in manufacturing **(Teaching hours: 7)**
Product design and development – Relationship between BPR and IT – Role of IT in Reengineering – BPR tools and techniques – Criticality of IT in Business process.

UNIT – III: Reasons for implementation of BPR **(Teaching hours: 7)**
Necessary attributes of BPR methodologies – BPR team characteristics – Different phases of BPR – Different BPR methodologies – Steps of Process Reengineering – Performance measures of BPR – Risks associated with BPR – Barriers to BPR implementation, Areas generating – Barriers to BPR – A framework for Barrier management.

UNIT – IV: Relevance of Value engineering to Indian Scenario (Teaching hours: 7)
Meaning of Value – Ways to add value – Value Engineering basics – Techniques employed in Value Engineering.

UNIT – V: Value Engineering cycle **(Teaching hours: 7)**
Introduction, Selecting the project – Selecting team members – Phases of Value Engineering Job plan – General phase, Information phase, Function phase – Creation Phase, Evaluation phase, Investigation phase, Implementation phase – Value Engineering cases

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	The students will get familiarize on various Business process, re –engineering and value engineering strategies.	K1
CO2	To familiarize the students on Relationship between BPR and IT	K3
CO3	To develop awareness on Reasons for implementation of BPR	K2
CO4	Techniques employed in Value Engineering.	K4
CO5	To enrich the knowledge on Value engineering cycle	K5

Note: K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analyzing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	3	2	1	3	2	2	3
CO2	1	2	2	3	3	2	1	3	1	2
CO3	2	1	3	2	1	3	2	2	3	3
CO4	3	3	2	2	3	2	3	3	2	1
CO5	1	3	1	2	1	2	3	2	2	3

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books

S.No.	Title	Author	Publishers	Publication Year & Edition
1	Business Process Re-engineering: Text & Cases,	Radhakrishnan, Balasubramanian	Prentice hall of India,	2002
2	Business Processing Re Engineering & change Management	Dey	BiztaraWiley	2009
3	Value Engineering,	MukhaPadhyay,	Sage Publications,	2009

Reference Books

S.No.	Title	Author	Publishers	Year of Publications
1	Process Reengineering: The Key To Achieving Breakthrough Success	Roberts, Lon	Quality Press, Milwaukee	1994
2	The Reengineering Revolution	Hammer, M. and Stanton, S.	Harper Collins, London	1995

Pedagogy: Lecture, PPT Presentation, Assignment, Seminar, Case studies,

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
THIRD	20351P	CORE: PRACTICAL – SELF STUDY – BUSINESS ETHICS	2	Practical	-	-

Objectives: To gain insight into and awareness of ethical behavior, To gain practice in seeing the ethical dilemmas in common business situation, To make ethical decisions effectively and decisively based on ethical thinking and decision making processes using decision frameworks

UNIT – I: Business ethics **(Teaching Hours – 7)**

Definition & nature, Characteristics of ethical problems in management Ethical theories; Causes of unethical behaviour; Ethical abuses; Work ethics. Stakeholders relationship, Social Responsibility and Corporate Governance. Emerging Business Ethical issues.

UNIT – II: Decision Making Model **(Teaching Hours – 7)**

Ethics as Making decision and choices Decision – Making frameworks – Individual factors – moral philosophies and values – ethical leadership – Organisational factors – ethical culture and relationships.

UNIT – III: Ethical Dilemmas **(Teaching Hours – 7)**

Management of Ethics – Ethics analysis – Steps/ considerations in resolving ethical dilemma; Ethics in practice – professional ethics for functional managers; Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation.

UNIT – IV: Business Disciplines **(Teaching Hours – 7)**

Business response to Business Disciplines – Ethics of Marketing &advertising – Ethics Finance & Accounting – Ethics IT/ICT/Internet etc – Ethics of HR environment problems – environment ethics – Production related aspects.

UNIT – V: Environmental Ethics **(Teaching Hours – 7)**

Cultural environment and their impact on business operations, Salient features of Indian culture and values Institutionalization of Business ethics. International standards,corporate citizenship, Global reporting initiatives, Global compact, Millennium development goals, etc Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Students will understand the ethical problems in business and its causes.	K2
CO2	Students will possess the qualities of ethical leadership and able to make choices and decisions on ethical basis.	K2,K3
CO3	Students will be enabled to identify and resolve ethical dilemmas	K3,K4
CO4	Students will understand and will be equipped to apply ethics in various business disciplines such as Finance and Accounting, Marketing and Advertisement, IT/ICT etc.	K2,K3
CO5	Students will understand the International standards of Business ethics and the role of Chamber of commerce, Confederation of Indian Industries and Industrial policy and framework of Indian government	K2,K3

Note:
K1- Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2		2	3	1	2		1		
CO2	2	1	3	3	1	2	1	1		1
CO3	3	1	2	3	2	3	2	2		1
CO4	3	1	2	3		2	2	2	2	2
CO5	2	1	2	3	1	2	2	1	1	1

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
Sl. No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Ethics in Management	S.A. Sherlekar	Himalaya Publishing House	2011 edition
2	Business Ethics – A case Perspective	O.C. Ferrel, John Fraedrich, Linda Ferrell	Cengage Learning, New Delhi	
3	Management Ethics – integrity at work	Joseph A. Petrick and John F. Quinn	Response Books: New Delhi	

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Reference Books				
Sl. No.	**Title**	**Author**	**Publishers**	**Publication Year & Edition**
1	Business Ethics– Principles and Practices	Mr. Daniel Albuquerque	Oxford Publications	
2	Business and its Environment	Davis, Kaith and Blostorm, Robert		

Pedagogy: Lecture, PPT presentation, e –content seminar, Assignment, Quiz, Group Discussion etc.

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Semester	Course Code	Course Title	Credits	Theory/ Practical	Problems %	Theory %
FOURTH	20451P	CORE: PRACTICAL – SELF STUDY: CORPORATE SOCIAL RESPONSIBILITY	2	Practical	–	-

Objective of the Course:
This course is designed with the objective of producing management graduates who are equipped with not only the main business disciplines but also with the understanding and skills necessary to respond to the key management challenges in social and environmental issues.

UNIT I: CSR Fundamentals **(Teaching hours: 7)**
Corporate Social Responsibility – Meaning, Definition and Scope – A frame work for understanding corporate responsibility–A taxonomy of business responsibilities–Globalisation and Corporate Responsibility.

UNIT II: Managing CSR **(Teaching hours: 7)**
Managing and implementing corporate responsibility – Stages of corporate responsibility – Qualities of good corporate responsibility Management – Structuring the corporate responsibility function–Corporate responsibility as strategy–Challenges–Influencing suppliers and customers–Variations in managing between industries–Corporate responsibility in small and medium–sized companies.

UNIT III:Dimensions of CSR **(Teaching hours: 7)**
The business case for corporate responsibility–Importance of the business case–Examples of the benefits to business – Dimensions of corporate responsibility – Measures of business performance–Factors affecting the business case–Evidence of a business case–A new kind of business case.

UNIT IV:CSR Standards **(Teaching hours: 7)**
Stakeholder engagement – Corporate Responsibility Standards – Features of standards – Examples of standards – Implementing standards – How national and regional variation influences corporate responsibility. Company's Bill with reference to CSR.

UNIT V: Criticisms and Future **(Teaching hours: 7)**
Criticisms of corporate responsibility–The future of corporate responsibility–Mega trends affecting corporate responsibility–Enhancing corporate responsibility–New types of approach–The role of business in society.

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Course Outcome mapping with Knowledge level

Course Outcome	CO Statement	Knowledge level
CO1	Understanding Corporate Social Responsibility (CSR) and the role of business in sustainable development.	K1, K2
CO2	Manage the internal ethical conduct and external social responsibility and accountability.	K1, K2
CO3	Provides insights into CSR from the perspective of business, government and society.	K2, K3
CO4	Understand the standards of responsibility and its impact.	K3, K4
CO5	Learn and foresee the future of CSR.	K3, K5

Note: K1 – Remembering; K2 – Understanding; K3 – Applying; K4 – Analysing; K5 – Creating & Evaluating.

Course Outcome mapping with Programme outcome

Course outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	1				1		1	1
CO2	1	2		2	3	3	1	1	2	1
CO3	2	3	1	2		2		2		
CO4	2		2	1		2	2		2	2
CO5	1		1	1	1	1	1	2	1	2

Indicators: 1. Reasonable 2. Significant 3.Strong

Text Books				
S.No.	Title	Author	Publishers	Publication Year &Edition
1	Corporate Social Responsibility – Concepts and Cases	C.V.Baxi and Ajit Prasad	Excel books, New Delhi	2005.First Edition
2	Business and Society	P.G.Aquinas	Anmol Publications Pvt.ltd., Newdelhi	2005, first edition
3	Corporate Social Responsibility Handbook	Bombay chamber of commerce and Industry, Mumbai	Bombay chamber of commerce and Industry, Mumbai	2005,First Edition

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Reference Books				
S.No.	Title	Author	Publishers	Year of Publications
1	Strategic Corporate Social Responsibility: Stakeholders in a Global Environment	William B Werther	Sage Publications	2006
2	Corporate Social Responsibility: Doing the most good for your company and your cause	Philip Kotler and Nancy Lee	John Wiley and Sons Inc	2005

Pedagogy: Lecture, PPT presentation, Newspaper content, e –content, seminar, assignment, Videos, Group Discussion.