

Annexure - I



**SRI MANAKULA VINAYAGAR
ENGINEERING COLLEGE**

An Autonomous Institution

PUDUCHERRY

M.B.A.

MASTER OF BUSINESS ADMINISTRATION

**ACADEMIC REGULATIONS 2023
(R-2023)**

CURRICULUM - 2023


Dr. N.S.N. Cailassame
DEAN
Department of Management Studies
Sri Manakula Vinayagar Engineering college
(An Autonomous Institution)
Madagadipet, Puducherry-605107

COLLEGE VISION AND MISSION

Vision

To be globally recognized for excellence in quality education, innovation and research for the transformation of lives to serve the society.

Mission

M1: Quality Education

To provide comprehensive academic system that amalgamates the cutting edge technologies with best practices.

M2: Research and Innovation

To foster value-based research and innovation in collaboration with industries and institutions globally for creating intellectuals with new avenues.

M3: Ability and Entrepreneurship

To inculcate the Ability and entrepreneurial skills through value and skill based training.

M4: Ethical Values

To instill deep sense of human values by blending societal righteousness with academic professionalism for the growth of society

DEPARTMENT VISION AND MISSION

Vision

To be the most preferred place for learning management principles and practices and contribute to the growth of the individual, corporate, society and the nation.

Mission

M1: Inculcating Skills

To inculcate managerial and entrepreneurial skills with a zeal to attain excellence in business administration

M2: Motivating to gain professional competence

To motivate students gaining professional competence through constant knowledge update, empathetic leadership qualities, and fostering strategic relationships with the industry and practitioners


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M3: Cultivating Values

To cultivate personal integrity, ethical consciousness, care for environment and society among future managers

PROGRAMME OUTCOMES (POs)

PO1: Application orientation:

Apply knowledge of management theories and practices to solve business problems.

PO2: Analytical thinking:

Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Value leadership:

Ability to develop Value based Leadership.

PO4: Proficiency in all walks of business:

Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Organizing capability:

Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO1: Application of Managerial Knowledge and Skills:

To nurture the managerial skills, integrate and apply the conceptual knowledge in areas of business

PEO2: Developing Traits and Communication Skills:

To develop the managerial traits and effective communication skills among the budding managers

PEO3: Efficiency in Business Decision-making:

To encourage efficient use of strategic analysis and decision-making skills, supported by appropriate quantitative methods and computing skills

PEO4: Corporate Governance & Responsibility:

To provide a holistic view of present-day business, and practice Corporate Governance & Social Responsibility

PEO5: Professional Development:

To gain strategic relationships with industry as a means of providing professional development and training opportunities


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CREDIT DISTRIBUTION SUMMARY

Sl.	Course Category	Credits per Semester				Total Credits		% of Credit
		I	II	III	IV			
	Core Courses							
1	Foundation Core	22	0	0	0	22	60	58.25%
2	Functional Core	0	23	0	0	23		
3	Applied Core	0	0	6	3	9		
4	Practical Courses	2	2	1	1	6		
	Elective Courses							
5	Foundation Electives	0	3	0	0	3	34	33.00%
6	Applied Electives	0	0	3	0	3		
7	Functional Electives	0	0	9	17	26		
8	Online Certification	0	0	0	2	2		
	Project / Internship							
9	Project / Internship	1	2	6	0	9	9	8.73%
	Ability Enhancement Courses							
10	Certification Courses	0	0	0	0	0	0	0.00%
	TOTAL	25	30	25	23	103		100.00%


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PREPARATORY COURSES								
Sl.	Course Code	Course Title	Category	PERIODS			Credits	MARKS
				L	T	P		
1	P23MSTPR1	Business Essentials	Preparatory	16	4	0	0	Successful Completion
2	P23MSTPR2	Accounting Fundamentals	Preparatory	12	8	0	0	Successful Completion
3	P23MSTPR3	Management Principles	Preparatory	16	4	0	0	Successful Completion
4	P23MSTPR4	Essential Computer Skills	Preparatory	4	16	0	0	Successful Completion
5	P23MSTPR5	Case Method of Learning	Preparatory	12	8	0	0	Successful Completion

FIRST SEMESTER

Sl.	Course Code	Course Title	Category	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
Theory										
1	P23MST101	Organisational Behaviour	Foundation Core	3	0	0	3	50	50	100
2	P23MST102	Accounting ForManagement	Foundation Core	3	1	0	4	50	50	100
3	P23MST103	Economics for Business Decisions	Foundation Core	4	0	0	4	50	50	100
4	P23MST104	Business Law	Foundation Core	3	0	0	3	50	50	100
5	P23MST105	Business Statistics	Foundation Core	3	1	0	4	50	50	100
6	P23MST106	Information Systems for Managers	Foundation Core	3	0	0	3	50	50	100
7	P23MST107	Corporate Ethics and Social Responsibility	Foundation Core	3	0	0	3	50	50	100
Practical										
8	P23ENP108	Business Communication Lab	Practical	0	0	2	1	50	0	50
9	P23MSP109	Data Analytics Lab	Practical	0	0	2	1	50	0	50
Project										
10	P23MSW110	Social Immersion Project	Project	0	0	2	1	50	0	50
Ability Enhancement Course*										
11	P23MSC1xx	Certification Course – I	AEC	0	0	4	-	100	-	100
TOTAL				22	2	6	27	500	350	850

* The marks awarded for Ability Enhancement Courses is not factored into CGPA.


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SECOND SEMESTER

Sl.	Course Code	Course Title	Category	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
Theory										
1	P23MST201	Financial Management	Functional Core	3	1	0	4	50	50	100
2	P23MST202	Marketing Management	Functional Core	3	0	0	3	50	50	100
3	P23MST203	Human Resource Management	Functional Core	3	0	0	3	50	50	100
4	P23MST204	Operations Management	Functional Core	2	0	2	3	50	50	100
5	P23MST205	Business Research Methods	Functional Core	2	0	2	3	50	50	100
6	P23MAT206	Operations Research	Functional Core	3	0	2	4	50	50	100
7	P23MST207	Business Analytics	Functional Core	2	0	2	3	50	50	100
8	P23MST208 / P23MST209	Project Management / Total Quality Management	General Electives	3	0	0	3	50	50	100
Practical										
9	P23ENP210	Career Planning	Practical	0	0	2	1	50	0	50
10	P23MSP211	Python Programming Lab	Practical	0	0	2	1	50	0	50
Project										
11	P23MSW212	Minor Project	Project	0	0	4	2	50	0	50
Ability Enhancement Course*										
12	P23MSC2xx	Certification Course – II	AEC	0	0	4	-	100	-	100
Total				21	1	16	30	550	400	950

* The marks awarded for Ability Enhancement Courses is not factored into CGPA.


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THIRD SEMESTER

Sl.	Course Code	Course Title	Category	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
Theory										
1	P23MST301	Strategic Management	Applied Core	3	0	0	3	50	50	100
2	P23MST302	Entrepreneurship	Applied Core	3	0	0	3	50	50	100
3	P23MST303 / P23MST304 / P23MST305 / P23MST306	Finance Analytics / HR Analytics / Marketing Analytics / Operations Analytics	Applied Electives	3	0	0	3	50	50	100
4	P23MSExxx	Electives 1	Functional Electives	3	0	0	3	50	50	100
5	P23MSExxx	Electives 2	Functional Electives	3	0	0	3	50	50	100
6	P23MSExxx	Electives 3	Functional Electives	3	0	0	3	50	50	100
Practical										
7	P23MSP307	Career Readiness	Practical	0	0	2	1	50	0	50
Major Project										
8	P23MSW350	Major Project	Project	0	0	12	6	100	50	150
Ability Enhancement Course*										
9	P23MSC3xx	Certification Course – III	AEC	0	0	4	-	100	-	100
Total				18	0	14	25	450	350	800

* The marks awarded for Ability Enhancement Courses is not factored into CGPA.


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FOURTH SEMESTER

Sl.	Course Code	Course Title	Course Category	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
Theory										
1	P23MST401	International Business Management	Applied Core	3	0	0	3	50	50	100
2	P23MSExxx	Electives 4	Functional Electives	3	0	0	3	50	50	100
3	P23MSExxx	Electives 5	Functional Electives	3	0	0	3	50	50	100
4	P23MSExxx	Electives 6	Functional Electives	3	0	0	3	50	50	100
5	P23MSExxx	Electives 7	Functional Electives	3	0	0	3	50	50	100
6	P23MSExxx	Electives 8	Functional Electives	3	0	0	3	50	50	100
7	P23MSC4xx	Electives 9 (Any Specialisation) Online Certification	Functional Electives	0	0	4	2	Successful Completion		
Practical										
8	P23MSP402	Business Innovation Lab	Practical	0	0	2	1	50	0	50
Total				18	0	6	21	350	300	650

PROGRAM SUMMARY

Master of Business Administration	Periods			Credits	Max. Marks		
	L	T	P		CAM	ESM	Total
First Semester	22	2	6	27	500	350	850
Second Semester	21	1	16	30	550	400	950
Third Semester	18	0	14	25	450	350	800
Fourth Semester	18	0	6	21	350	300	650
GRAND TOTAL	79	3	42	103	1850	1400	3250


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Annexure -1**List of Specialization Course****I. ENTREPRENEURSHIP SPECIALISATION**

Sl. No.	Course Code		Course Title	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P23MSEE01	Entrepreneurship at the Bottom of the Pyramid	3	0	0	3	50	50	100
2		P23MSEE02	Startup Launch pad	3	0	0	3	50	50	100
3		P23MSEE03	Designing and configuring Business Models	3	0	0	3	50	50	100
4		P23MSEE04	Legal contracts and compliance for entrepreneurs	3	0	0	3	50	50	100
5		P23MSEE05	IPR Strategies for Entrepreneurs	3	0	0	3	50	50	100
6	Offered during Fourth Semester	P23MSEE06	Business Negotiation	3	0	0	3	50	50	100
7		P23MSEE07	Entrepreneurial Finance	3	0	0	3	50	50	100
8		P23MSEE08	Entrepreneurial Marketing	3	0	0	3	50	50	100
9		P23MSEE09	Managing Franchising Business	3	0	0	3	50	50	100
10		P23MSEE10	Rural Entrepreneurship	3	0	0	3	50	50	100
11		P23MSEE11	Social Entrepreneurship	3	0	0	3	50	50	100
12		P23MSEE12	Family Business Management	3	0	0	3	50	50	100


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II. FINANCE SPECIALISATION

Sl. No.	Course Code		Course Title	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P23MSEF01	Stock Market Operations	3	0	0	3	50	50	100
2		P23MSEF02	Financial Services Management	3	0	0	3	50	50	100
3		P23MSEF03	Indian Financial System	3	0	0	3	50	50	100
4		P23MSEF04	Behavioural Finance	3	0	0	3	50	50	100
5		P23MSEF05	Business Taxation	3	0	0	3	50	50	100
6	Offered during Fourth Semester	P23MSEF06	International Finance	3	0	0	3	50	50	100
7		P23MSEF07	Banking Principles and Practice	3	0	0	3	50	50	100
8		P23MSEF08	Investment Management	3	0	0	3	50	50	100
9		P23MSEF09	Credit Management	3	0	0	3	50	50	100
10		P23MSEF10	Insurance and Risk Management	3	0	0	3	50	50	100
11		P23MSEF11	Mutual Funds Operations	3	0	0	3	50	50	100
12		P23MSEF12	Income tax law and practice	3	0	0	3	50	50	100


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III. HUMAN RESOURCES SPECIALISATION

Sl. No.	Course Code		Course Title	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P23MSEH01	Human Resources Planning	3	0	0	3	50	50	100
2		P23MSEH02	Training and Development	3	0	0	3	50	50	100
3		P23MSEH03	Industrial Relations and Labour Legislation	3	0	0	3	50	50	100
4		P23MSEH04	Performance Management	3	0	0	3	50	50	100
5		P23MSEH05	Leadership development	3	0	0	3	50	50	100
6	Offered during Fourth Semester	P23MSEH06	Stress Management	3	0	0	3	50	50	100
7		P23MSEH07	Compensation Management	3	0	0	3	50	50	100
8		P23MSEH08	Career Management	3	0	0	3	50	50	100
9		P23MSEH09	Emotional Intelligence and Managerial Effectiveness	3	0	0	3	50	50	100
10		P23MSEH10	Strategic Human Resource Management	3	0	0	3	50	50	100
11		P23MSEH11	HRM in Knowledge based organization	3	0	0	3	50	50	100
12		P23MSEH12	Cross Cultural Management	3	0	0	3	50	50	100


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IV. MARKETING SPECIALISATION

Sl. No.	Course Code		Course Title	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P23MSEM01	Marketing Research	3	0	0	3	50	50	100
2		P23MSEM02	Consumer Behaviour	3	0	0	3	50	50	100
3		P23MSEM03	Management of Marketing Channels	3	0	0	3	50	50	100
4		P23MSEM04	Sales Force Management	3	0	0	3	50	50	100
5		P23MSEM05	Integrated Marketing Communications	3	0	0	3	50	50	100
6	Offered during Fourth Semester	P23MSEM06	Brand Management	3	0	0	3	50	50	100
7		P23MSEM07	Services Marketing	3	0	0	3	50	50	100
8		P23MSEM08	Customer Relationship Marketing	3	0	0	3	50	50	100
9		P23MSEM09	Retail Management	3	0	0	3	50	50	100
10		P23MSEM10	Industrial Marketing	3	0	0	3	50	50	100
11		P23MSEM11	Digital Marketing	3	0	0	3	50	50	100
12		P23MSEM12	Green Marketing	3	0	0	3	50	50	100


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V. OPERATIONS SPECIALISATION

Sl. No.	Course Code		Course Title	Periods			Credits	Max. Marks		
				L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P23MSEN01	Business Process Re-engineering	3	0	0	3	50	50	100
2		P23MSEN02	Production, Planning and Control	3	0	0	3	50	50	100
3		P23MSEN03	Product and Process Design	3	0	0	3	50	50	100
4		P23MSEN04	Supply Chain Management	3	0	0	3	50	50	100
5		P23MSEN05	Materials Management	3	0	0	3	50	50	100
6	Offered during Fourth Semester	P23MSEN06	Logistics Management	3	0	0	3	50	50	100
7		P23MSEN07	Manufacturing Strategy	3	0	0	3	50	50	100
8		P23MSEN08	Lean Manufacturing	3	0	0	3	50	50	100
9		P23MSEN09	Service Operations Management	3	0	0	3	50	50	100
10		P23MSEN10	Strategic Global Sourcing	3	0	0	3	50	50	100
11		P23MSEN11	Technological Innovations in Operations	3	0	0	3	50	50	100
12		P23MSEN12	Supply Chain Analytics	3	0	0	3	50	50	100


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VI. BUSINESS SYSTEMS AND ANALYTICS SPECIALISATION

Sl. No	Course Code		Course Title	Course Category	PERIODS			Credits	MARKS		
					L	T	P		CAM	ESM	Total
1	Offered during Third Semester	P23MSES01	Software Engineering	Functional Electives	3	0	0	3	50	50	100
2		P23MSES02	System Analysis and Design	Functional Electives	3	0	0	3	50	50	100
3		P23MSES03	Decision Support Systems	Functional Electives	3	0	0	3	50	50	100
4		P23MSES04	Data Mining and Analytics	Functional Electives	3	0	0	3	50	50	100
5		P23MSES05	Business Intelligence and Tools	Functional Electives	3	0	0	3	50	50	100
6	Offered during Fourth Semester	P23MSES06	Enterprise Resource Planning	Functional Electives	3	0	0	3	50	50	100
7		P23MSES07	E-Commerce	Functional Electives	3	0	0	3	50	50	100
8		P23MSES08	Artificial Intelligence	Functional Electives	3	0	0	3	50	50	100
9		P23MSES09	Machine Learning	Functional Electives	3	0	0	3	50	50	100
10		P23MSES10	Big Data Analytics	Functional Electives	3	0	0	3	50	50	100
11		P23MSES11	Predictive Analytics	Functional Electives	3	0	0	3	50	50	100
12		P23MSES12	Social Media Analytics	Functional Electives	3	0	0	3	50	50	100


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Annexure - II

ABILITY ENHANCEMENT COURSES – CERTIFICATION COURSES

(Not included in CGPA and Credits computation)

Sl. No.	Course Code	Course Title
1	P23MSCX01	Advanced Excel
2	P23MSCX02	Artificial Intelligence
3	P23MSCX03	Block Chain
4	P23MSCX04	Cloud Computing
5	P23MSCX05	Corel Draw
6	P23MSCX06	Data Science Using R
7	P23MSCX07	Digital Marketing
8	P23MSCX08	Google Analytics
9	P23MSCX09	Industry 4.0
10	P23MSCX10	Microsoft Analytics
11	P23MSCX11	Microsoft Dynamics 365 ERP for HR, Marketing and Finance
12	P23MSCX12	Web Programming - I (HTML, CSS, JAVA Script)


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Department	Management Studies			Programme: MBA						
Semester	First			Course Category Code: FC		*End Semester Exam Type: TE				
Course Code	P23MST101			Periods / Week		Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM
Course Name	Organizational Behavior			3	-	-	3	50	100*	100
Prerequisite	Management Principles									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Understanding the relevance of OB and the evolution of organizational behavior							K2	
	CO2	Infer the knowledge of individual behavior and its influence on achieving organizational objectives							K4	
	CO3	Outline the importance of leadership and its effect on organizational outcomes							K4	
	CO4	Evaluating and considering the complexities of group behavior in the workplace							K4	
	CO5	Assessing the significance of current behavioral patterns among employees and their connection to firm success.							K4	
UNIT-I	PURPOSE OF ORGANISATIONAL BEHAVIOUR					Periods: 7				
Introduction to Organizational behaviour- Nature, and Scopes- Disciplines that contribute to OB Field -Models of organizational Behaviour. -Challenges and opportunities of OB.										CO1
UNIT-II	INDIVIDUAL BEHAVIOUR					Periods: 10				
Perception and Learning; Personality and Individual Differences; Motivation – Content & Process Theories of Work Motivation - Personal Values and Attitudes; Conflicts & Stress Management-Emotional Intelligence.										CO2
UNIT-III	LEADERSHIP AND GROUP BEHAVIOUR					Periods: 10				
Group Dynamics and Determinants of Group Culture; Group Decision Simulation; Team Orientation; Leadership-Roles-Traits-Types – Communication-Power and Politics in Organizations.										CO3
UNIT-IV	DYNAMICS OF ORGANISATIONAL BEHAVIOUR					Periods: 10				
Organizational Structure and its influence on personnel behavior in organizations; organizational Climate and Culture; Factors affecting organizational climate -Organizational Change and Development.										CO4
UNIT-V	EMERGING TRENDS IN ORGANISATIONAL BEHAVIOUR					Periods: 8				
Trends in Organizational Behavior- Organizational Citizenship Behavior-Gender Sensitivity-Culture based influences in International OB and Communication in the global environment.										CO5
Lecture Periods: 45			Tutorial Periods: -		Practical Periods: -			Total Periods: 45		
Text Books										
. 1.Robbins, S. P., and Judge, T. A. Organizational behaviour. 18th edition. Pearson education limited, 2018.										
2.UdaiPareek and Sushama Khanna. Understanding Organizational Behavior. Oxford University Press, 2018.										
3. John W. Newstrom, “Organizational Behavior Human Behavior at Work”, McGraw-Hill/Irwin, 2 nd Edition, 2014.										
Reference Books										
1.Fred Luthans. Organizational Behaviour. 12th edition. McGraw-Hill Education, 2010										
2.K. Aswathappa. Organizational Behaviour. 12th edition. Himalaya Publishing House, 2017.										
3.Dr. S.S. Khanka. Organizational Behaviour. 4th edition. S. Chand & Company Ltd, 2013, 2015.										
4.Joseph E. Champoux. Organizational Behavior.2ndedition. South-Western College Pub.										
5.Kaptan and Sanjay, Human Relations & Organizational Behavior, 5th Edition, Everest Publishing House.										
Web References										
1.www.brandweek.com										
2.www.obmnetwork.com										
3.Academy of Management Journals										
4. https://www.studocu.com/										
5.https://nptel.ac.in/										

* TE – Theory Exam, LE – Lab Exam

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

Analyze, Evaluate, Create (Higher Order Thinking Skill)/ Apply and Analyze / Remember and Understand in content beyond the syllabus


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Department	Management Studies		Programme: MBA						
Semester	First		Course Category Code: FC				*End Semester Exam Type: TE		
Course Code	P23MST102		Periods / Week			Credit	Maximum Marks		
			L	T	P	C	CAM	ESE	TM
Course Name	Accounting For Management		3	1	-	4	50	100*	100
Prerequisite	Basic Calculations								
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)
	CO1	Analyze the financial statements given in an annual report of a corporate entity							K4
	CO2	Construct funds and cash flow statements and interpret them meaningfully.							K4
	CO3	Understand the cost concepts and their application in costing estimates							K2
	CO4	Evaluate analytical decisions in various business-world situations using CVP .							K4
	CO5	Compile various budgets and conduct variances analysis based on actuals							K4
UNIT-I	FINANCIAL REPORTING AND ANALYSIS					Periods: 12			
Generally Accepted Accounting Principles – Accounting Concepts and Conventions – Accounting Standards: Evolution and current trends. Branches of Accounting: Financial, Cost, and Management Accounting – Role in managerial decision-making. Significance and Role of Corporate Financial Statements. Reading and Understanding Annual Reports of Corporate Entities. Financial Statements – Meaning – Types of Financial Analysis – Techniques of Financial Analysis – Ratio Analysis – Profitability Ratios – Coverage Ratios – Turnover Ratios – Financial Ratios – Ratios to Financial Statement (problems) – uses and limitations of Ratio Analysis. Du Pont Analysis. Practical Problems.									CO1
UNIT-II	FUNDS AND CASH FLOW ANALYSIS					Periods: 12			
Funds Flow Analysis – Concept of Funds and Flow – Statement of Changes in Working Capital – Funds From Operations – Funds Flow Statement – Uses and Limitations of Funds Flow Statements. Cash Flow Analysis – Meaning and Significance of Cash Flow Statements. Preparation of Cash Flow Statement as per Accounting Standard 3 – Format – Direct and Indirect method. Uses and Limitations of cash flow analysis – Practical Problems.									CO2
UNIT-III	COST CONCEPTS FOR MANAGEMENT					Periods: 12			
Concept of cost – Elements of Cost – Types of Cost – Cost Accounting – Objectives – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing– Cost Sheet (Simple and Comprehensive) – Tenders / Quotations – Practical Problems.									CO3
UNIT-IV	COST-VOLUME-PROFIT ANALYSIS					Periods: 12			
Marginal costing – assumptions – Concepts of Contribution and Profit-Volume Ratio. Breakeven Analysis – Preparation of Break-Even Charts. Cost Volume Profit Analysis –Key Factor – Profit Planning using variations in Sales volume, price, and costs (problems) – Decisions involving Alternative Choices: Determination of sales mix, exploring new markets and Make or Buy decisions (Problem for case study).									CO4
UNIT-V	BUDGETING AND VARIANCE ANALYSIS					Periods: 12			
. Budgetary Control: Preparation of Cash Budgets, Sales Budgets, Purchase Budgets, and Production Budgets. Concept and significance of Flexible Budgets; Concept of Zero-Based Budgeting. Balanced Scorecard – Financial Perspectives. Standard Costing – Setting and Implementation of Standards – Variance Analysis – Computation of Variances – Cost and Sales Variances – Material and Labour Variances. Distinction between Budgeting and Standard Costing.									CO5
Lecture Periods: 45			Tutorial Periods:15		Practical Periods: 0		Total : 60		
Text Books									
1..R. Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi. (2015 or later edition)									
2.M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill. (2018 or later edition)									
Reference Books Eric W. Noreen, Peter C. Brewer & Ray H. Garrison. Managerial Accounting for Managers. McGraw-Hill Irwin, New York. (Latest available edition)									
1. Charles T. Horngren, Gary L. Sundem, Jeff O. Schatzberg & Dave Burgstahler. Introduction to Management Accounting. Prentice Hall India. (Latest available edition)									
2. Bhattacharyya S K & Dearden J:- Accounting for Management: Vikas Publishing, New Delhi. (2015 or later edition)									
3. M.N. Arora. Cost and Management Accounting (Theory and Practice). Himalaya Publishing House. (2015 or later edition)									
4. S.N. Maheswari, Sharad K. Maheswari & Suneel K. Maheswari. Accounting for Management. Vikas Publishing (2017 or later edition)									
Web References									
1. https://www.similarweb.com/website/corporatefinanceinstitute.com/									
2. https://onlinelibrary.wiley.com/journal/1467629x									
3. https://www.similarweb.com/website/teachoo.com/									
4. https://www.ifa.org.uk/									



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* TE – Theory Exam, LE – Lab Exam

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

COs/POs/PSOs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	2	2	-	2	1
2	2	2	-	2	2
3	2	1	-	1	1
4	2	1	3	2	1
5	2	1	1	1	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

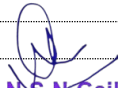
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Analyze, Evaluate, Create (Higher Order Thinking Skill)/ Apply and Analyze / Remember and Understand in content beyond the syllabus



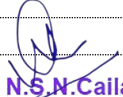
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Department	Management Studies			Programme: MBA					
Semester	First			Course Category Code: FC			*End Semester Exam Type: TE		
Course Code	P23MST103			Periods / Week			Credit	Maximum Marks	
				L	T	P	C	CAM	ESE
Course Name	Economics For Business Decisions			4	-	-	4	50	100* 100
Prerequisite									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)
	CO1	Apply the economic way of thinking to individual decisions and business decisions.							K3
	CO2	Evaluate the different costs of production and how they affect short and long run decisions.							K4
	CO3	Interpret the four basic market models of perfect competition, monopoly, monopolistic competition and Oligopoly, and how price and quantity are determined in each model							K5
	CO4	Compose the current economic phenomenon with existing theory and put their views on contemporary economic issues							K5
	CO5	Apply the principle of Macroeconomics in explaining the behaviour of Macroeconomic variables at national as well as global level.							K3
UNIT-I	INTRODUCTION TO MANAGERIAL ECONOMICS						Periods: 12		
Introduction- Meaning- Scope of Managerial Economics- Importance - Major Functions of a Managerial Economist- Demand Analysis: Introduction- Meaning and Law of Demand- Elasticity of Demand- Meaning of Supply and Law of Supply- Market Equilibrium and Changes in Market Equilibrium- Demand Forecasting- Criteria for Good Demand Forecasting- Methods or Techniques of Demand Forecasting- Survey Methods- Statistical Methods.									CO1
UNIT-II	PRODUCTIONS FUNCTION AND COST CONCEPTS						Periods: 12		
Meaning and types of production function- application and importance of production function in Managerial decision making- Economies of scale & Scope-Producers surplus. Cost concepts cost-output relationships types of cost- Revenue concepts- TR- MR- AR.									CO2
UNIT-III	MARKET STRUCTURE						Periods: 12		
Market structure- meaning- types Perfect Competition- features- price and output determination with diagrams- Monopoly- features Price Discrimination Oligopoly: characteristics Monopolistic competition- definition and characteristics- price and output determination, Duopoly- Pricing policies and practices.									CO3
UNIT-IV	MACRO ECONOMICS						Periods: 12		
Basic Concepts - Macroeconomic Ratios- National income concepts- circular flow of income- Consumption Function- Investment Function- Marginal efficiency of capital and business expectations-Multiplier- Accelerator.									CO4
UNIT-V	STABILIZATION POLICIES						Periods: 12		
Economic Stability- Instruments of economic Stability- Monetary Policy- Fiscal Policy- Business Cycle- Meaning and Features- Inflation - Meaning- Measures to Control Inflation- Deflation – FDI and FII.									CO5
Lecture Periods: 60			Tutorial Periods: 0			Practical Periods: 0		Total Periods: 60	
Text Books									
1. P.L Mehta, Managerial Economics, Sultan Chand and Sons, 2014, 4th edition.									
2. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2005, 1st edition.									
3. Dominick Salvatore and Siddhartha K. Rastogi, Managerial Economics: Principles and Worldwide Applications, Oxford University Press, 2020, 9th edition.									
Reference Books									
1. William F. Samuelson, Stephen G. Marks, and Jay L. Zagorsky, Managerial Economics, Wiley, 2021, 9th edition.									
2. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 2016, 8th edition.									
3. Barla C.S.- Managerial Economics- National Publishing House- Raipur.									
4. Craig Petersen H.- W. Cris Lewis- Managerial Economics- Prentice-Hall of India- New Delhi.									
5. Dominick Salvatore- Theory and Problems of Micro Economic Theory.									
Web References									
1. https://journals.agh.edu.pl/manage									
2. http://www.managerial.zarz.agh.edu.pl/									
3. https://www.iupindia.in/Managerial_Economics.asp									
4. http://online.wsj.com/home-page									
5. http://www.economist.com/									
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COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	-	3	1
2	3	3	-	3	2
3	2	2	-	3	1
4	3	3	1	2	1
5	3	2	-	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

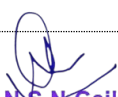
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Analyze, Evaluate, Create (Higher Order Thinking Skill)/ Apply and Analyze / Remember and Understand in content beyond the syllabus



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Department	Management Studies				Programme: MBA						
Semester	First				Course Category Code: FC		*End Semester Exam Type: TE				
Course Code	P23MST104				Periods / Week		Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM
Course Name	Business Law				3	-	-	3	50	100*	100
Prerequisite	Basic rules and regulations										
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)
	CO1	Understand requirements for contract formation and manner of discharging business contracts									K2
	CO2	Differentiate between rules pertaining to transfer of moveable and immoveable business properties									K3
	CO3	Explain various types of negotiable instruments and agency contracts needed for businesses									K2
	CO4	Understand special features of companies and law relating to financing company operations									K2
	CO5	Demonstrate an understanding on the rights of consumers and the manner of protecting them									K5
UNIT- I	BUSINESS CONTRACTS: FORMATION and PERFORMANCE							Periods: 9			
Contracts – Meaning and Formation – Essential elements of a valid contract – classification of Contracts – Offer and Acceptance – Lawful Consideration – Legality of Object – Free Consent – Discharge of Contracts – Modes of Discharge – Breach of Contracts – Remedies for breach – Quasi Contracts (Sec.1 to 75 of Indian Contract Act, 1872).											CO1
UNIT-II	SALE OF MOVEABLE and IMMOVABLE PROPERTIES							Periods: 10			
Sale of Goods Act, 1930 – Sale and agreement to sell, Types of Goods – Rules as to delivery of goods – Conditions and Warranties – Doctrine of Caveat Emptor – Rights of Unpaid Seller. Transfer of Property Act, 1882 – Meaning – Rules of transfer of properties – Mortgages – types of Mortgages – Charges – Fixed charge and Floating charge.											CO2
UNIT-III	NEGOTIABLE INSTRUMENTS and AGENCY CONTRACTS							Periods: 10			
Negotiable Instruments Act, 1881 – Meaning of Negotiability – Negotiability and Transferability – Types and Features of Negotiable Instruments – Cheque - Crossing – Meaning and Types – Endorsement – Meaning and Types – Holder in due course. Contract of Agency – Essentials – Creation of Agency – Types of Agents – Rights, Duties and Liabilities of Principal and Agent – Sub-agent and Substituted Agent.											CO3
UNIT-IV	LEGAL ASPECTS OF COMPANIES and FINANCING							Periods: 10			
Companies Act, 2013 – Meaning and Definitions of Company – promotion and formation of a company – Types of Companies – MOA - AOA – Prospectus – Shares and Debentures – Types and Features – Share Warrants and Debenture Warrants –Members of a Company – Members and Shareholders – Debenture holders of a company – Rights of Shareholders and Debenture holders.											CO4
UNIT-V	CONSUMER PROTECTION							Periods: 6			
Consumer Protection Act, 1986 – Consumer Protection councils-redressal machinery District forum – State, national commission relief available to the consumers											CO5
Lecture Periods: 45			Tutorial Periods: 0			Practical Periods: 0			Total Periods: 45		
Text Books											
1. N.D. Kapoor, Dr Rajni Abbi, Bharat Bhushan, Rajiv Kapoor. “Business Laws”. Sultan Chand & Sons, 2019											
2. P. C. Tulsian, Bharat Tulsian, “Business Law”, McGraw Hill Education (MGH), 4th Edition,2020											
3. Saravanavel & Balakumar. Legal Aspects of Business. Himalaya Publishing House 2017											
Reference Books											
1. Parul Gupta. Legal Aspects of Business: Concepts and Applications. Vikas Publishing 2019.											
2. Kapoor.G.K. & Sanjay Dhamija. Company Law. Taxmann Publishers 2018.											
3. Rohini Agarwal. Mercantile and Commercial Laws. Taxmann Publishers 2018.											
4. Avtar Singh “Company Law”, Eastern Book Company (EBC), 2018.											
5. Padhi. P.K. Legal Aspects of Business. PHI Learning 2013.											
Web References											
1. https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf											
2. Delhi. http://www.indialawinfo.com/bareacts/soga.html											
3. http://nalsa.gov.in/											
4. http://lawmin.gov.in/											
5. https://indiankanoon.org/											
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COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	P
1	3	2	-	1	1
2	3	2	-	2	2
3	3	2	-	3	1
4	3	2	1	2	3
5	3	2	2	1	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

Analyze, Evaluate, Create (Higher Order Thinking Skill)/ Apply and Analyze / Remember and Understand in content beyond the syllabus



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Department	Management Studies			Programme: MBA						
Semester	First			Course Category Code: FC			*End Semester Exam Type: TE			
Course Code	P23MST105			Periods / Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESM	TM
Course Name	BUSINESS STATISTICS			3	1	-	4	50	100*	100
Prerequisite	Students should have a solid grasp of fundamental mathematical concepts, Critical Thinking, Problem-solving Skills									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Categorize the different types of data and variables.							K4	
	CO2	Calculate the measures of Central Tendency and Measures of Dispersion							K3	
	CO3	Explain the possibility of happening of an event							K2	
	CO4	Determine the effect of a process on the population							K3	
	CO5	Select appropriate non-parametric test for analysis of data							K4	
UNIT-I	STATISTICS: AN INTRODUCTION						Periods: 10			
Statistics: Definition, Meaning, Applications of Statistics in Business and other disciplines. Data: Meaning, Classification of Data, Discrete and Continuous data, Primary and Secondary data. Variable: Meaning, Types of Variable. Frequency Distribution, Cumulative Frequency Distribution, Inclusive and Exclusive Frequency Distribution										CO1
UNIT-II	DESCRIPTIVE STATISTICS						Periods: 14			
Meaning, Types, Measures of Central Tendency: Mean - Arithmetic mean, Geometric mean and Harmonic mean, Median, and Mode. Measures of Dispersion: Standard Deviation, Variance, Quartiles, Interquartile Range, Skewness (Karl Pearson Method, Bowley's Coefficient of Skewness) and Kurtosis, Index Number, Diagrammatic Representation of Data (Charts & Graphs)										CO2
UNIT-III	PROBABILITY DISTRIBUTION						Periods: 12			
Probability: Definition, Basic terminologies of Probability, Addition and Multiplication Theorems of Probability, Conditional Probability (No Derivations). Probability Distributions: Binomial, Poisson, and Normal distribution (No Derivations).										CO3
UNIT-IV	PARAMETRIC TEST						Periods: 12			
Z-test: One sample and Two samples Z-test for means; t-Test: One sample t-test, Independent Two samples t-test, and paired sample t-test.										CO4
UNIT-V	NON-PARAMETRIC TEST						Periods: 12			
Difference between Parametric and non-parametric test, one sample run test, Sign test for paired data, Kolmogrov-Smirnov test (K-S test), Rank Sum test: Mann-Whitney U-test, Kruskal Wallis Test, Spearman Rank Correlation test.										CO5
Lecture Periods: 45			Tutorial Periods: 15			Practical Periods: 0			Total Periods: 60	
Text Books										
1. Business Statistics A First Course, David M.Levin, David F..Stephen et al., 2017										
2. Statistics for Business & Economics, Anderson, Sweeny, Williams et.al., 13 th Edition, Cengage Publications.										
Reference Books										
1. Business Statistics. Gupta M.P, Gupta S.P, 1 st Edition, Sultan Chand & Sons, 2019										
2. Levin Richard, H.Siddiqui Masood, et al. "Statistics for Management", 8 th Edition, Pearson Education, 2017.										
3. Beri G. "Business Statistics", 3 rd Edition. McGraw Hill Education, 2017.										
4. Gupta & Kapoor. "Fundamentals of Applied Statistics". 4 th Edition. Sultan Chand & Sons, 2014.										
5. Ken Black. "Applied Business Statistics". 7 th Edition. Wiley, 2012..										
Web References										
1. https://www.statistics.com/										
2. https://www.statisticshowto.com/statistics-basics/										
3. International Statistical Review										
4. Electronic Journal of Statistics										
5. https://nptel.ac.in/courses/110/107/110107114/										

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COs/POs/PSOs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	2	2	-	1	-
2	3	3	3	1	-
3	1	2	-	1	-
4	3	3	-	1	-
5	3	3	-	1	-

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

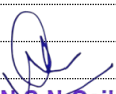
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Department	Management Studies			Programme: M.B.A						
Semester	First			Course Category Code: FC		*End Semester Exam Type: TE				
Course Code	P23MST106			Periods / Week		Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM
Course Name	Information Systems for Managers			3	-	-	3	50	100*	100
Prerequisite	Essential Computer Skills									
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)
	CO1	Analyse and model the flow of information through business processes.								K5
	CO2	Identifying Opportunities for Strategic Information System.								K3
	CO3	Apply networking concepts and technologies to support business needs.								K5
	CO4	Evaluate Security Software tools.								K5
	CO5	Understand the importance of IT in digital environment and how it impacts businesses								K5
UNIT-I	INFORMATION SYSTEM AND GLOBAL E-BUSINESS						Periods: 9			
Information System transforming business-New in Information System-Globalization Challenges and Opportunities-Strategic Business Objectives of Information Systems-Dimensions of Information Systems- Business Process- Collaboration and Social Business.										CO1
UNIT-II	STRATEGY, ETHICAL AND SOCIAL ISSUES						Periods: 9			
Economic Impact-Organizational and Behavioral Impacts-Information System for dealing with Competitive Forces-Sustaining Competitive Advantage-Model for thinking about Ethical and Social Issues-Moral dimensions of Information age-Ethical Analysis-Computer related liability problem.										CO2
UNIT-III	IT INFRASTRUCTURE, DATABASE AND NETWORKING						Periods: 9			
IT Infrastructure-Evolution- Components-Current trends in Hardware and Software Platforms-DBMS-Designing Database-Non relational Databases-Cloud Databases and Blockchain-Computer Network-Types of Networks-Internet - Wireless networking, communication and Internet Access.										CO3
UNIT-IV	SECURING INFORMATION SYSTEMS AND E-COMMERCE						Periods: 9			
Malicious Software-Information Systems Controls-Risk Assessment-Security Policy-Disaster recovery Planning-role of auditing- tools and technologies for safeguarding Information Resources- E-commerce-New E-commerce- Types- E-commerce transformed marketing.										CO4
UNIT-V	MANAGING KNOWLEDGE AND DECISION MAKING						Periods: 9			
Role of knowledge management systems-requirements of knowledge work Systems- Business Value of improved Decision Making-Business intelligence and business analytics support decision making.										CO5
Lecture Periods: 45			Tutorial Periods: 0			Practical Periods: 0		Total Periods: 45		
Text Books										
1. KC. Laudon, JC Laudon, "Management Information Systems: Managing the Digital Firm"17 th Edition Pearson, 2021										
2. O'Brien, James A., George M. Marakas, and Ramesh Behl, "Management Information Systems", 11 th Edition, New Delhi: McGraw Hill Education, 2019.										
Reference Books										
1. Turban, Efraim, Linda Volonino and Wood, R., Gregory, "Information Technology for Management - Advancing Sustainable, Profitable Business Growth", New Delhi: Wiley India, 2017.										
2. Sharma, Sourabh, and K. S. Thakur, eds, "Management information system", Horizon Books, 2015.										
3. Jawadekar, Waman S, "Management Information Systems: Text and Cases: A Global Digital Enterprise Perspective", Tata McGraw-Hill Education, 2013.										
4. Jaiswal, Mahadeo, and Monika Mital, "Management information systems", Oxford University Press, 2006.										
5. Curtis, Graham, and David Cobham, "Business information systems: Analysis, design and practice", Pearson Education, 2008.										
Web References										
1. https://swayam.gov.in/nd1_noc20_mg59/preview										
2. https://www.coursera.org/articles/management-information-system										
3. https://www.shiksha.com/online-courses/articles/management-information-systems/										
4. International Journal of Information Management – Elsevier										
5. Journal of Enterprise Information Management - Emerald Insight										
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COs/POs/PSOs Mapping

COs	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	2	2	1	2	2
2	2	2	1	1	2
3	2	2	1	1	2
4	2	3	2	2	2
5	2	2	2	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

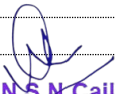
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Analyze, Evaluate, Create (Higher Order Thinking Skill)/ Apply and Analyze / Remember and Understand in content beyond the syllabus



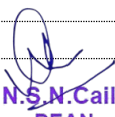
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Department	Management Studies			Programme: MBA							
Semester	First			Course Category Code: FC		*End Semester Exam Type: TE					
Course Code	P23MST107			Periods / Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	BUSINESS ETHICS AND SOCIAL RESPONSIBILITY			3	-	-	3	50	100*	100	
Prerequisite	Management Principles and Case Method of Learning										
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)	
	CO1	Analyse and assess various ethical situations in society								K4	
	CO2	Apply Ethical theories to manage the organisations								K3	
	CO3	Analyse and assess the various CSR issues in society								K4	
	CO4	Analyse whether resources are used judiciously to protect the environment								K4	
	CO5	Understand and create management strategies for facilitating ethical and socially responsible decision making.								K2	
UNIT-I	OVERVIEW OF BUSINESS ETHICS						Periods: 9				
Definition & nature of Business ethics and Sources of Business Ethics – Factors influencing Business Ethics - Causes of unethical behaviour - Management of Ethics - Ethical analysis [Hosmer model]											CO1
UNIT-II	ETHICAL THEORIES						Periods: 7				
Utilitarian theory - Deontological Theory - Rights Theory - Egoism Theory - Divine command theory or Justice Theory - Social contract theory - Casuist Theory - Virtue Theory.											CO2
UNIT-III	SOCIAL RESPONSIBILITY OF BUSINESS						Periods: 10				
CSR Definition, Concepts – Responsibility towards Employees – Customers – Shareholders – Government and Society - CSR problems in India - CSR and Consumer Protection - Consumerism - Cost-benefit analysis of corporate social responsibility and good corporate citizenship.											CO3
UNIT-IV	ENVIRONMENTAL AND SOCIAL ISSUES						Periods: 9				
Environmental issues - Pollution – Types - Kyoto protocol of global warming - judicious use of natural resources. -- Social issues - Labour and related issues- Ethics and human rights											CO4
UNIT-V	CASELETS IN BUSINESS ETHICS AND CSR						Periods: 10				
. Apple vs. FBI Case Study - The CEO of Starbucks and the Practice of Ethical Leadership - Is the Customer Always Right? - BP: The Cost of Going Green - Carbon Credit Trading: Selling the Right to Pollute.											CO5
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -		Total Periods: 45			
Text Books											
1. C.S.V Murthy, "Business Ethics- Text and Cases",, Himalayan Publishing House											
2. R.V. Badi & N.V. Badi. (2007). Business Ethics 1st Edition, Vrinda Publications Pvt. Ltd.											
3. Wayne Visser and Nick Tolhurst, The World Guide to CSR – Green leaf publishing.											
Reference Books											
1. DesJardins, J. R., & DesJardins, J. R. (2009). An introduction to business ethics. New York: McGraw-Hill Higher Education.											
2. Crane, A., Matten, D., Glozer, S., & Spence, L. (2019). Business ethics: Managing corporate citizenship and sustainability in the age of globalization. Oxford University Press, USA.											
3. Frederick, R. E. (Ed.). (2008). A companion to business ethics. John Wiley & Sons.											
4. Shaw, W. H. (2016). Business ethics: A textbook with cases. Nelson Education.											
5. Visser, W. (2011). The age of responsibility: CSR 2.0 and the new DNA of business. John Wiley & Sons.											
Web References											
1. https://www.ethicssage.com/ethics-resources.html											
2. https://managementhelp.org/businessethics/index.htm											
3. https://study.sagepub.com/stanwick3e											
4. https://guides.emich.edu/c.php?g=187879&p=1241872											
5. https://josephsononbusinessethics.com/resources/links/											
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* TE – Theory Exam, LE – Lab Exam

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COs/POs/Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	2	2
2	3	2	-	2	2
3	2	2	-	2	1
4	2	2	-	2	1
5	3	2	3	3	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

Analyze, Evaluate, Create (Higher Order Thinking Skill)/ Apply and Analyze / Remember and Understand in content beyond the syllabus



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BUSINESS COMMUNICATION LAB

Department	Master of Business Administration		Programme: MBA							
Semester	First		Course Category Code: P				*End Semester Exam Type: -			
Course Code	P23ENP108		Periods / Week			Credit	Maximum Marks			
			L	T	P	C	CAM	ESE	TM	
Course Name	Business Communication Lab		-	-	2	1	50	50	100	
Prerequisite										
Course Outcome	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Understand soft skills to be competent in global business environment							K2	
	CO2	Express the ideas coherently with assertiveness							K3	
	CO3	Use appropriate terminology and gain confidence to appear for competitive examinations							K3	
	CO4	Draft effective business writing with brevity and lucidity							K2	
	CO5	Articulate the language without any grammatical errors in all modes of communication							K3	
List of Experiments:										
Listening 1. Soft Skills 2. Etiquettes Speaking 3. Team Presentation, Success Stories of Entrepreneurs 4. Debate 5. Product Description, Negotiation and Persuasions Skills Reading 6. Business Vocabulary 7. Verbal Aptitude: Letter Series, Coding & Decoding, Blood Relations, One word Substitution, Verbal Analogies Writing 8. Official Letters - E-mail Writing - Business Proposals-Referencing Style (APA & MLA) 9. Creating Slogans for Advertisement Grammar 10. Tense, Voice, Conditionals, Concord, Idioms and Phrases, Prepositions, Articles										
Lecture Periods: -			Tutorial Periods: -		Practical Periods: 2		Total Periods: 30			
Reference Books (Latest editions to be given)										
1. Raman, Meenakshi. and Singh, Prakash. Business Communication, Oxford, 2nd Edition, 2012. 2. Sherfied, Robert, et.al. Developing Soft Skills. 4th Edition, Pearson Publication, 2010. 3. Seely, John. Oxford A-Z of Grammar and Punctuation. Oxford Publication, 2011.										
Web References										
1. https://www.geektonight.com/flow-of-communication/ 2. https://www.aplustopper.com/formal-letter/ 3. https://www.aplustopper.com/email-writing-format/ 4. https://novoresume.com/career-blog/soft-skills 5. https://venngage.com/blog/business-proposal/										

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COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	2	3	3
2	3	3	2	3	3
3	3	3	2	3	3
4	3	3	2	3	3
5	3	3	2	3	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Evaluation Methods							
Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	Performance in practical classes			Model Practical Examination	Attendance		
	Review1	Review 2	Project Evaluation				
Marks	20	20	10	15	10	50	100



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Department	Management Studies		Programme: MBA							
Semester	First		Course Category Code: PRACTICAL			*End Semester Exam Type: -				
Course Code	P20MST109		Periods / Week			Credit	Maximum Marks			
			L	T	P	C	CAM	ESE	TM	
Course Name	DATA ANALYTICS LAB		-	-	2	1	50	0	50	
Prerequisite	Basic System Knowledge									
Course Outcome	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Understand the basic functions of MS-Excel.							K2	
	CO2	Apply the application knowledge of Mathematical functions in MS-Excel.							K3	
	CO3	Outline the application knowledge of Logical functions in MS-Excel.							K2	
	CO4	Apply the application knowledge of Statistical data Analysis by using SPSS.							K3	
	CO5	Evaluate the data's by using Non-Parametric Test Using SPSS.							K5	
List of Experiments:										
UNIT I BASICS OF EXCEL (6 Hrs)										
Workbook, Worksheet, Manipulation of Cells, Editing Worksheet Data, Formatting and Proofing, Cell Reference, Basic functions: Sum, Max, Min, and Count										
UNIT II MATHEMATICAL FUNCTIONS (6 Hrs)										
Mathematical functions: sumif, sumifs, Countif, Countifs, averageif, averageifs, Charts: (Bar charts / Pie Charts / Line Charts), Histograms Descriptive Statistics: Mean, Median, Mode, Standard Deviation, Variance, Kurtosis, Skewness, Range.										
UNIT III LOGICAL FUNCTIONS (6 Hrs)										
Logical functions: IF functions If, nested Ifs, if and or functions, Lookup functions: Vlookup / Hlookup										
UNIT IV DATA ANALYSIS USING SPSS (6 Hrs)										
Introduction to SPSS, Parametric Tests: one sample t-test, independent sample t-test, Correlation, Paired Sample t-test, Correlation, Regression, One way ANOVA.										
UNIT V NON-PARAMETRIC TEST USING SPSS (6 Hrs)										
Non-parametric tests: Chi-Square, Wilcoxon signed-rank Test, Mann Whitney U Test, Spearman Correlation, Kruskal Wallis test										
Lecture Periods: -			Tutorial Periods: -		Practical Periods: 2		Total Periods: 30			
Reference Books										
1. Lokesh Lalwani, "Excel 2019 All-in-One", 1st ed, BPB, 2019										
2. David M, "Statistics for Managers, Using Microsoft Excel", Pearson Education India, 2017.										
3. Meyers LS, Gamst GC, Guarino AJ, "Performing data analysis using IBM SPSS", John Wiley & Sons, 2013.										
4. George D, Mallery P, "IBM SPSS statistics 23 step by step: A simple guide and reference", Routledge, 2016.										
5. Hair JF, Black WC, Babin BJ, Anderson RE, Tatham RL, "Multivariate Data Analysis", 8th ed, Cengage Learning India Pvt. Ltd, 2018.										
Web References										
1. https://swayam.gov.in/nd1_noc20_bt28/preview										
2. https://www.coursera.org/courses?query=spss										
3. https://www.lynda.com/SPSS-tutorials/SPSS-Statistics-Essential-Training/2822057-2.html										
4. https://www.coursera.org/learn/business-statistics?										
5. https://www.udemy.com/course/data-statistics/										

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COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	1	3	2
2	3	3	1	3	2
3	1	1	1	3	2
4	3	3	1	2	2
5	3	2	2	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Evaluation Methods					
Assessment	Continuous Assessment Marks (CAM)				Total Marks (Internal)
	Performance in practical classes			Attendance	
	Report	Internal Marks	Viva		
Marks	10	25	10	5	50



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Department	Management Studies			Programme: MBA						
Semester	Second			Course Category Code: FUC				*End Semester Exam Type: TE		
Course Code	P23MST201			Periods / Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	FINANCIAL MANAGEMENT			3	1	-	4	50	100*	100
Prerequisite	Basic finance concepts									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Understand the foundations of finance and concepts in valuation of shares and debentures							K2	
	CO2	Determine capital structure and evaluate various financing options							K3	
	CO3	Examine various methods of capital budgeting and their appropriateness in decision situations							K4	
	CO4	Estimate working capital needs of a firm and use of various tools of working capital components							K5	
	CO5	Measure the impact of dividend policy of a business on its share prices							K5	
UNIT-I	FOUNDATIONS OF FINANCE						Periods: 12			
Meaning, Scope and Importance of Finance – Financial Management: Meaning, Objectives and Scope – Importance and Tools of Financial Management. Concepts in valuation: Time Value of Money – Valuation of Shares and Debentures. Concepts and Measurements of Risk and Return – Trade-off between Risk and Return in Finance. Practical Problems.									CO1	
UNIT-II	CAPITAL STRUCTURE AND FINANCING DECISIONS						Periods: 12			
Financial Planning: Need and Significance – Estimating capital requirements – Capitalisation. Capital Structure: Meaning and Patterns – Determination of Capital Structure. Leverages: Meaning and Types – Operating, Financial, and Combined Leverages. EBIT-EPS Analysis – Financial Break-Even Point – Point of Indifference in financing options. Capital Gearing and Trading on Equity. Sources of Financing – Long-term, Short-term and Spontaneous Sources of Financing. Practical Problems.									CO2	
UNIT-III	LONG-TERM INVESTMENT DECISIONS						Periods: 12			
Cost of Capital – Concept and significance – Component Costs of capital – CAPM and Weighted Average Cost of Capital – Capital Budgeting – Features and Importance – Methods of selecting long-term investment proposals – Pay-Back Method, Accounting Rate of Return Method, Net Present Value Method, Benefit Cost Ratio, Internal Rate of Return method – Capital Rationing Decisions – Practical Problems.									CO3	
UNIT-IV	WORKING CAPITAL DECISIONS						Periods: 12			
Working Capital: Concepts, Need, and Types – Working Capital Financing – Estimating Working Capital Requirements of a Firm. Management of Cash – Tools – Cash Budget, Playing on Float, Lock Box system. Management of Inventory – Tools and Techniques of Inventory Management – ABC Analysis, VED Analysis, EOQ Analysis, Perpetual Inventory system, Maintenance of Stock Levels. Management of Receivables – Cost of maintaining receivables – Factors affecting size of receivables: Credit Policies, Credit Terms, Cash Discount, Collection Policies – Aging Schedule – Practical Problems.									CO4	
UNIT-V	DIVIDEND POLICY AND DECISIONS						Periods: 12			
Dividend – Concept and Types. Dividend Decision: The irrelevance of Dividend – MM Hypothesis – Relevance of Dividends: Walter's model, Gordon's Model – Practical problems. Determinants of Dividend Policy: Dividend Pay-Out Ratio – Stability of Dividends – Legal, Contractual and Internal constraints and Restrictions – Owner's considerations – Capital market considerations – Inflation.									CO5	
Lecture Periods :45			Tutorial Periods : 15			Practical Periods: -		Total Periods: 60		
Text Books										
1. M.Y. Khan and P.K. Jain. Financial Management. Tata-McGraw Hill Publishers, New Delhi, 2019										
2. I.M. Pandey. Financial Management. Vikas Publishing House, New Delhi, 2015										
Reference Books										
1. James C. Van Horne and John M. Wachowicz, Jr. Fundamentals of Financial Management. Prentice Hall – Financial Times, New York. (Latest available edition)										
2. Eugene F. Brigham and Joel F. Houston. Fundamentals of Financial Management. Cengage Learning, New York. (Latest available edition)										
3. Eugene F. Brigham and Michael C. Ehrhardt. Financial Management: Theory & Practice. Thomson Western Learning, New York. (Latest available edition)										
4. Vishwanath. S.R. Corporate Finance: Theory and Practice. Sage Response, New Delhi. (2015 or later edition)										
5. Bhabatosh Banerjee. Fundamentals of Financial Management. Prentice-Hall of India, New Delhi. (2015 or later edition)										
Web References										
1. https://study.com/academy/topic/money-banking-and-financial-markets.html										
2. https://www.khanacademy.org/economics-finance-domain/core-finance/interest-tutorial										
3. https://www.yourarticlelibrary.com/financial-management/capital-structure/top-4-theories-of-capital-structure-with-calculations/65449										
4. https://efinancemanagement.com/financial-management/capital-budgeting-techniques-with-an-example										
5. https://www.extension.iastate.edu/agdm/wholefarm/html/c5-240.html										


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COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	2	1	-	2	1
2	2	1	-	2	2
3	2	2	3	1	1
4	3	3	3	1	1
5	3	1	3	-	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

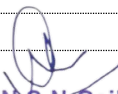
Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

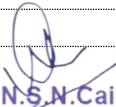
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Department	Management Studies			Programme: MBA						
Semester	Second			Course Category Code: FUC		*End Semester Exam Type: TE				
Course Code	P23MST202			Periods / Week		Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM
Course Name	Marketing Management			3	-	-	3	50	100*	100
Prerequisite	Basic rules and regulations									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Analyse the impact of the environment on marketing function.							K4	
	CO2	Build suitable marketing strategies in light of the marketing environment.							K3	
	CO3	Build a suitable Product and Pricing mix for an organisation.							K3	
	CO4	Identify a suitable strategy for Place and Promotional mix.							K3	
	CO5	Relate the latest trends in marketing and utilize it for the growth of the organisation.							K2	
UNIT- I	INTRODUCTION						Periods: 9			
Introduction to Marketing Management - Core concepts of Marketing - Importance of Marketing Management -Marketing Environment - Ethical and Social Responsibility of Marketing Management.										CO1
UNIT-II	CONSUMER BEHAVIOUR AND MARKETING STRATEGY						Periods: 9			
Understanding Consumer behaviour and buying decision process – Online buyer behaviour – Strategic Marketing - Market Segmentation, Targeting, Positioning and Competitive Strategies. 4 P's of Marketing										CO2
UNIT-III	PRODUCT AND PRICING MIX						Periods: 9			
Product classifications - Product Life cycle - Strategies for managing Product Life cycle – New Product Development – Packaging – Labelling – Pricing objectives – Pricing strategies										CO3
UNIT-IV	PLACE AND PROMOTION MIX						Periods: 9			
Distribution Channel and Physical distribution - Channel design decisions – Classification of distribution Channels – Objectives of Promotion – Types of Promotion – Introduction to IMC -										CO4
UNIT-V	TRENDS IN MARKETING						Periods: 9			
Marketing Information Systems - Emerging trends in Marketing; Customer Relationship Management - Neuro Marketing - Experiential Marketing - Mobile Marketing - Digital Marketing – Inbound marketing - Marketing Analytics.										CO5
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45		
Text Books										
1. Keller & Kotler, Marketing Management, 15 th Edition, Pearson Education Limited, 2017.										
2. V. S. Ramaswamy and S. Namakumari, 06 th Edition, Sage Publications India Pvt Ltd, 2018.										
Reference Books										
1. Carl McDaniel, Charles W. Lamb, Dheeraj Sharma,Joe F, Marketing: A South-Asian Perspective with CourseMate - Published by Cengage Learning India, 2016.										
2. R.L. Varshney , S.L. Gupta, Marketing Management: Text & Cases, Sultan Chand and Sons, 2014.										
3. S.Kala, R.S.N.Pillai and Bagavathi, Modern Marketing, S.Chand, New Delhi.2016.										
4. Pride and Ferrell: Marketing-Concepts and strategies, 7 th Edn, Cengage learning; 2016										
5. Ramesh Kumar. S: Case Studies in Marketing Management, Pearson Education Limited: 2012										
Web References										
1. http://www.aaa.org/										
2. http://indianjournalofmarketing.com/										
3. http://www.publishingindia.com/ijamm/										
4. https://swayam.gov.in/nd2_imb20_mg36/preview										
5. https://swayam.gov.in/nd1_noc20_mg61/preview										
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COs/POs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	2	2	1	3	1
2	2	2	1	1	1
3	2	1	-	2	2
4	2	1	-	2	2
5	-	-	1	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

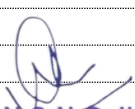
Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

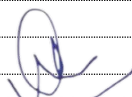
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Department	Management Studies			Programme: MBA							
Semester	First			Course Category Code: CC			*End Semester Exam Type: TE				
Course Code	P23MST203			Periods / Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Human Resource Management			3	-	-	3	50	50	100	
Prerequisite	Organizational Behavior										
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)	
	CO1	Understanding of the concept of human resource management and its relevance in organizations								K2	
	CO2	Analyze the strategic issues and strategies required to select the manpower resources								K4	
	CO3	Develop the strategy and address the issues in developing human resources								K4	
	CO4	Acquiring the knowledge of HR concepts concerning work quality								K4	
	CO5	Understand the components of HRM i.e., Industrial relations, employee grievance handling, etc.								K2	
UNIT-I	INTRODUCTION						Periods: 8				
Human Resource Management: Environment - Concepts and perspectives. Human Resource Planning: Objectives - Process and Techniques - Job Analysis and Job Evaluation. Strategic HRM and Human resource information system. Recent trends in HR practices.											CO1
UNIT-II	ATTRACTING THE TALENTS						Periods: 7				
Recruitment: Concept - Process and Methods. Employee Selection: Selection process - basic testing concepts - selection tests and techniques. Job Interview: Designing and conducting an effective interview.											CO2
UNIT-III	TRAINING AND DEVELOPMENT						Periods: 10				
Training and Development: Concept – Methods - Process and Techniques. Career Planning - Coaching - Mentoring. Orienting the employees - Training via the internet. Management Development: Concept and methods. Performance and Potential Appraisal, Career planning and development.											CO3
UNIT-IV	COMPENSATION AND MANAGING WORK QUALITY						Periods: 10				
Wage and Salary Administration: Concept - Elements and Methods. Incentive Plans and Fringe Benefits. Quality of work-life – Health - Safety and Employee Welfare - Social Security - Work Stress - Counseling - Competency Mapping.											CO4
UNIT-V	EMPLOYEE RELATIONS						Periods: 10				
Industrial Relations and Trade Unions: Objectives - approaches and significance of Industrial Relations - Trade Union activities - Collective Bargaining: Issues and Strategies - Employee Grievances and their Resolution procedures- Employee relations from an international perspective.											CO5
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45			
Text Books											
1. Varkkey, B., & Dessler, G. Human Resource Management 15th Edition (Revision), P Prentice-Hall of India Pvt. Ltd. Pearson. 2018.											
2. David A. DeCenzo, Stephen P. Robbins. Fundamentals of Human Resource Management. 13th Edition. John Wiley & Sons Inc, 2018.											
3. Armstrong, M., & Taylor, S. Armstrong's handbook of human resource management practice. 15th Edition. Kogan Page Publishers, 2020											
Reference Books											
1. Raymond A. Noe, John R. Hollenbeck, Gerhart, B., & Patrick M. Wright. Fundamentals of human resource management. 6th Edition, McGraw-Hill Higher Education, 2015											
2. Rao, V. S. P., & Krishna, V. H. Human Resource Management: Text and cases. 3rd Edition. Excel Books India, 2010											
3. Sparrow, P., Brewster, C., & Chung, C. Globalizing human resource management. Routledge, 2016											
4. Uday Kumar Halder and Juthika Sarkar. Human Resource management. Oxford Press. 2012											
5. Gary Dessler, Biju Varrkey. Human Resource Management Fifteenth Edition, Pearson Education. 2017											
Web References											
1. https://swayam.gov.in/nd1_noc20_mg15/preview											
2. http://www.sciencepublishinggroup.com/j/jhrm											
3. https://journals.sagepub.com/home/hrm											
4. https://www.hrdguru.com/											
5. https://www.citehr.com/											



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COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	2	2	1	3	1
2	3	3	1	3	2
3	2	2	2	3	1
4	3	3	1	2	1
5	2	2	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

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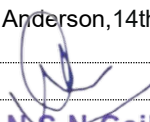
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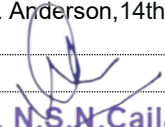
Department	Management Studies			Programme: MBA						
Semester	Second			Course Category Code: FUC		*End Semester Exam Type: TE				
Course Code	P20MST204			Periods / Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	OPERATIONS MANAGEMENT			2	-	2	3	50	50	100
Prerequisite	Basic Knowledge about business Concepts, Production and Quality Management									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Apply the facility location and layout analysis techniques in modern operations processes							K3	
	CO2	Understand the basic models of Inventory and apply them in Industry to solve the Inventory problems.							K2	
	CO3	Apply the scheduling techniques and strategies in the significant industrial flow shop scheduling process.							K3	
	CO4	Understand the concepts involved in quality control and its techniques to maintain standard quality in the organization.							K2	
	CO5	Associate the importance of operational paradigms and how they are integrated together in managing operations including TQM, and Lean.							K4	
UNIT-I	Introduction To Operations Management						Periods: 9			
Operations Management- Nature, Scope - A Systems Perspective- Manufacturing Trends in India- Production Design and Process Planning-Types of Production Processes- Capacity Planning- Make or Buy Decisions, Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques, Layout of Manufacturing Facilities: Principles of a Good Layout, Layout Factors- Basic Types of Layouts- Principles of Materials Handling.										CO1
UNIT-II	Inventory Control and Maintenance						Periods: 9			
Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs- Classification and Codification of Stock- ABC Classification. Material Requirement Planning: Product Structure/Bill of Materials (BOM), MRP-II. - Maintenance: Objectives-Types- Procedure for Maintenance. Basic Concept of Supply Chain Management.										CO2
UNIT-III	Aggregate Planning						Periods: 9			
Line Balancing: Concept of Mass Production System, Objective of Assembly Line Balancing, Rank Positional Weight Method. Nature of Aggregate Planning Decisions, Aggregate Planning Strategies-Master Production Schedule/Plan, Scheduling; Loading - Sequencing – Monitoring, Flow Shop Scheduling: Introduction, Johnson's Problem, and Extension of Johnson's Rule.										CO3
UNIT-IV	Design Of Work Systems and Quality Control						Periods: 9			
Work Study: Objectives- Procedure- Method Study and Motion Study- Work Measurement -Time Study - Performance Rating- Allowance Factors - Standard Time- Work Sampling Techniques. Quality Control: Importance-Classification- -Acceptance Sampling-Six Sigma. Quality Circle. Benchmarking. Control Charts for Variables and Attributes.										CO4
Unit-V	Modern Production Tools						Periods: 9			
Just In Time. Total Quality management. Lean Manufacturing's 9000 Series. Basic Concepts of Kaizen, Poka Yoke and KANBAN. ERP: Modules – Implementation.										CO5
Lecture Periods: 45			Tutorial Periods: -			Practical Periods:		Total Periods: 45		
Text Books:										
1.B Mahadevan, Operations Management: Theory and Practices, 2 nd Edition, Pearson.										
2.Panneerselvam,R., Production and Operations Management, 2 nd Edition, PH Learning Pvt Ltd., New Delhi										
Reference Books										
1. William J. Stevenson, Operations Management Eight,2018, Tata - McGraw Hill										
2. J.R. Tony Arnold, Introduction to Materials Management, Sixth edition,2008, Pearson										
3. An Introduction to Management Science: Quantitative Approaches to Decision Making,David R. Anderson,14th edition ,2019,ENGAGE										
Web References										
1. https://www.coursera.org/learn/operations-management .										
2. https://www.smartsheet.com/operations-management										
3. https://global.oup.com/uk/orc/busecon/business/jones_robinson/										
4. https://onlinelibrary.wiley.com/journal/18731317										
5. https://onlinecourses.swayam2.ac.in/imb21_mg23/preview										



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COs/POs Mapping

Cos	Program Outcomes (Pos)				
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3	3	3	-	3	1
4	2	2	-	2	3
5	3	2	-	3	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
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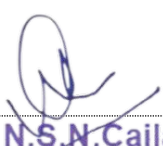
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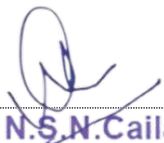
Department	Management Studies			Programme: M.B.A							
Semester	Second			Course Category Code: FUC			*End Semester Exam Type: TE				
Course Code	P23MST205			Periods / Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Business Research Methods			2	-	2	3	50	50	100	
Prerequisite	Business Statistics, Data Analytics Lab										
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Understanding of various kinds of research, objectives of doing research, research process							K2		
	CO2	Formulate research problem and research design							K3		
	CO3	Understands concepts of qualitative, quantitative as well as measurement and scaling techniques							K2		
	CO4	Apply relevant data analysis for a given dataset							K3		
	CO5	Develop independent thinking for critically analyzing research reports							K3		
UNIT-I	INTRODUCTION TO BUSINESS RESEARCH						Periods: 9				
Research: Meaning, types, characteristics of good research, and research process, Management Problem/Objectives, Defining the research problem, Research Hypothesis: Types of Research hypothesis, writing a research proposal, Contents of a research proposal, Research Application in business decisions.											CO1
UNIT-II	RESEARCH DESIGN						Periods: 9				
Research Design, Types of Business Research Design: Exploratory research Design, Conclusive research Design, Descriptive Research Design, Experimental research design, Features of good research design; Statement of the problem, Review of literature; Research gap, Framing Objectives of the study, Sampling: Concepts: Types of Sampling, Probability Sampling and Non Probability Sampling, Determination of Sample size.											CO2
UNIT-III	MEASUREMENT AND SCALING TECHNIQUES						Periods: 9				
Data Collection: Primary and Secondary data Primary data, collection methods: Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design: process of designing questionnaire, Secondary data: Sources advantages and disadvantages, Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale.											CO3
UNIT-IV	DATA ANALYSIS						Periods: 9				
Hypothesis testing: Null and alternate hypothesis, level of significance, parametric and non-parametric tests, Univariate analysis, Bi-variate analysis (Correlation, Regression, Chi-Square, ANOVA), Multivariate analysis (Multiple Linear regression, Multiple Linear Correlation, Discriminant Analysis and Factor Analysis)											CO4
UNIT-V	RESEARCH REPORT WRITING						Periods: 9				
Research Report Writing: Types of research reports, Brief reports and Detailed reports, Report writing: Structure of the research report, Preliminary section, Main report, Interpretations of Results and Suggested Recommendations, Mechanics of writing research report - Research Publications – Plagiarism, Impact Factor, Citation Database											CO5
Lecture Periods: 45			Tutorial Periods: -			Practical Periods:			Total Periods: 45		
Text Books											
1. Donald R. Cooper, Pamela S. Schindler, "Business Research Methods", 12th ed, McGraw Hill, 2014. 2. Kothari CR, "Research methodology: Methods and Techniques", 4 th ed, New Age International, 2019.											
Reference Books											
1. Bell E, Bryman A, Harley B, "Business Research Methods", Oxford University press, 2018. 2. Zikmund WG, Carr JC, Griffin M, "Business Research Methods", Cengage Learning, 2013. 3. Shajahan S, "Introduction to Business Research Methods", Jaico Publishing House, 2014. 4. Panneerselvam R, "Research methodology", New Delhi: PHI learning Pvt Ltd, 2013. 5. Pamela S. Schindler, "Business Research Methods", 13 th ed, McGraw Hill;2021.											
Web References											
1. https://onlinecourses.nptel.ac.in/noc20_mg23/preview 2. https://onlinecourses.nptel.ac.in/noc19_ge21/preview 3. https://www.researchgate.net/ 4. https://journals.sagepub.com/home/jmx 5. https://www.journals.elsevier.com/journal-of-business-research											



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COs/POs/PSOs Mapping

COs	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	1	3	2
2	3	3	1	3	2
3	3	2	1	1	1
4	3	3	1	2	2
5	3	3	2	3	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

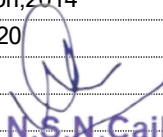
Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Mathematics			Programme : MBA						
Semester	Second			Course Category Code : FUC			End Semester Exam Type :TE			
Course Code	P23MAT206			Periods/Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	OPERATIONS RESEARCH			3	-	2	4	50	100	100
Prerequisite	Basic Mathematics									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Find the optimum solution of Linear programming problems							K3	
	CO2	Solve Transportation and Assignment problems							K3	
	CO3	Design new simple models by using critical path method							K3	
	CO4	Understand the applications of game theory							K3	
	CO5	Know the application of Queuing theory							K3	
UNIT – I	LINEAR PROGRAMMING PROBLEMS						Periods: 12			
Stages of development of Operations Research - Applications of Operations Research - Limitations of Operations - Introduction to Linear Programming - Graphical Method - Simplex Method - Duality.										CO1
UNIT – II	TRANSPORTATION AND ASSIGNMENT PROBLEMS						Periods: 12			
Basic feasible solution by different methods - Fixing optimal solutions - Stepping stone method - MODI method - Assignment problem – Formulation – Optimal solution.										CO2
UNIT – III	NETWORKS MODELS						Periods: 12			
Shortest Path Problem - Floyd's Algorithm - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project network.										CO3
UNIT – IV	THEORY OF GAMES						Periods: 12			
Rectangular games - Minimax theorem - Graphical solution of 2 x n or m x 2 games - Game with mixed strategies.										CO4
UNIT – V	QUEUEING THEORY						Periods: 12			
Basic Waiting Line Models: (M/M/1):(GD/a/a) - (M/M/1):(GD/N/a) - (M/M/C):(GD/a/a) - (M /M/C):(GD/N/a)										CO5
Lecture Periods: 30		Tutorial Periods: -		Practical Periods: 30			Total Periods: 60			
Text Books										
1. R.Pannerselvam, “Operations Research”, PHI Learning Pvt, Ltd, 2006.										
2. Michael W. Carter, Camille C. Price, Ghaith Rabadi, “Operation Research – A Practical Introduction” Chapman and Hall/CRC; 2 nd Edition, 2018.										
3. Jiongmin Yong, “Optimization Theory: A concise Introduction”, World scientific publishing Company, 2018.										
Reference Books										
1. S. Kalavathy, “Operation Research”, Vikas Publishing House,4 th Edition,2015										
2. A. Ravi Ravindran, “Operations Research Methodologies”, Taylor and Francis, 2019										
3. Hasting, Kevin J. “Introduction to the Mathematics of Operations Research with Mathematics”, Taylor and Francis, 2019										
4. A.M.Natarajan, P.Balasubramane and A.Tamilarasi, “ Operations Research”, Pearson. 2 nd Edition,2014										
5. Hamdy A. Taha, “Operations Research: An Introduction”, Pearson Publications, 10 th Edition, 2020										
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1. https://www.researchgate.net/publication/313880623										
2. https://nptel.ac.in/courses/117/103/117103017/										
3. https://nptel.ac.in/courses/111/107/111107128/										
4. https://youtu.be/MrONmSYqkiE										
5. https://youtu.be/4U3B5lrMqM										


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COs/POs/PSOs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	-	2	1
2	2	3	-	2	3
3	3	3	-	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

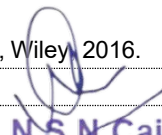
Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

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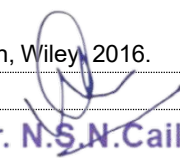
Department	Management Studies			Programme: MBA							
Semester	Second			Course Category Code: FUC				*End Semester Exam Type: TE			
Course Code	P23MST207			Periods / Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESM	TM	
Course Name	BUSINESS ANALYTICS			2	-	2	3	50	100*	100	
Prerequisite	Students should have a solid grasp of fundamental concepts of Computer, Python and MS-Excel										
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Demonstrates the applications of different types of business analytics.								K2	
	CO2	Illustrates data mining process.								K2	
	CO3	Applies various data visualisation techniques using visualisation software to get meaningful information from the given dataset.								K3	
	CO4	Construct predictive models using relevant analytics tools and techniques to solve real world Business Problem								K3	
	CO5	Analyze the given business situation and prescribe optimal solutions to enhance the business performance.								K3	
UNIT-I	INTRODUCTION TO BUSINESS ANALYTICS						Periods: 9				
Introduction - Business Analytics - Role of Analytics in Industry - Domains involved in Analytics, Types of Business Analytics: Descriptive, Predictive and Prescriptive Analytics - Types of Data: Structured, Semi-structured and Unstructured Data - Big data analytics - Framework for Data driven Decision Making.										CO1	
UNIT-II	DATA MINING						Periods: 9				
Introduction - Business Analytics - Role of Analytics in Industry - Domains involved in Analytics, Types of Business Analytics: Descriptive, Predictive and Prescriptive Analytics - Types of Data: Structured, Semi-structured and Unstructured Data - Big data analytics - Framework for Data driven Decision Making.										CO2	
UNIT-III	DATA VISUALIZATION						Periods: 9				
Data Visualization and its types - Vlook up and HLook up - Pivot tables - Dash board - Univariate Analysis: Histograms / Dist Plot, Box Plot, Count Plot, Line Plot, Area Plot, Pie Plot - Bivariate Analysis: Joint Plot - Hex Bin Plots, Kernel Density Estimation, Column Plot / Bar Plot, Scatter Plot, Pair Plot, Linear Regression Model Plot, Strip Plot, Swarm Plot, Box Plot, Bar Plot, Point Plot, Multi-Panel Categorical Plot - Multivariate Analysis: Factor Plot.										CO3	
UNIT-IV	PREDICTIVE ANALYTICS - SUPERVISED						Periods: 9				
Supervised Learning - Simple Linear Regression - Multiple Linear Regression (MLR): Assumptions of MLR, Interpretation of MLR Coefficients, Statistical significance of Individual Predictors (t-Test), Overall model Validation (F-Test), MLR metric, R-Squared and RMSE, Residual Analysis in MLR , Multi-Collinearity and Variance Inflation Factor (VIF) - Logistic Regression - Decision trees: CART and CHAID Predictive Analytics - Unsupervised Learning - Introduction to clustering - Text Mining.										CO4	
UNIT-V	PRESCRIPTIVE ANALYTICS AND APPLICATION OF STATISTICS						Periods: 9				
Introduction to Prescriptive analytics - Linear Programming Model Building, Assumptions of Linear Programming - Roadmap for Analytics Capability Building - Challenges in Data driven Decision Making and future - Application of Analytics in Finance, Marketing and Human Resource Management.										CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -			Total Periods: 45		
Text Books											
1. U. Dinesh Kumar, Business Analytics: The science of Data-Driven Decision Making, Wiley, 2017.											
2. R N Prasad and Seema Acharya, Fundamentals of Business Analytics, 2 nd Edition, Wiley, 2016.											
3. James R. Evans, Business Analytics: Methods, Models, and Decisions. 2 nd Edition, Pearson, 2015.											
Reference Books											
1. Thomas H. Davenport, Analytics at Work: Smarter Decisions, Better Results, Harvard Business Review, 2010.											
2. Anil Maheshwari, Data Analytics, 1 st Edition, McGraw Hill Education, 2017.											
3. Hadley Wickham & Garrett Grolemond, R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, 1 st Edition, Shroff/O'Reilly, 2017.											
4. Greg Harvey, Excel 2016 All-in-One for Dummies, 1 st Edition, John Wiley & Sons, 2016.											
5. Dr.Anasse Bari, Mohamed Chaouchi, Tommy Jung, Predictive Analytics for Dummies, 2 nd Edition, Wiley, 2016.											
Web References											
1. https://nptel.ac.in/courses/110/105/110105089/											
2. https://nptel.ac.in/courses/110/107/110107129/											
3. https://towardsdatascience.com/self-driving-cars-past-present-and-future-71532430346											
4. https://data-flair.training/blogs/data-mining-architecture/											
5. https://www.tableau.com/learn/articles/data-visualization											



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COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
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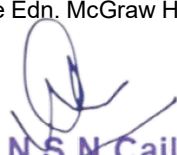
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Department	MBA			Programme: MBA							
Semester	Second			Course Category Code: GE			End Semester Exam Type: TE				
Course Code	P23MST208			Periods / Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	PROJECT MANAGEMENT			3	-	-	3	50	100*	100	
Course Objectives	- To understand the concept of project and steps in project management. - To familiarize with the project feasibility studies. - To be able to schedule the project. - To understand the risk management and project control process. - To know about the project closure and strategies to be an effective project manager.										
Prerequisite	Basic principles of project										
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Interpret the different concepts and the various steps in defining a project.								K2	
	CO2	Examining the feasibility of a project.								K3	
	CO3	Develop the schedule for a Project.								K6	
	CO4	Predict the risk associated with a project and demonstrate the project audit.								K2	
	CO5	Analyse the project team for project closure outline.								K4	
UNIT-I	PROJECT MANAGEMENT CONCEPTS						Periods: 9				
Project: Meaning Attributes of a project, Project Life cycle, Project Stakeholders, Classification, Importance of project management, Project Portfolio Management System, Different Project Management Structure, Choosing the Appropriate Project Management Structure: Organizational considerations and Project consideration - Steps in Defining the Project - Responsibility Matrices - Causes of delay and major constraints in a project.										CO1	
UNIT-II	PROJECT FEASIBILITY ANALYSIS						Periods: 9				
Opportunity Studies, Pre-Feasibility studies and Feasibility Study: Market Feasibility, Technical Feasibility. Financial Feasibility and Economic Feasibility - Social Cost Benefit Analysis in India - Project Life Cycle and Project constraints.										CO2	
UNIT-III	PROJECT SCHEDULING & NETWORK TECHNIQUES						Periods: 9				
Scheduling Resources: Types of project constraints, classification of scheduling problem, Resources allocation methods, Splitting, Multitasking, Benefits of scheduling resources - Reducing Project duration: Rationale for reducing project duration, Options for accelerating Project completion - Developing and Constructing the Project Network (Problems), PERT, CPM - Crashing of Project Network, Resource Levelling and Resource Allocation- Avoiding Cost and Time Overruns (Problems).										CO3	
UNIT-IV	PROJECT RISK MANAGEMENT AND PROJECT CONTROL						Periods: 9				
Project Risk management; Risk concept, Risk identification, Risk assessment, Risk response development, Contingency planning, Contingency funding and time buffers, Risk response control, and Change control management Budgeting and Project Control Process, Control issues, Tendering and Contract Administration. Steps in Project Appraisal Process, Methodology for Project Evaluation and Project Audits										CO4	
UNIT-V	PROJECT CLOSURE AND MANAGING PROJECT						Periods: 9				
Project Closure: Team, Team Member and Project Manager Evaluations. Managing versus Leading a Project: Qualities of an Effective Project Manager, Managing Project Stakeholders, Managing Project Teams: Five Stage Team Development Model, Situational factors affecting team development and project team pitfalls.										CO5	
Lecture Periods: 45			Tutorial Periods:-			Practical Periods:-			Total Periods: 45		
Text Books											
1. Erik Larson and Clifford Gray.. Project Management: The Managerial Process, 6th Edn. McGraw Hill Education; 2017. 2. Harold Kerzner. Project Management: A systems approach to Planning, Scheduling and Controlling. 12th Edn. John Wiley & Sons; 2017of Faculty											
Reference Books											
1. P Gopalakrishnan & VE Ramamoorthy. "Text Book of Project Management". Laxmi Publications 2014 2. Prasanna Chandra. "Projects: Planning, Analysis, Selection, Financing, Implementation, and Revie Edn. McGraw Hill Education; 2019. 3. BC Punmia by K K Khandelwal. "Project Planning and Control with PERT and CPM 4th Edm Lam Publications Private Limited; 2016. 4. Hira N Ahuja, S.P.Dozzi, S.M.Abourizk. "Project Management". 2nd Edn. Wiley India Pvt List 2013 5. "A guide to Project Management Body of Knowledge". 6th Edn. Project Management Institut 2017											
Web References											
1. www.pmi.org 2. www.projectmanagement.com 3. https://www.sciencedirect.com/journal/international-journal-of-project-management 4. https://nptel.ac.in/courses/110/107/110107081/ 5. 5. psimplel.ac.in/courses/110/104/110104073/											



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* TE – Theory Exam, LE – Lab Exam

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

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COs/POs/PSOs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	2	-	-	2	3
2	3	1	-	1	1
3	3	3	1	-	1
4	3	1	-	2	1
5	2	-	3	2	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

Analyze, Evaluate, Create (Higher Order Thinking Skill)/ Apply and Analyze / Remember and Understand in content beyond the syllabus


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Department	Department of Management Studies				Programme: MBA							
Semester	Second				Course Category Code: CC		*End Semester Exam Type: TE					
Course Code	P23MST209				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	TOTAL QUALITY MANAGEMENT				3	-	-	3	50	100*	100	
Prerequisite	Business Statistics											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Understand the Total Quality Management vision, mission and policy statement of the organization.										K2
	CO2	Apply quality philosophies and tools to facilitate continuous process improvement ensuring customer delight.										K3
	CO3	Formulate the right strategy for applying statistical process control.										K3
	CO4	Tap the tools and techniques of quality management to improve quality.										K4
	CO5	Understand the importance of quality systems organizing and implementation of TQM quality audits.										K2
UNIT-I	INTRODUCTION TO QUALITY AND QUALITY GURUS CONTRIBUTION							Periods: 10				
Definitions – TQM framework, benefits, awareness and obstacles; Quality – vision, mission and policy statements; Customer Focus – customer perception of quality, Translating needs into requirements, customer retention; Dimensions of product and service quality; Cost of quality; Overview of the contributions of Deming, Juran, Crosby, Masaaki Imai, Ishikawa, Taguchi - Concepts of Quality circle - Japanese 5S principles and 8D methodology.											CO1	
UNIT-II	STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY							Periods: 9				
Meaning and significance of Statistical Process Control (SPC) – construction of control charts for variables and attributes; Process Capability – meaning, significance and measurement; Six-sigma concepts of Process Capability; Total Productive Maintenance (TPM) – relevance to TQM; Business Process Re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.											CO2	
UNIT-III	TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT							Periods: 9				
7 Quality Tools - Seven new management tools, Quality Function Deployment (QFD) – Benefits, Voice of customer, information organization, House of Quality (HOQ), building a HOQ, QFD process - Quality circles, FMEA – requirements of reliability, failure rate, stages, design, process and documentation; Introduction, loss function, parameter and tolerance design, signal to noise ratio; Benchmarking and POKA YOKE.											CO3	
UNIT-IV	QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION							Periods: 7				
Introduction to IS/ISO 9004:2000 – Quality Management Systems, Guidelines for performance, quality management systems – guidelines for performance improvements. Organizational limitations, Process approach, PDCA cycle.											CO4	
UNIT-V	MANAGEMENT AND QUALITY							Periods: 10				
Improvements - Quality Audits - TQM culture – Leadership - Quality Council - Employee involvement - Motivation – Empowerment - Recognition and Reward - Information Technology – Computers and quality functions - Internet and electronic communications - Information quality issues.											CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -			Total Periods: 45			
Text Books												
1. Dale H.Besterfield et al.First Indian Reprints. (2004). Total Quality Management. (3rd edition). New Delhi.Pearson Education												
2. Indian standard -Quality Management Systems– Guidelines for performance improvement (Fifth Revision). New Delhi. Bureau of Indian Standards												
3. Poornima M.Charantimath. First Indian Reprint (2003). Total Quality Management, New Delhi. Pearson Education.												
Reference Books												
1. Oakland, J. S. (2014). Total quality management and operational excellence: text with cases. Routledge.												
2. Goetsch, D. L., & Davis, S. B. (2014). Quality management for organizational excellence. Upper Saddle River, NJ: pearson.												
3. Bergman, B., & Klefsjö, B. (2010). Quality from customer needs to customer satisfaction. Student litteratur AB.												
4. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.												
5. Dr. V. Jayakumar and Dr. R. Raju (2014) Total quality management, 7 th Edition, Lakshmi Publication												
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Web References												
1. https://asq.org/quality-resources/total-quality-management												
2. https://study.sagepub.in/sharma_tqm												
3. https://www.lucidchart.com/blog/8-total-quality-management-principles												
4. https://www.cgma.org/resources/tools/essential-tools/quality-management-tools.html												
5. https://www.isixsigma.com/methodology/total-quality-management-tqm/introduction-and-implementation-total-quality-management-tqm/												
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COs/POs/Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	3	3	1
2	3	3	-	2	2
3	2	2	-	2	1
4	3	3	-	2	2
5	3	2	3	3	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assessment Activities#	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

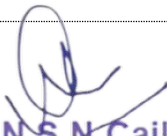
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CAREER PLANNING

Department	Management Studies		Programme: MBA							
Semester	Second		Course Category Code: P				*End Semester Exam Type: -			
Course Code	P23ENP210		Periods / Week			Credit	Maximum Marks			
			L	T	P	C	CAM	ESE	TM	
Course Name	Career Planning		0	0	2	1	50	50	100	
Prerequisite										
Course Outcome	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Obtain the skillsets required in industries and gain self-confidence to attend interview							K2	
	CO2	Excel in language fluency and attend the interview with self-reliance							K3	
	CO3	Answer the verbal questions confidently in multitude of exams							K2	
	CO4	Identify self-potentials and groom themselves to the expectations of corporate sectors							K2	
	CO5	Construct error free sentences in written and oral communication							K3	
List of Experiments:										
Listening 1. Body Language 2. Interview Videos Speaking 3. Group Discussion- Extempore - Theme based Conversation- Mock Interview 4. Video Resume'- Video Presentation Reading 5. Reading Comprehension 6. Verbal Aptitude: - Verbal Reasoning - Cloze Test- Para Jumbles- One Word Substitution- Ordering of Sentences- Synonyms and Antonyms Writing 7. SWOT Analysis 8. Resume' Writing and Job Application Letter 9. Writing Social Blogs Grammar 10. Error Detection										
Lecture Periods: -			Tutorial Periods: -		Practical Periods: 3 0		Total Periods: 30			
Reference Books (Latest editions to be given)										
1. Raman, Meenakshi. and Singh, Prakash. <i>Business Communication</i>, Oxford, 2nd Edition, 2012. 2. Sherfied, Robert, et.al. <i>Developing Soft Skills</i>. 4th Edition, Pearson Publication, 2010. 3. Seely, John. <i>Oxford A-Z of Grammar and Punctuation</i>. Oxford Publication, 2011.										
Web References										
1. https://www.geektonight.com/flow-of-communication/ 2. https://www.aplustopper.com/email-writing-format/ 3. https://novoresume.com/career-blog/soft-skills 4. https://venngage.com/blog/business-proposal/										

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COs/POs/PSOs Mapping

COs	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	2	3	3
2	3	3	2	3	3
3	3	3	2	3	3
4	3	3	2	3	3
5	3	3	2	3	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Evaluation Methods							
Assessm ent	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	Performance in practical classes			Model Practical Examination	Attendance		
	Conduction of practical	Record work	viva				
Marks	15	5	5	15	10	50	100



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Department	Management Studies		Programme: MBA							
Semester	Second		Course Category Code: PRACTICAL			End Semester Exam Type: -				
Course Code	P23MSP211		Periods / Week			Credit	Maximum Marks			
			L	T	P	C	CAM	ESE	TM	
Course Name	PYTHON PROGRAMMING LAB		0	0	2	1	50	0	50	
Prerequisite	Basic System Knowledge									
Course Outcome	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Implement a given algorithm as a computer program (in Python)							K5	
	CO2	Adapt and combine standard algorithms to solve a given problem (includes numerical as well as non-numerical algorithms)							K5	
	CO3	Adequately use standard programming constructs: repetition, selection, functions, composition, modules, aggregated data (arrays, lists, etc.)							K3	
	CO4	Explain what a given program (in Python) does							K2	
	CO5	Identify and repair coding errors in a program							K5	
UNIT I FOUNDATION OF ANALYTICS & MACHINE LEARNING (6 Hrs)										
Learning theoretical concepts in AI and ML. Basics of Python Programming for Data Science, Learning Python: Basics of Python, List, Functions & Packages, Numpy, Matplotlib, Control Flow, and Pandas, summarizing data using Python.										
UNIT II UNDERSTANDING SUPERVISED LEARNING ALGORITHMS: CLASSIFICATION PROBLEMS (6 Hrs)										
Classification Tree: Splitting the data set, building a decision-tree classifier, measuring test accuracy, understanding Ginni impurity, and finding optimal criteria and max depth.										
UNIT III ADVANCED MACHINE LEARNING (6 Hrs)										
Gradient Descent Algorithm, dealing with imbalanced data, ensemble methods, random forest, boosting.										
UNIT IV INTRODUCTION, SENTIMENT CLASSIFICATION (6 Hrs)										
Loading dataset, exploring the dataset, models for sentiment classification, and challenges of text classification.										
UNIT V TIME SERIES FORECASTING (6 Hrs)										
Forecasting overview, components of time series Exponential Smoothing Methods: Moving averages, single exponential smoothing, Holt’s linear method, Holt’s-Winters’ trend and seasonality method, Decomposing Time Series, Auto-Regressive Integrated Moving Average Models: AR models, MA models, ARMA and ARIMA models.										
Lecture Periods: -			Tutorial Periods: -		Practical Periods: 30		Total Periods: 30			
Reference Books										
1. Martin C. Brown, Python: The Complete Reference, McGraw Hill Education, 2018. 2. U Dinesh Kumar, Manaranjan Pradhan, Machine Learning using Python, Wiley, 2019.										
Web References										
1. https://examupdates.in/python-programming/#Python-Programming-Notes-Pdf-Download 2. https://lecturenotes.in/notes/30074-note-for-python-programming-py-by-shekharesh-barik 3. https://lecturenotes.in/download/note/31671-note-for-python-programming-py-by-palak-goel 4. https://nptel.ac.in/courses/106/106/106106182/ 5. https://nptel.ac.in/courses/106/106/106106212/										

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COs/POs/PSOs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	-	1	2
2	3	2	-	2	2
3	1	1	-	2	1
4	2	2	-	2	1
5	2	2	-	1	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Evaluation Methods					
Assessment	Continuous Assessment Marks (CAM)				Total Marks (Internal)
	Performance in practical classes			Attendance	
	Report	Internal Marks	Viva		
Marks	10	25	10	5	50


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MANAGEMENT STUDIES

REGULATION 2023

THIRD SEMESTER MBA

SYLLABUS

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APPLIED CORE COURSES

P23MST301	Strategic Management	Applied Core
P23MST302	Entrepreneurship	Applied Core



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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: AC		*End Semester Exam Type: TE					
Course Code	P23MST301				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Strategic Management				3	0	0	3	50	100*	100	
Prerequisite	Management Principles											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Summarize the Key dimensions of strategic management – Analysis, Evaluation, Choice and Implementation.									K4	
	CO2	Analyse and apply information from a variety of Environmental sources.									K4	
	CO3	Compare alternative strategies for business development in differing operating contexts.									K5	
	CO4	Evaluate to implement chosen strategies and identify the areas requiring change.									K5	
	CO5	Improve structure, design, culture, and working environment to effective strategic management.									K6	
UNIT-I	FOUNDATIONS OF STRATEGIC MANAGEMENT							Periods: 7				
Strategic Management – Evolution-Concept, Process, Types, need, dimensions – strategic decision-making process –Business Policy statements- benefit and risks of strategic management.										CO1		
UNIT-II	ENVIRONMENT ANALYSIS							Periods: 10				
Environmental Scanning and approaches-External Analysis-PEST, Porter’s Approach to industry analysis, Internal Analysis – Resource-Based Approach, Value Chain Analysis -Core Competence-Competitive Profile analysis.										CO2		
UNIT-III	PORTFOLIO ANALYSIS							Periods: 10				
SWOT Analysis-Corporate Strategy – Growth, Stability, Retrenchment, Integration and Diversification, Business Portfolio Analysis - BCG, GE Business Model, Ansoff’s Product-Market Growth Matrix.										CO3		
UNIT-IV	STRATEGY FORMULATION							Periods: 10				
Generic strategies and competitive advantage -Functional strategies- Components - Relevant Techniques. Corporate Strategies, Disruptive strategies- Blue Ocean strategy. Global strategies– outsourcing strategies – offensive and defensive strategies – merger and acquisition – Strategic Alliances.										CO4		
UNIT-V	STRATEGY IMPLEMENTATION							Periods: 8				
Strategy Implementation – Challenges of Change-Culture-Leadership and control, Developing Programs- Mckinsey 7s Framework - strategic issues of public sectors, small business organizations and non–profit organizations -Recent Trends in Strategic Management.										CO5		
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books												
1. Thomas L. Wheelan,J. David Hunger, Alan N. Hoffman & Charles E. Bamford . Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability.5th Edition. Pearson; 2017												
2. Charles W. L. Hill & Gareth R. Jones. Strategic Management. 9th edition. Cengage India, 2012.												
Reference Books												
1. Fred R. David & David. Strategic Management. Student edition. Pearson College Div, 2014.												
2. J.-C. Spender. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise. Reprint edition. Oxford University Press, 2015.												
3. Niraj Dawar. Shifting Your Strategy from Products to Customers. 1st Edition. Harvard Business Review Press, 2013.												
4. Azhar Kazmi. Strategic Management and Business Policy. 3rd edition. McGraw Hill Education, 2010.												
5. Vipin Gupta, Kamala Gollakota & R. Srinivasan (Business Policy and Strategic Management. Prentice-Hall of India Pvt. Ltd.												
Web References												
1. https://www.emerald.com/insight/publication/issn/1755-425X												
2. https://onlinelibrary.wiley.com/journal/10970266												
3. https://nptel.ac.in/courses/110/108/110108047/												
4. https://onlinecourses.swayam2.ac.in/imb19_mg08/preview												


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MCOs/POs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

*Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies			Programme: MBA						
Semester	Third			Course Category Code: AC			*End Semester Exam Type: TE			
Course Code	P23MST302			Periods / Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Entrepreneurship			3	0	0	3	50	100*	100
Prerequisite	Basics of Entrepreneur									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Examine the types and importance of entrepreneurship							K4	
	CO2	Demonstrate about Small Scale Enterprise							K2	
	CO3	Analyse various entrepreneurial opportunities							K4	
	CO4	Evaluate various Institutional support							K5	
	CO5	Elaborate on Women Entrepreneurship and Rural Entrepreneurship							K6	
UNIT-I	INTRODUCTION TO ENTREPRENEURSHIP						Periods: 7			
Entrepreneur and entrepreneurship- Definition - Nature of Entrepreneurship- Entrepreneur Background and Characteristics- Types, Ethics and Social Responsibilities of an Entrepreneur. Entrepreneurship: Importance, Growth and Role of Entrepreneurship in Economic Development– EDPs in India and Social Entrepreneurship.									CO1	
UNIT-II	CREATIVITY AND THE BUSINESS IDEA FOR MICRO AND SMALL ENTERPRISES						Periods: 10			
Sources of New Ideas - Methods of Generating Ideas - Creative Problem Solving – Innovation – Types – Definition & Classification of New Product – Opportunity Recognition – Product Planning and Development Process – Establishing Evaluation Criteria - Micro and Small-Scale Enterprise: Definition, Characteristics - Steps involved to start SSE - Problems of SSE									CO2	
UNIT-III	FORMULATION OF BUSINESS PLAN & PROJECT APPRAISAL						Periods: 10			
Business Plan – Meaning &Definition – Contents of Business Plan – Significance of Business Plan – Formulation of Business Plan – Planning Commission’s Guidelines for Formulating Project Report – Network Analysis – Common Errors in Business Plan formulation. Concept of Project Appraisal – Methods of Project Appraisal – Economic Analysis – Financial Analysis – Market Analysis – Technical Feasibility – Managerial Competence - Environmental Clearance for Small Scale Enterprise.									CO3	
UNIT-IV	INSTITUTIONAL FINANCE TO ENTREPRENEURS & TAXATION BENEFITS						Periods: 10			
Institutional Finance - Meaning & Definition - Sources of Finance - Institutional support to small enterprise: Need - Institutional support by State and Central Government - SWOT Analysis – Tax Benefits – Types - Rational Behind tax benefits - Incentives and concession for Small-Scale and Tiny Industries									CO4	
UNIT-V	WOMEN ENTREPRENEURSHIP AND ENTREPRENEURSHIP IN INFORMAL SECTOR						Periods: 8			
Women Entrepreneurship – Functions – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Rural Entrepreneurship – Tourism Entrepreneurship – Agri-Preneurship – Social Entrepreneurship.									CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45	
Text Books 1. Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd – Entrepreneurship (Tata McGraw Hill) 10th Edition, 2017 2. S.S. Khanka: Entrepreneurial Development (S. Chand) Revised Edition, 2012										
Reference Books 1. Poornima M. Charantimath: Entrepreneurship Development in Small Business Enterprises (Pearson Education) 2. Prasanna Chandra: Projects Planning Analysis, Reductions implementation & Review (Tata McGraw Hill) 3. Sahey and Nirjar: Entrepreneurship (Excel) 4. Vasant Desai: The Dynamics of Entrepreneurial Development and Management (Himalaya Publishing House) 5. K. Nagarajan: Project Mangement (New Age International Publishers)										
Web References 1. www.ediindia.org 2. www.enterweb.org/entrship.htm 3. www.bdu.ac.in/skillbased/etd.pdf 4. www.suite101.com/content/entrepreneur										



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MCOs/POs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
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3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

*Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Applied Electives

P23MST303	Finance Analytics	Applied Electives
P23MST304	HR Analytics	Applied Electives
P23MST305	Marketing Analytics	Applied Electives
P23MST306	Operations Analytics	Applied Electives


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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: AE		*End Semester Exam Type: TE					
Course Code	P23MST303				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Finance Analytics				3	0	0	3	50	100*	100	
Prerequisite	Basic Finance											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Knowledge about the importance of financial analytics and financial information used for analysis										K2
	CO2	Analyse business operating and financing activities based on financial statements reports.										K4
	CO3	Examine of the financial statements used for business analysis										K3
	CO4	Discuss the various tools used for business valuation of financial data										K6
	CO5	Evaluate and choose appropriate corporate financial decisions										K5
UNIT-I	INTRODUCTION TO FINANCIAL ANALYTICS							Periods: 7				
Financial analytics- Meaning – Importance – Types: Fundamental and Technical analysis- Components and Features of Financial analytics - Valuation as an exercise in Financial Statement Analysis, Demand and Supply of Financial Statement Information, Factors affecting need for financial information Reporting System.												CO1
UNIT-II	FINANCIAL STATEMENT ANALYSIS							Periods: 10				
Operating and Financing Activities: Analysis of the Statement of Shareholders’ Equity, Balance Sheet, Income Statement, and Cash Flow Statement, Narrative Reports, and Off Balance-Sheet Items.												CO2
UNIT-III	BUSINESS ANALYSIS							Periods: 10				
Business Analysis: Strategy Analysis, Accounting Analysis, Earnings Quality Analysis, Analysis of Profitability, Analysis of Growth, Prospective Analysis, -Anchoring Forecasting and Valuation on the Financial Statements.												CO3
UNIT-IV	VALUATION TECHNOLOGIES							Periods: 10				
Method of Comparable, Multiple Screening, Asset-based Valuation, Dividend Discounting, Discounted Cash Flow Analysis, Residual Earnings Analysis, Economic Value Added (EVA), Earnings Growth Analysis, Risk and Sensitivity Analysis.												CO4
UNIT-V	FINANCIAL DECISIONS							Periods: 8				
Decision Contexts: Enterprise Valuation, Analysis of Equity Risk and Return, Analysis of Credit Risk and Return, Mergers and Acquisitions Analysis, Corporate Communication Strategy Analysis, Corporate Financial Policies Analysis.												CO5
Lecture Periods: 45				Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books												
1. Foster, G. (1986). Financial Statement Analysis, 2/e. Pearson Education India.												
2. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2020). Business analysis and valuation: Using financial statements. Cengage AU.												
3. Stickney, C. P., Brown, P. R., & Wahlen, J. M. (2006). Financial reporting, financial statement analysis and valuation: a strategic perspective. Thomson/South-Western.												
Reference Books												
1. Wahlen, J. M., Baginski, S. P., & Bradshaw, M. (2014). Financial reporting, financial statement analysis and valuation. Cengage learning.												
2. Fried, D., White, G. I., Sondhi, A. C. (2003). The Analysis and Use of Financial Statements. Romania: Wiley.												
3. Abrams, J. B. (2010). Quantitative business valuation: A mathematical approach for today's professionals. John Wiley & Sons.												
4. Sondhi, A. C., Fried, D., White, G. I. (2003). The Analysis and Use of Financial Statements. Romania: Wiley.												
Web References												
1. Bernhard Pfaff (2013), “Financial risk modelling and portfolio optimization with R”, Wiley, ISBN 978-0-470-97870-2												
2. Cairns, A.J. G (2004), “Interest Rate Models: An Introduction”, Princeton University Press, ISBN: 9780691118949												
3. Christian Gourieroux & Joann Jasiak (2002), “Financial Econometrics: Problems, Models, and Methods”, Princeton University Press , ISBN: 9780691088723												
4. David Ruppert (2011).“Statistics and Data Analysis for Financial Engineering”. Springer. ISBN 978-1-4419-7786-1												


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MCOs/POs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

*Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies				Programme: MBA						
Semester	Third				Course Category Code: AE		*End Semester Exam Type: TE				
Course Code	P23MST304				Periods / Week		Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM
Course Name	HR ANALYTICS				3	0	0	3	50	100*	100
Prerequisite	Basic Human resource concepts										
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)
	CO1	Know how the HR function adds value and how to articulate that value in business terms.									K2
	CO2	Calculate the value of intangibles that HR contributes to the organization's success in a certain business setting to aid decision-making.									K3
	CO3	Transform soft elements in human resource management into quantitative variables across domains.									K3
	CO4	Create, conduct, and analyse an employee survey or any other HR-related study in an organisation.									K5
	CO5	Demonstrate skills in implementing analytics.									K5
UNIT-I	BASICS OF HR ANALYTICS							Periods: 8			
Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.										CO1	
UNIT-II	HRA FRAMEWORKS							Periods: 10			
Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent ship Framework.										CO2	
UNIT-III	INSIGHT INTO DATA DRIVEN HRA							Periods: 10			
Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit, Techniques for establishing questions, building support and interest, Obtaining data, cleaning data (exercise), Supplementing data.										CO3	
UNIT-IV	BENCHMARKING AND BEST PRACTICES							Periods: 10			
Staffing, supply and demand forecasting, total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics, Employee satisfaction analytics										CO4	
UNIT-V	HR SCORECARD							Periods: 7			
Assessing HR Program, engagement and Turnover, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.										CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books 1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H. Freeman, 2008. 2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014. 3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.											
Reference Books 1. Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association 2. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business 3. Prasad, B. V. S., and Sangeetha, K., HR Metrics: An Introduction, IUP 4. Becker, B.E., Huselid, M.A., Ulrich, D., The HR Scorecard: Linking People, Strategy and Performance, Harvard Business School Press											
Web References 1. https://www.researchgate.net/publication/355191619_Evolving_Role_of_HR_Analytics_Understanding_Current_Scenario_and_Future_Roadmap_in_KPOBPO_Sector https://www.smartsheet.com/operations-management 2. https://www.aihr.com/blog/what-is-hr-analytics/ 3. https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/Documents/Workforce%20Analytics%20Report.pdf 4. https://www.sciencedirect.com/science/article/pii/S0268401218301750 5. http://www.worldcat.org/title/predictive-hr-analytics-mastering-the-hr-metric/ccl/1099788947											

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MCOs/POs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

*Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: AE		*End Semester Exam Type: TE					
Course Code	P23MST305				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Marketing Analytics				3	0	0	3	50	100*	100	
Prerequisite	Marketing Principles											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Demonstrates an overview of marketing analytics.										K2
	CO2	Apply appropriate analytical tools to make pricing and product decisions.										K3
	CO3	Designs customer related strategies by analysing customer data collected by marketers.										K6
	CO4	Determines sales by using appropriate analytical tools.										K5
	CO5	Measures various marketing efforts by the marketers using suitable tools.										K5
UNIT-I	INTRODUCTION							Periods: 9				
Characteristics, advantages and disadvantages of marketing analytics - Market data sources (Primary and Secondary) - Slicing and Dicing Marketing Data with PivotTables - Market Share - Sales Growth - Market Size determination - Marketing Environment: Stakeholders - Top-down and Bottom-up Analysis Approaches – Implementing Marketing Analytics.											CO1	
UNIT-II	PRICING AND PRODUCT ANALYTICS							Periods: 9				
Pricing Analytics: Estimating Demand Curves and Using Solver to Optimize Price - Price Bundling - Nonlinear Pricing - Price Skimming and Sales - Revenue Management - Analytics: Pricing and Revenue Management. Product Analytics: Cluster Analysis for Segmentation, Conjoint Analysis Applications, Collaborative Filtering.											CO2	
UNIT-III	CUSTOMER ANALYTICS							Periods: 9				
Customer Satisfaction Index - Retention Rate - Customer Loyalty Ratio - Churn - Calculating Lifetime Customer Value - Customer Lifetime Value, Using Customer Value to Value a Business - Customer Value, Monte Carlo Simulation, and Marketing Decision Making - Allocating Marketing Resources between Customer Acquisition and Retention - Brand Value Index (BVI).											CO3	
UNIT-IV	SALES AND RETAIL ANALYTICS							Periods: 9				
Regression model to forecast sales, Using S Curves to Forecast Sales of a New Product - The Bass Diffusion Model - Using the Copernican Principle to Predict Duration of Future Sales - Market Basket Analysis - RFM Analysis and Optimizing Direct Mail Campaigns - Using the SCAN*PRO Model and Its Variants - Allocating Retail Space and Sales Resources - Forecasting Sales from Few Data Points.											CO4	
UNIT-V	DIGITAL ANALYTICS							Periods: 9				
Designing Marketing Experiments - Paid Search Advertising - Side Need Index - Stickiness Formula -Focus Index - Freshness Factor - Customisation Index - Measuring the Effectiveness of Advertising - First Purchase Momentum - CTR - CPA - CPM - CPC - CR - Exposure Index - Engagement Rate - Social Media Share of Voice - Brand Strength - Social Media ROI - Social Media NPS - Active Advocates - Text Mining.											CO5	
Lecture Periods: 45				Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books 1. Wayne L. Winston L., Marketing analytics: Data-driven techniques with Microsoft Excel. John Wiley & Sons; 2014. 2. Robert Kozielski, Mastering Market Analytics: Business Metrics – Practice and Application, Emerald Publishing Limited, 1st Edition, 2018 3. Rajkumar Venkatesan, Paul Farris and Ronald T. Wicox, Cutting-Edge Marketing Analytics - Real World Cases and Data Sets for Hands On Learning, Pearson Education Inc., 2015												
Reference Books 1. Hemann C, Burbary K., Digital marketing analytics: Making sense of consumer data in a digital world. Pearson Education, 2013. 2. Sorger S, “Marketing analytics: strategic models and metrics”, San Bernadino, CA: Admiral Press, 2013. 3. Brea CA. Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders. Pearson Education; 2014. 4. Bendle NT, Farris PW, Pfeifer PE, Reibstein DJ. Marketing metrics: The manager's guide to measuring marketing performance. Pearson Education, Inc., 2016.												
Web References 1. https://swayam.gov.in/nd1_noc20_mg30/preview 2. https://link.springer.com/journal/41270/volumes-and-issues 3. https://online.wharton.upenn.edu/marketing-analytics-data-tools-technique/ 4. https://www.scimagojr.com/journalsearch.php?q=21100834347&tip=sid&clean=0												


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MCOs/POs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

*Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: AE		*End Semester Exam Type: TE					
Course Code	P23MST306				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Operations Analytics				3	0	0	3	50	100*	100	
Prerequisite	Operations Basics											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Understand the importance of operations and supply chain analytics.										K2
	CO2	Apply the analytics in demand and procurement planning.										K3
	CO3	Learn the tools of determining differentiated service level for different products, determining plant location, product line mix and production schedule.										K3
	CO4	Learn the framework/techniques for distribution of products to distribution centre and retail store.										K5
	CO5	Learn the tools to capture and analyze data on supply chain carbon footprint										K5
UNIT-I	OPERATIONS ANALYTICS							Periods: 7				
Understanding and defining operations analytics, what involves in operations analytics, Decision Domains in operations analytics, Importance of analytics in Operations & Supply Chain Management, Key issues in operations analytics.											CO1	
UNIT-II	ANALYTICS IN DEMAND PLANNING							Periods: 10				
Capturing demand data from different sources, Demand prediction models; Price optimization. Analytics in sourcing and procurement-In-house or outsource, Logistics and transportation (Inbound), Supply chain contracts.											CO2	
UNIT-III	ANALYTICS IN SALES AND OPERATIONS PLANNING							Periods: 10				
Differentiated service level to different products and customers, Location of plants, Product line mix at plants, Production planning and scheduling.											CO3	
UNIT-IV	ANALYTICS IN DISTRIBUTION							Periods: 10				
Location of return centres, Reverse distribution plan, Vehicle routing for returns collection -Analytics in supply chain carbon footprint.											CO4	
UNIT-V	ANALYTICS IN REVERSE LOGISTICS							Periods: 8				
Assessing HR Program, engagement and Turnover, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books 1. Albright, S., & Winston, W. (2014). Business analytics: Data analysis & decision making. Nelson Education. 2. Blokdyk, G. (2019). Supply Chain Analytics a Complete Guide, Amazon 3. Feigin, G. (2012). Supply Chain Planning and Analytics. Business Expert Press, LLC, New York												
Reference Books 1. Robert Penn Burrows, Lora Cecere, Gregory P. Hackett, The Market-Driven Supply Chain:A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy, AMACOM Div American Mgmt Assn, 2011 2. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn, 2007. 3. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, 2012.												
Web References 1. https://faculty.ksu.edu.sa/sites/default/files/index.pdf 2. https://www.perlego.com/book/2011683/supply-chain-analytics-using-data-to-optimisesupply_chain-processes-pdf 3. https://www.routledge.com/Supply-Chain-Analytics-Using-Data-to-Optimise-SupplyChainProcesses/Robertson/p/book/9780367540067 4. https://www.researchgate.net/publication/340169982_Big_Data_Analytics_and_Its_Applications_in_Supply_Chain_Management												


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MCOs/POs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Practical

P23MSP307	Career Readiness	Practical
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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: P		*End Semester Exam Type: PE					
Course Code	P23MST307				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Career Readiness				0	0	2	1	50	-	50	
Prerequisite	Management Principles											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	To make them understand the nuts and bold of career									K1	
	CO2	To make them understand and Identifying Career domain									K2	
	CO3	Develop competency-based career systems									K1	
UNIT-I	INTRODUCTION						Periods: 6					
Identifying the Seven Principles of CCR - Need and Scope of personal career management - Career management process- Career Dynamics- Career planning process										CO1		
UNIT-II	CAREER DOMAIN AND MAPPING						Periods: 6					
Career Domain - Setting objectives - identifying domain, job, and career planning barriers - Career mapping Planning checklist - Designing career chart.										CO2		
UNIT-III	CAREER MANAGEMENT						Periods: 6					
Career Literacy – career anchors - Methods of career planning - Self-Assessment - Personality - Identifying personal and professional Talents.										CO3		
UNIT-IV	CAREER MAPPING						Periods: 6					
Career Management and Decision Making - Aligning with organization goals - handling performance review continuous learning										CO4		
UNIT-V	CAREER ROGRESSION						Periods: 6					
career progression - career plateauing - Managing career change - Talent management										CO5		
Lecture Periods: 0			Tutorial Periods:0			Practical Periods: 30			Total Periods: 30			
Text Books 1. Gerardus Blokdyk. Career Management a Complete Guide. Emereo Pvt Limited, 2020 2. Jeffrey H Hreehaus&, Gerard A. Callanan, Veronica M. Godshalk . Career Management for Life. 5th edition. Routledge, 2018 3. College and Career Readiness Skills Practice Workbook, By McGraw Hill, 2016												
Reference Books 1. Jeffrey H. Greenhaus, Gerard A. Callanan, Veronica M. Godshalk. Career Management, Sage Publications, 2010 2. Peter Herriot. The Career Management Challenge: Balancing Individual and Organizational Needs, Sage Publications, 3. Jeffrey H. Greenhaus, The Career Management. 3, reprint. South-Western Cengage Learning, 2007												
Web References 1. https://hr.ucmerced.edu/ 2. https://nptel.ac.in/courses/122/105/122105020/ 3. https://nptel.ac.in/courses/110/105/110105069/												


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MCOs/POs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)				Total Marks (Internal)
	Performance in practical classes			Attendance (5)	
	Report (10)	Internal Marks (25)	Viva (10)		
Marks	10	25	10	5	50

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Functional Electives

ENTREPRENEURSHIP SPECIALISATION

P23MSEE01	Entrepreneurship at the Bottom of the Pyramid
P23MSEE02	Startup Launch pad
P23MSEE03	Designing and Configuring Business Models
P23MSEE04	Legal contracts and compliance for Entrepreneurs
P23MSEE05	IPR Strategies for Entrepreneurs


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Department	Management Studies				Programme: MBA						
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE				
Course Code	P23MSEE01				Periods / Week		Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM
Course Name	Entrepreneurship at the Bottom of the Pyramid				3	0	0	3	50	100*	100
Prerequisite	Entrepreneurship										
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)
	CO1	Integrate concepts of strategy, international business, non-profit management, and poverty alleviation to stimulate the leadership skills									K4
	CO2	Understanding of the current unique opportunities and challenges in implementing ventures designed to serve the base of the pyramid									K2
	CO3	Demonstrate leadership, vision, imagination, and the capacity to embrace and catalyze change.									K6
	CO4	Generate new insights on some of their most vexing problems.									K6
	CO5	Co-creating new business ventures with the base of the pyramid offers the opportunity to design (K6) economically viable ventures.									K6
UNIT-I	THE FORTUNE AT THE BOTTOM OF THE PYRAMID							Periods: 7			
The Market at the Bottom of the Pyramid– The nature of the BOP market–Access to BOP markets- The market development Imperative- Create the capacity to consume – the need for new goods and services- Dignity and Choice- Trust is a Prerequisite- benefits to the Private sector.											CO1
UNIT-II	PRODUCTS AND SERVICES FOR THE BOP							Periods: 10			
Philosophy for developing products and services for the BOP- Twelve Principles for Innovation for BOP markets- Local Innovations and global opportunity- BOP solutions for Developed market- Lessons for MNCs from BOP market- The cost of managing- learning to live in a network of relationships.											CO2
UNIT-III	ECOSYSTEM FOR WEALTH CREATION							Periods: 10			
Market-oriented ecosystem- Ecosystem for a developed country- learning the Sanctity of Contracts- Reducing inequities in contracts- Building governance capabilities among the poor- Reducing corruption: Transaction Governance Capacity (TGC).											CO3
UNIT-IV	DEVELOPMENT AS SOCIAL TRANSFORMATION							Periods: 10			
Development as Social Transformation- Breaking down communication barriers- BOP consumers Upgrade- gaining access to Knowledge- Identity for the Individual- Women are critical for development- Evolving checks and balances- The real test: From the Pyramid to the Diamond.											CO4
UNIT-V	BUSINESS SUCCESS STORIES FROM THE BOTTOM OF THE PYRAMID							Periods: 8			
Financing the Poor- Aravind Eye Care: The Most Precious Gift- Energy for Everyone - Agricultural Advances for the Poor: The EID Parry Story- Retail for the Poor- Information Technology to the Poor- The Jaipur Foot Story- Health Alerts for All- Transparent Government- The Annapurna Salt Story - Homes for the Poor: The CEMEX Story- From Hand to Mouth: The HHL Soap Story.											CO5
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books 1. C.K. Prahalad, The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, Pearson Prentice Hall. 2. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid. New Delhi: Wharton School Publishing. 3. Dalglish, C., & Tonelli, M. (2016). Entrepreneurship at the Bottom of the Pyramid. Taylor & Francis. 4. https://www.greatlakes.edu.in/pdf/Issue-19-Sep-2013-Gravity.pdf											
Reference Books 1. Prahalad, C. K. The fortune at the bottom of the pyramid, revised and updated 5th-anniversary edition: Eradicating poverty through profits. FT Press. 2. Walsh, J. P., Kress, J. C., &Beyerchen, K. W. Book review essay: Promises and perils at the bottom of the pyramid. 3. Fairbourne, J. S., Gibson, S. W., & Dyer, W. G. (Eds.). Micro franchising: Creating wealth at the bottom of the pyramid. Edward Elgar Publishing. 4. Elyachar, J. Next practices: Knowledge, infrastructure, and public goods at the bottom of the pyramid. Public Culture. 5. Karnani, A). Misfortune at the Bottom of the Pyramid. Greener Management International.											
Web Reference 1. https://www.strategy-business.com/article/11518?gko=9b3b4 2. https://books.emeraldinsight.com/resources/pdfs/chapters/9781787145566-TYPE23-NR2.pdf 3. https://www.12manage.com/methods_prahalad_bottom_of_the_pyramid.html 4. https://www.researchgate.net/publication/268425222_Strategies_for_the_Bottom_of_the_Pyramid_Creating_Sustainable_Development 5. https://grist.files.wordpress.com/2006/03/gbn_bop_paper.pdf 6. https://people.eecs.berkeley.edu/~brewer/ict4b/Fortune-BoP.pdf											

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MCOs/POs Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

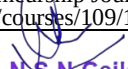
Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEE02				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Start Up Launch Pad				3	0	0	3	50	100*	100	
Prerequisite	Entrepreneurship											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Launch a sustainable venture with a valid business model, with co-founder(s) on or off campus and real paying customers.									K6	
	CO2	Create and validate a business model and business plan for their idea.									K6	
	CO3	Develop the Minimum Viable Product (MVP)									K6	
	CO4	Implement an inexpensive and optimum Go-to-Market plan for their business.									K5	
	CO5	Craft and present an effective business pitch for investors, partners and other stakeholders.									K6	
UNIT-I	GAINING MARKETING INTELLIGENCE							Periods: 9				
Identifying the operating vertical – Insight of Business opportunities – Understanding your customers - Accurate assess to market opportunity - Minimum viable product - The lean method.											CO1	
UNIT-II	DEVELOP & VALIDATE BUSINESS MODEL FOR YOUR VENTURE & DEVELOPMENT PROCESSES							Periods: 9				
Value Proposition - Customer Segments - Channels and Partners - Revenue Model and Streams - Key Resources and Activities - Costs Customer Relationships and Customer - Translating Business Model into a Business Plan - Visioning for venture - Taking a product or service to market - Deliver an investor pitch to a panel of investors - Identify possible sources of funding for your venture – key elements of raising money for a new venture.											CO2	
UNIT-III	BUSINESS PLAN & STARTUP-I							Periods: 9				
Get to market Plan - Effective ways of marketing for start-ups – Digital and Viral Marketing - Hire and Manage a Team - Managing start-up finance: The Concept of Costs, Profits, and Losses - Manage your Cash Flow - Analyse your Financial Performance - budgeting.											CO3	
UNIT-IV	BENCHMARKING AND BEST PRACTICES							Periods: 9				
Establishing an ethical culture for a firm - Legal and regulatory aspects for starting up specific to your venture - Enhancing the growth process and creating scalability (customers, market share, and/or sales) - Thorough understanding of market size, costs, margins, delivery channels, customer acquisition costs - Identify areas to build efficiency (product making, service delivery, and channels - Key areas of the BM Canvas are identified by now) - Finalize business model and plan - Have a 1-2 year roadmap and trajectory.											CO4	
UNIT-V	OBTAINING BUSINESS LICENSES AND PERMITS							Periods: 9				
Business Licenses - Business permits - Choosing a form of business organization - Sole proprietorship - partnership – Corporations - Limited Liability company.											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books												
1. Bygrave, W., Zacharakis, A. 2017 Entrepreneurship, 4th Edition Wiley.												
2. Eric, Reis. 2017 The Startup Way: How Entrepreneurial Management Transforms Culture and Drives Growth..												
Reference Books												
1. Eric Ries 2017 The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Random House LCC US.												
2. Steve Blank and Bob Dorf, 2020 The Startup Owner’s Manual: The Step-By-Step Guide for Building a Great Company.												
3. Vijaya Kumar Ivaturi, Meena Ganesh, Alok Mittal, Sriram Subramanya and Sandagopan 2017: The Manual for Indian start – ups: Tools to start and scale – up your new venture. Penguin Random House Publication												
4. Chris Guillebeau : The \$100 startup , Pan Macmillan Publication												
5. Eric Ries 2017, The Startup way: How Entrepreneurial Management Transforms Culture and Drives Growth, Penguin UK												
Web References												
1. https://venturewell.org/wp-content/uploads/Educators-Guide-Final-w-cover-PDF.pdf												
2. https://steveblank.com/slides/												
3. The Journal of Entrepreneurship – Sage publications.												
4. Strategic Entrepreneurship Journal – Wiley Online Library.												
5. https://nptel.ac.in/courses/109/105/109105098/												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: FE			*End Semester Exam Type: TE				
Course Code	P23MSEE03				Periods / Week			Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM	
Course Name	Designing and Configuring Business Models				3	0	0	3	50	100*	100	
Prerequisite	Business Basic model											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Understand to describing, visualizing, assessing, and changing business models									K2	
	CO2	Organize customer segmentation and value proposition									K3	
	CO3	Choosing channels and customer relationships to serve the customer									K3	
	CO4	Analyse and identify the key partners and key activities for the business model									K3,K4	
	CO5	Evaluate and categorize the key resources and key activities to complete the business model									K4,K5	
UNIT-I	INTRODUCTION TO BUSINESS MODELS							Periods: 7				
Business Model – Definition - Business Model Canvas (BMC) - Describing, Visualizing, Assessing, And Changing Business Models – The 9 Building Blocks – BMC Template.											CO1	
UNIT-II	ORGANIZING CUSTOMER SEGMENTATION AND VALUE PROPOSITION							Periods: 10				
Types of customer segmentation – Mass market – Niche market – Segmented – Diversified – Multi–sided plat forms (or multi– sided markets). Value propositions – Newness – Performance – Customization – Getting the job donel – Design – Brand/status – Price – Cost reduction – Risk reduction – Accessibility – convenience/usability.											CO2	
UNIT-III	SERVING THE CUSTOMER							Periods: 10				
Channel Types – Sales Force – Web Sales – Own Stores – Partner Stores – Wholesaler. Channel Phases – Awareness – Evaluation – Purchase – Delivery – After Sales. Customer Relationships – Personal Assistance – Dedicated Personal Assistance – Self–Service – Automated Services – Communities – Co–Creation.											CO3	
UNIT-IV	KEY ACTIVITIES FOR THE BUSINESS MODEL							Periods: 10				
Key Partnership – Optimization and Economy of Sale – Reduction of Risk and Uncertainty – Acquisition of Particular Resources and Activities. Key Activities – Production – Problem Solving – Platform/Network. Choosing Revenue Streams and Cost Structures – Asset Sale – Usage Fee – Subscription Fees – Leading/Renting/Leasing – Licensing – Brokerage Fees – Advertising.											CO4	
UNIT-V	RESOURCES TO COMPLETE THE BUSINESS MODEL							Periods: 8				
Categories of Key Resources – Physical – Intellectual – Human – Financial. Key Activities – Production – Problem Solving – Platform/Network–Social Business Models.											CO5	
Lecture Periods: 45				Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books												
1. Clark, T., & Hazen, B. (2017). Business Models for Teams: See how Your Organization Really Works and how Each Person Fits in. Penguin.												
2. Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers (Vol. 1). John Wiley & Sons.												
Reference Books												
1. Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value proposition design: How to create products and services customers want (Vol. 2 John Wiley & Sons.												
2. Ford, B. R., Bornstein, J. M., & Pruitt, P. T. (2007). The Ernst & Young business plan guide. John Wiley & Sons.												
3. Wirtz, B. W. (2020). Business Model Management: Design - Process - Instruments. Germany: Springer International Publishing.												
4. Srinivasan, R. (2021). Platform Business Models: Frameworks, Concepts and Design. Singapore: Springer.												
5. Paetz, P. (2014). Disruption by Design: How to Create Products that Disrupt and Then Dominate Markets. United States: Apress.												
6. Lokitz, J., Pijl, P. J., Solomon, L. K. (2016). Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation. Germany: Wiley.												
7. Bland, D. J., Osterwalder, A. (2019). Testing Experimentation. United States: Wiley.												
Web References												
1. https://www.businessmodelsinc.com/about-bmi/tools/business-model-canvas/												
2. https://www.inc.com/startup												
3. https://www.under30ceo.com/												
4. https://www.onevest.com/												
5. https://www.forbes.com/sites/all/business/												
6. https://journals.aau.dk/index.php/IOBM/index												

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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

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Department	Management Studies				Programme: MBA						
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE				
Course Code	P23MSEE04				Periods / Week		Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM
Course Name	Legal contracts and compliance for Entrepreneurs				3	0	0	3	50	100*	100
Prerequisite	Basic contracts										
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)
	CO1	To understand various Company and Legal compliances in India									K2
	CO2	To take strategic decision on type of company and ease of doing business.									K3
	CO3	To emphasize the importance of IP creation.									K5
	CO4	Identifying best fit company type for the startup.									K3
	CO5	Search and identify IP asset and novelty creation.									K3
UNIT-I	COMPANY INCORPORATION							Periods: 7			
Companies Act - Incorporating Startup – Introduction to Companies Act 2013 – Types of companies’ fundamentals for choosing for startup registration – Laws relating to incorporation of Private – LLP – LLC – Partnership & Proprietorship firms – Laws related to Single founder company – Not for profit - Deciding on Type of Company for their Startup – Training MCA portal procedures for Application – Filling of Incorporation Dummy Format											CO1
UNIT-II	LEGAL DOCUMENTATIONS							Periods: 10			
Legal Formalities – MoA – AoI – LoA – SHA – DSC – DIN application process – Partnership Agreement – Investment Deal Agreements – Legal Trade Licenses & Clearance – Accounting & Tax Compliance – CA assignment - Yearly Auditing Documents to be submitted – Regulatory Book Keeping – Creating Legal documents format – Partnership Deed – Founders Agreement – Employee Contract & Offer Letters – NDA – Non Compete Agreement – Vendors – Product Design & Development Agreement											CO2
UNIT-III	INTELLECTUAL PROPERTY RIGHTS							Periods: 10			
IPR – Importance of IPR for Tech Startups – Indian IP office structure - Types of IPR – Application Process - Deep dive in Patents – Indian IP patent law – Application Process – Patent Filing – Provisional – Complete Application – Publication – Request Examination – FER – Grant – Patent Fees Structure – Patent Filing requirements various Forms - IP Filing mock session – Filling various IP related application forms and Fee structure											CO3
UNIT-IV	PATENTS							Periods: 10			
Patent Search – Types of Patent Search – Prior Art – Patentability – FTO – Validity Search – State of art search – Planning and develop search strategies. Patent Drafting – Draft Document structure & content (Tittle – FoI – BG Informtion – Summary – Brief Description – Detailed Description – Claims – Abstract - Drawings) – Important sections of Patents Act 1970 - Mock patent search sessions – Patent drafting exercise – workshop – Drafting Competition											CO4
UNIT-V	LEGAL COMPLIANCES FOR STARTUP							Periods: 8			
Procedurals for – MSME Registration – Environmental – Pollution Control Clearances - GST Registration & monthly filing - GST Filing forms – GSTR 1 – GSTR 3B – GSTR 7 – GSTR 9 – GSTR 9A – GSTR 9C – GSTR 10 – GSTR 11 – TDS Monthly Submission – Banking Compliances – Bank Guarantees – Letter of Credit – Creating Purchase Order – Advance Payment Terms – Auditor Reports – Monthly – Quarterly – Half Yearly & Annual Returns											CO5
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books 1. Essentials of Entrepreneurship: Small Business Management, Norman M.Scarborough and Jeffrey R. Cornwall, 2016, Pearson Publication 2. Legalese De coded: Tips and strategies to make sense of legal concepts in the business world, 1st edition 2021, Notion Press.											
Reference Books 1. Corporate Law, 33rd ed. 2016, Taxman New Delhi. 2. Ramaiyas Guide to the Companies Act, 18th ed. 2014, Lexis Nexis New Delhi. 3. Taxmann’s guide to Startup’s – Vinod Kothari Consultants 4. Indian Patent Law & Practice – K C Kankanala : Oxford India 5. How to patent an Idea in India – Prasad Karhad : Independently Published											
Web References 1. https://www.businesssetup.com/in/company-incorporation-in-india 2. https://www.entrepreneur.com/article/253997 3. https://alison.com/course/diploma-in-intellectual-property 4. https://study.com/academy/lesson 5. https://taxguru.in/corporate-law/											

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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEE05				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	IPR Strategies for Entrepreneurs				3	0	0	3	50	100*	100	
Prerequisite	Basics IPR											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Ability to understand the Basic concepts of Intellectual Property Rights										K2
	CO2	Ability to apply the knowledge and acquire Copy Rights to the business										K3
	CO3	Understanding the Procedure for registration of Patents										K2
	CO4	Understanding the Procedure for registration of Trademarks										K2
	CO5	Analyse the complexities associated with various forms of Intellectual Property rights										K4
UNIT-I	INTRODUCTION							Periods: 8				
Basic concept of Intellectual Property- Characteristics and Nature of Intellectual Property right- Justifications for protection of IP- IPR and Economic Development- Major International Instruments relating to the protection of IP- Berne Convention- Paris Convention- TRIPS											CO1	
UNIT-II	COPYRIGHT							Periods: 9				
Meaning-Subject Matter-Original literary, dramatic, musical, artistic works-Cinematograph films-Sound recordings-Ownership of copyright- Term of copyright-Rights of owner-Economic Rights-Moral Rights Assignment and license (including the basic concept of statutory and compulsory license) of rights-Performers rights and Broadcasters rights-Infringement of copyright-Fail use and Fair Dealing concepts											CO2	
UNIT-III	PATENTS							Periods: 10				
Meaning-Criteria for obtaining patents-Novelty-Inventive step-Utility-Non patentable inventions-Procedure for registration, Term of patent, Rights of patentee-Basic concept of Compulsory license and Government use of patent-Infringement of patents and remedies in case of infringement											CO3	
UNIT-IV	TRADEMARKS							Periods: 9				
Meaning of mark, trademark-Categories of Trademark: Certification Mark, Collective Mark and Well-known Mark and Non- conventional Marks-Concept of distinctiveness-Absolute and relative grounds of refusal Doctrine of honest concurrent user- Procedure for registration and Term of protection-Assignment and licensing of marks											CO4	
UNIT-V	DESIGNS, GI AND OTHER FORMS OF IP							Periods: 9				
Designs-Meaning design protection-Concept of original design-Term of protection-Geographical Indication Meaning of GI- Difference between GI and Trade Marks-Concept of Authorized user-Homonymous GI-Trade secret-Meaning-Criteria of Protection											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books												
1. Cecily Anne O'regan, Jr. O'regan, Patrick T. Intellectual Property: Overview and Strategies for Entrepreneurs. Createspace Independent Pub (12 December 2017)												
Reference Books												
1. B.L. Wadehra. Law Relating to Intellectual Property. Universal Law Publishing - An imprint of LexisNexis; Fifth edition (2016)												
2. Lionel Bently, Brad Sherman, et al. Intellectual Property Law, OUP Oxford; 5 edition (4 September 2018)												
Web References												
1. https://nptel.ac.in/courses/110/105/110105139/												
2. Journal of Intellectual Property Rights												
3. Journal of Intellectual Property Law & Practice												
4. https://onlinelibrary.wiley.com/												
5. www.longdom.org												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
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Correlation Level: 1 - Low, 2 - Medium, 3 – High

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Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
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Functional Electives

FINANCE SPECIALISATION

P23MSEF01	Stock Market Operations
P23MSEF02	Financial Services Management
P23MSEF03	Indian Financial System
P23MSEF04	Behavioural Finance
P23MSEF05	Business Taxation



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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEF01				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Stock Market Operations				3	0	0	3	50	100*	100	
Prerequisite	Basic Stock market principles											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Apply the principles of investing including the concepts of risk and return.										K5
	CO2	Demonstrate an understanding of the major investment vehicles.										K2
	CO3	Communicate effectively using basic terminology associated with the investment environment.										K2
	CO4	Associate with the recent developments in the stock market operations										K5
	CO5	Demonstrate an understanding of the various investment opportunities, including debt securities, stocks and Mutual funds.										K2
UNIT-I	STOCK MARKETS IN INDIA							Periods: 7				
Stock Exchange - History of Stock Exchanges - Byelaws -Regulation of Stock Exchanges - Present Recognised Stock Exchanges - Qualifications for Membership - Functions of Stock Exchanges - Regulations on Trading Investor Protection - Measures to Promote Healthy Stock Markets -Rolling Settlement System											CO1	
UNIT-II	INSTRUMENTS OF ISSUE AND TRADING							Periods: 10				
Issues of Securities -Government Securities -Corporate Securities -Corporate Debentures -Company Deposits Commercial Paper -SEBI Guidelines -Equity Shares -Dividend Distribution -Dividend Policy -Bonus Shares Rights Shares -Government and Semi-Government Bonds -Equity Shares -Public Issue -Cost of Issue Guidelines -New Instruments -Recent Liberalization Policy -ADR and GDR Proceeds -Latest Foreign Investment Policy Measures -Relaxation in ECB Norms -Instruments of Foreign Borrowing.											CO2	
UNIT-III	STOCK MARKET OPERATIONS AND FUNCTIONS							Periods: 10				
Introduction -Specified and Non-Specified Groups -Customer's Orders -Trading Ring -Block Book (or the Sauda Book) - Contract Note - Drawing Up and Bills -Cum and Ex-dividend -Settlement in Specified List -Badla Charges Factors Influencing Badla Rates -Carry Forward Facilities - Book Closure Badla Financing (BCBF) -Settlement in Non-Specified Shares -After the Badla Day -Kinds of Delivery -Hand Delivery -Spot Delivery -Special Delivery Delivery for Clearing -Present Position of BADLA- Recent Reforms of Stock Exchanges.											CO3	
UNIT-IV	STOCK MARKET TRADING							Periods: 10				
Pattern of Trading -'Z' Group in Bombay Stock Exchange -Trading and Settlement -Speculative Traders vs. Genuine Investors - Types of Speculators -Activities of Brokers -Brokers' Charges -Delivery/ Payment -Settlement Procedure -Auctions -Clearing Procedure -Regulation - National Market System -Characteristics -Objectives National Clearance and Depository System - Present Settlement and Clearance System -Internet Broking -Order Routing System (ORs) -e-Broking -SEBI's Role -Dynamics of Net Trading in Stocks -Emerging Role of Stock Exchanges.											CO4	
UNIT-V	THE SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI)							Periods: 8				
Introduction -Objectives -SEBI Guidelines -Reforms in the New Issues Market -Details of SEBI Guidelines For Capital Market - SEBI Reforms on Stock Exchanges -Complaints against Members -Grievances Cell -Complaints against Companies - Customers' Protection Fund- Pre-requisites of Investor - Balance Sheet Study -Choice of a Broker -Protection in the New Issues Market -Protection for Fixed Deposits -Guidelines to Investors -Legislative Protection to Investors -CRISIL Rating and Investor Protection.											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books												
1. E. Gordon & K. Natarajan, Capital Market in India; Himalaya Publishing House												
2. Sanjeev Aggarwal : Guide to Indian Capital Market; Bharat Law House												
Reference Books												
1. M.Y. Khan: Indian Financial Systems; Tata McGraw Hill.												
2. V.L. Iyer :SEBI Practice Manual; Taxman Allied Service (P) Ltd.,												
3. Shashi K Gupta, Nishja Aggarwal : Financial Institutions and Markets ; Kalyani Publishers												
4. Securities Operations: A Guide to Trade and Position Management, Michael Simmons, John Wiley & Sons; 1 edition.												
5. Capital Markets and Investment Decision Making, Raj S. Dhankar, Springer; 1st ed. 2019 edition 6. An Introduction to Global Financial Markets, Stephen Valdez, Philip Molyneux, Red Globe Press; 8th ed. 2015 edition.												
Web References												
1. www.sebi.gov.in												
2. www.nseindia.com												
3. www.bseindia.com												
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Dr. N.S.N. Caillasse

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Department of Management Studies

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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies				Programme: MBA						
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE				
Course Code	P23MSEF02				Periods / Week		Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM
Course Name	Financial Services Management				3	0	0	3	50	100*	100
Prerequisite	Basic Finance										
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)
	CO1	Demonstrate broad and coherent knowledge of the theoretical and professional disciplines of banking, finance, Investment analysis, portfolio management, and the Financial Services Industry.									K5
	CO2	Communicate and explain specialized technical advice, knowledge and ideas, to professionals and non- experts involved with the Financial Services Industry.									K2
	CO3	Understand to assess consumer financial needs and mechanism for fulfilling these needs.									K2
	CO4	Apply financial concepts, theories and tool and would be in the position to evaluate the legal, ethical and economic environment related to financial services.									K5
	CO5	Outline the participants in the Insurance markets.									K2
UNIT-I	INTRODUCTION							Periods: 7			
Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.											CO1
UNIT-II	MERCHANT BANKING							Periods: 10			
Origin, growth and services rendered by merchant bankers: Issues Management and other services – Problems and scope of merchant banking in India – Mergers and Acquisitions: Motives, Merger Analysis, Terms of Exchange, Cash purchase, Stock Exchange Acquisitions, Leverage Buyouts and Management Buyouts.											CO2
UNIT-III	LEASING							Periods: 10			
Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Accounting Treatment and sales tax provisions – Lease Financing in India – Factoring: Meaning, Modus operandi, types, functions – Factoring in India.											CO3
UNIT-IV	MUTUAL FUNDS							Periods: 10			
Meaning, Origin, Types/Classification of Funds, Importance, Mutual Funds Industry in India – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.											CO4
UNIT-V	INSURANCE							Periods: 8			
Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services: Hire Purchase, Commercial paper, Credit Cards, Credit Rating, Recent trends in marketing financial services.											CO5
Lecture Periods: 45				Tutorial Periods:			Practical Periods: -			Total Periods: 45	
Text Books 1. Khan, M.Y., Financial Services, Tata McGraw Hill. 2. Gordon,E., and Natarajan, K., Financial Markets and Services, Himalaya Publishing House.											
Reference Books 1. Management of Financial Services, C. Rama Gopal, Vikas publication. 2. Financial Services Management: A Qualitative Approach, Stewart Falconer, Routledge publication. 3. Financial Markets and Institutions, Anthony Saunders, Marcia Millon Cornett, McGraw Hill publications. 4. The Economist Guide to Financial Management: Principles and practice, John Tennent , The Economist. 5. Management of Financial Services, V.K. Bhalla, Anmol Publications Pvt Ltd; New Ed edition											
Web References 1. www.ibef.org/industry/financialservices.aspx 2. www.capgemini.com › Services & Solutions 3. www.financialservicesbiz.com/ 4. https://www.open.edu.au/your-career/banking-financial-services 5. https://www2.deloitte.com/global/en/industries/financial-services.html											


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEF03				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Indian Financial System				3	0	0	3	50	100*	100	
Prerequisite	Basic Financial concepts											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Explain the broad features of the Indian financial System										K2
	CO2	Summarise the conditions of financial markets and their impact on the economy.										K2
	CO3	Identify the importance of the Central Bank in our country.										K3
	CO4	Categorizes different banking systems										K4
	CO5	Appraises insurances and other investments.										K2
UNIT-I	FINANCIAL SYSTEMS							Periods: 9				
Indian Financial System - overview. Structure of the Indian Financial System- Major Components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments. Regulatory and promotional institutions.RBI and SEBI.												CO1
UNIT-II	FINANCIAL MARKETS							Periods: 9				
Organization of financial market in India -Primary market in India- secondary Market –instruments in secondary market and issue methods. Regulations of Capital market- Listing of securities. Advantages of listing.-Underwriting- Brokers- Qualification of Brokers -Debt market-Importance of Debt market- Money Market.												CO2
UNIT-III	CENTRAL BANKING SYSTEM							Periods: 9				
Nature- Organization and Management of Central bank –Functions of RBI- Methods of Credit Control- Objects of Monetary Policy- Autonomy of Central Bank Systems.												CO3
UNIT-IV	BANKING SYSTEMS							Periods: 10				
Definitions - Functions of Commercial Bank, Rural Bank, Agricultural and Development Bank- NBFC- Meaning, Major functions of NBFC. – Management of Financial Risk in Commercial Banks-Co-operative credit Societies. Functions and Challenges.												CO4
UNIT-V	INSURANCE AND OTHER INVESTMENTS							Periods: 8				
Introduction to LIC, GIC, and Private Insurance Companies. Mutual Fund- Concept, Advantages of MF, History of MFs in India, Management of MF. Venture Capital - Concept, Objectives, Development of Venture Capital in India, Venture Capital Investment process, Disinvestment Mechanism.												CO5
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books 1. M.Y. Khan, Indian Financial System, Tata Mc Graw Hill 2. Sundharam and Varshney, Banking and Financial System, Sultan Chand & Sons 3. Pathak Bharti, Indian Financial System- Pearson												
Reference Books 1. H.R. Machiraju, Indian Financial System, Vikas Publishing House 2. Varshney, Banking and Financial Systems, S Chand 3. SriVastava, Management of Financial Institutions, Himalaya Publications. 4. The Indian Financial System: Markets, Institutions and Services, Bharati V. Pathak, Pearson Education India. 5. Indian Financial System, Jaydeb Sarkhel, Seikh Salim, McGraw-Hill Education. 6. The Financial System In India: Markets, Instruments, Institutions, Services And Regulations By Subhash Chandra Das, PHI Learning.												
Web References 1. www.afajof.org 2. www.bankmanagement.com 3. www.iibf.org.in 4. https://www.sap.com/india/industries/banking.html 5. https://www.pwc.com/gx/en/financial-services/assets/pdf/technology2020-and-beyond.pdf												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEF04				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Behavioural Finance				3	0	0	3	50	100*	100	
Prerequisite	Financial Knowledge											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Understand the scope, objectives of behavioural finance										K2
	CO2	Understand the building blocks of behavioural finance.										K2
	CO3	Describe the impact of various factors of behavioural finance.										K2
	CO4	Explain the relation of behavioural finance and corporate finance.										K2
	CO5	Design and study the major areas of behavioural finance decisions.										K5
UNIT-I	BEHAVIOURAL FINANCE INTRODUCTION							Periods: 7				
Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.											CO1	
UNIT-II	BUILDING BLOCKS OF BEHAVIOURAL FINANCE							Periods: 10				
Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.											CO2	
UNIT-III	FACTORS OF BEHVIOURAL FINANCE							Periods: 10				
Behavioural Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency Predictability – The Concept of limits of Arbitrage Model - Asset management and behavioural factors - Active Portfolio Management: return statistics and sources of systematic underperformance - Fundamental information and technical analysis – the case for psychological influence.											CO3	
UNIT-IV	BEHAVIOURAL CORPORATE FINANCE							Periods: 10				
Behavioural Corporate Finance: Behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioural factors in corporate decision making. External Factors and Investor Behaviour: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.											CO4	
UNIT-V	DECISIONS IN BEHAVIOURAL FINANCE							Periods: 8				
Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.											CO5	
Lecture Periods: 45				Tutorial Periods:			Practical Periods: -		Total Periods: 45			
Text Books 1. Meir Statman, 2019 What Investors Really Want - Learn the lessons of behavioral Finance, McGraw-Hill. 2. Chandra, P. 2017 ‘Behavioural Finance’, McGraw Hill.												
Reference Books 1. Sulphey, M. M. 2014, ‘Behavioural Finance’, PHI Learning. 2. Brian R. Bruce, 2012 – Handbook of Behavioral Finance.												
Web References												
1. https://www.amsterdamuas.com/binaries/content/assets/faculteiten/fbe/international-center/courses-spring-2017/minfc/behavioral-finance.pdf?1475928124643 2. http://sim.edu.in/wp-content/uploads/2018/11/Behavioral-Finance-full-Materail.pdf 3. https://nptel.ac.in/courses/110/105/110105144/												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEF05				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Business Taxation				3	0	0	3	50	100*	100	
Prerequisite	Basics about tax											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Understand the customs duty in practical to business.										K2
	CO2	Understand the State Goods and Services Tax (SGST) and Central Goods and Services Tax (CGST).										K2
	CO3	Describe the taxation of firms and assessment of firms.										K5
	CO4	Explain the tax assessment of companies.										K3
	CO5	Design and study the tax planning and trends in business taxation.										K1
UNIT-I	CUSTOMS ACT							Periods: 7				
Meaning – Types of Custom Duties – Valuation for Customs Duty – Tariff Value – Customs Value– Methods of Valuation for Customs – Problems on Custom Duty.											CO1	
UNIT-II	SALES TAX / CENTRAL SALES TAX							Periods: 10				
eaning and Definition – Features of Sales tax / CST – Levy and Collection of duties not covered under GST – State GST and Central GST – Tax Administration – Taxable value of goods and services not covered under GST– Determination of Tax Liability (Simple Problems).											CO2	
UNIT-III	ASSESSMENT OF FIRMS							Periods: 10				
Meaning of Partnership, Firm and Partners – New Scheme of Taxation of Firms – Assessment of Firms (Section 184) – Computation of Firm’s Business Income – Treatment of Interest, Commission, Remuneration received by partners. Problems on Computation of Firms total income and tax liability.											CO3	
UNIT-IV	ASSESSMENT OF COMPANIES							Periods: 10				
Introduction – Meaning of Company – Types of Companies – Computation of Depreciation u/s 32– Computation of Taxable Income of Companies – Minimum Alternative Tax (MAT) – Deductions u/s 80G, 80GGB, 80IA, 80 IB and Problems on Computation of Tax Liability.											CO4	
UNIT-V	TAX PLANNING AND NEW TRENDS IN TAXATION							Periods: 8				
Introduction to tax planning – Tax Incentives and concessions – E-commerce – Digital Taxation.											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books 1. Vinod K Singhania – “Direct Taxes - Law and Practice”, Taxmann Publications. 2. H C Mehrotra and Goyal, “Direct Taxes”, Sahitya Bhavan Publications.												
Reference Books 1. Gaur and Narang; Direct Taxes, Kalyani Publishers. 2. Rajiva S. Mishra –Direct &Indirect Tax.												
Web References 1. https://nptel.ac.in/content/storage2/courses/109104071/Module7/lecture28.pdf 2. https://lecturenotes.in/download/material/30579-business-taxation 3. https://swayam.gov.in/nd2_nou19_cm05/preview												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Functional Electives

HUMAN RESOURCES SPECIALISATION

P23MSEH01	Human Resources Planning
P23MSEH02	Training and Development
P23MSEH03	Industrial Relations and Labour Legislation
P23MSEH04	Performance Management
P23MSEH05	Leadership development



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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEH01				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Human Resources Planning				3	0	0	3	50	100*	100	
Prerequisite	Human resource concepts											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Explain the Manpower forecasting process and techniques										K2
	CO2	Ability to develop a manpower Plan and Competency models from raw data										K3
	CO3	Justify the decision avenues of various sources of the recruitment process										K5
	CO4	Prepare them to understand the various selection tests and Induction										K2
	CO5	Ability to Formulate and understand the E-Manpower Planning and Development										K5
UNIT-I	MANPOWER FORECASTING							Periods: 9				
Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting.											CO1	
UNIT-II	DEVELOPING A MANPOWER PLAN							Periods: 9				
Introduction, developing a Manpower Plan - Qualitative Side of Manpower Planning, Behavioural Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory) - Problems in Manpower Planning Sample Manpower Plan - Competency mapping: procedures and steps, methods of data collection for mapping, developing competency models from raw data.											CO2	
UNIT-III	SOURCING & RECRUITMENT							Periods: 8				
Sources of Recruitment - Outsourcing - Attracting candidates - E-Recruitment - Recruitment process – Challenges in Recruitment - Social Media influences in recruitment.											CO3	
UNIT-IV	SELECTION TESTS							Periods: 10				
Selection Process - Selection Methods- Types of tests: Psychological tests, Psychometric tests, online test, Interviews, Importance of tests, Validity of tests, interpreting test results - Final stages in Selection - Social Media influences in Selection- Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction.											CO4	
UNIT-V	RECENT TRENDS IN MANPOWER DEVELOPMENT AND PLANNING							Periods: 9				
Introduction, Competency mapping, Knowledge management, Talent Engagement - E-Manpower planning, E-Manpower Development											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books 1. D K Bhattacharyya (2012). Human Resource Planning. Second edition, Excel Books. 2. D. K. Sharma. Manpower Planning. Centrum Press, 2012												
Reference Books 1. Iain Maitland. Manpower Planning and Recruiting: Including Induction. Infinity Books, 2005(or later edition) 2. Abha Vijay. Manpower Planning and Development. ABD Publishers, ISBN: 9788185771311, 9788185771311 3. Rao V. S. P Mamoria. Personal Management. Himalaya Pub.House-New Delhi, 2014. 4. Willam J. Rothwell and H. C. Kazanas, Planning and Managing Human Resources, Second Edition, HRD Press, 2002.												
Web References 1. www.citeHr.com 2. www.forumdiscussion.com 3. www.poppulo.com 4. https://nptel.ac.in/courses/122/105/122105020/												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEH02				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Training and Development				3	0	0	3	50	100*	100	
Prerequisite	Basics of Training											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Make them understand the different dimensions of training Programmes.										K2
	CO2	Identifying trending pedagogy of training.										K3
	CO3	Understanding the technological intervention of the Training										K2
	CO4	Ability to decide and implement appropriate training methods.										K2
	CO5	Ability to evaluate the training programs.										K4
UNIT-I	INTRODUCTION							Periods: 7				
Training and Development: Introduction, Meaning and Differences- Training, Development and Education: Comparision- Training for Empowerment- Role, Responsibilities, and challenges to Training Managers- Usefulness of training.											CO1	
UNIT-II	PEDAGOGY OF TRAINING							Periods: 10				
Andragogy vs. Pedagogy-Adult Learning Principles and Conditions-Special Tools and Techniques in Training Role and Qualities of trainer /Instructor-Technological Interventions in Training-Design thinking in Training.											CO2	
UNIT-III	TRAINING NEED ANALYSIS							Periods: 10				
Objectives, Process, and Models of Training Needs Analysis -Determination and Prioritization of Training Needs-Cost benefit analysis.											CO3	
UNIT-IV	TRAINING METHODS AND EVALUATION							Periods: 10				
Methods of training: off-the-Job Training - Audio-visual, Simulation, Case studies, Role-playing, Management games, Vestibule training, Fish Bowls, T-groups -On-the-Job: Coaching and Mentoring, Internship training, JIT, Job Rotation, Committee assignments- Designing and Evaluating T&D Programmes.											CO4	
UNIT-V	HUMAN RESOURCE DEVELOPMENT							Periods: 8				
HRD Concept- Role of training in HRD, HRD Mechanisms. HRD as a Total System-Management Development- Research in HRD- HRD in service industries											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books 1. Elaine Biech. The Art and Science of Training. Association for Talent Development, 2016. 2. James D. Kirkpatrick. Kirkpatrick's Four Levels of Training Evaluation. 1 edition. Association for Talent Development, 2016.												
Reference Books 1. Steven A.Beebe,TimothyP.Mottet& David Roach. Training & Development: Communicating for Success. 2nd Edition. Pearson, 2012. 2. Dipak Kumar Bhattacharyya. Training and Development: Theories and Applications. First edition. SAGE Texts, 2015. 3. Mary Broad & John W. Newstrom. Transfer of Training: Action-packed Strategies to Ensure High Payoff from Training Investments. Basic Books. 4. Elaine Biech. Training and Development for Dummies. 1 edition. For Dummie, 2015. 5. Rao V. S. P Mamoria. Personal Management. HIMALAYA PUB.HOUSE-NEW DELHI, 2014.												
Web References 1. www.astd.org.com 2. www.shrm.org 3. https://www.wiley.com/en-us/International+Journal+of+Training+and+Development-p-9780JRNL60985 4. https://www.istd.in/indian-journal-for-training-and-development/ 5. https://nptel.ac.in/courses/110/107/110107126/												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	50	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies				Programme: MBA							
Semester	Third				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEH03				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Industrial Relations and Labour Legislation				3	0	0	3	50	100*	100	
Prerequisite	Legal knowledge											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Analyze the present state of Industrial relations in India and gaps which are existing in the system.										K4
	CO2	Explore various options which are available for a HR manager in handling industrial grievances and disputes.										K4
	CO3	Implementing decisions in a legal frame work without violating compliance procedures and laws.										K3
	CO4	Implement the concepts and principles and issues connected with trade unions, collective bargaining, workers										K3
	CO5	Future HR managers can face the situation in the production sector without any dilemma legally.										K3
UNIT-I	INDUSTRIAL RELATIONS							Periods: 7				
Concepts and determinants of IR - Importance of IR - Industrial Relations problems in the Public Sector - Trade Unions: Purpose, Function and Structure - The Trade Union Act 1926.												CO1
UNIT-II	INDUSTRIAL CONFLICTS							Periods: 10				
Disputes - Impact - Causes - Strikes - Prevention - Industrial Peace - Industrial Dispute Act 1947 - Government Machinery - Conciliation - Arbitration - Adjudication - Collective Bargaining. ILO - ILC.												CO2
UNIT-III	LABOUR WELFARE							Periods: 10				
Concept - Objectives - Scope - Need - Voluntary Welfare Measures - Statutory Welfare Measures - Workmen's Compensation Act 1923 - Payment of Wages Act 1936 - Payment of Bonus Act 1965 - Payment of Gratuity Act 1972 - the Employees' Pension Scheme 1995.												CO3
UNIT-IV	INDUSTRIAL SAFETY							Periods: 10				
Causes of Accidents - Prevention - Safety Provisions - Industrial Health and Hygiene - Importance - Problems - Occupational Hazards - Psychological problems - Counseling - Factories Act 1948 - The Employees state insurance act 1948.												CO4
UNIT-V	WELFARE OF SPECIAL CATEGORIES OF LABOUR							Periods: 8				
Child Labour - The Child and Adolescent Labour (Prohibition & Regulation) Act, 1986 - Female Labour - Maternity Benefit Act - Contract Labour - Construction Labour - The Mines Act, 1952 - The Dock Workers (Safety, Health & Welfare) Act, 1986 - Differently abled Labour - BPO & KPO Labour..												CO5
Lecture Periods: 45				Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books												
1. Sivarethina mohma. R, Industrial Relations and Labour Welfare: Text and Cases, Prentice Hall India Learning Private Limited, 2010. 2. R. C. Sharma, Industrial Relations and Labour Legislation, PHI Learning Pvt. Ltd., 2016												
Reference Books												
1. A.M. Sharma, "Industrial Relation Conceptual And Legal Frame Work", Himalaya Publishing House, 2015, 2. A. M. Sharma, Aspects of Labour Welfare & Social Security, Himalaya Publishing House, 12th Revised Edition, 2015. 3. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 16th Revised Edition, 2016. 4. C. Srivastava, Industrial Relations and Labour laws, Vikas Publishing House, 1st Edition, 2012. 5. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 3rd Edition, 2017 6. Debasish Biswas, Industrial Relations and Labour Welfare: Text and Cases, Abhijeet Publications, 2nd Edition, 2013												
Web References												
1. www.ilo.org 2. www.labour.nicnet.in 3. www.labourstart.org 4. www.icftu.org 5. http://www.labour.nic.in/ 6. http://hr.blr.com/												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies				Programme: MBA							
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEH04				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Performance Management				3	0	0	3	50	100*	100	
Prerequisite	Basic of performance Management											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	To synthesize a Performance Management Process									K6	
	CO2	To develop an effective Performance Management tool.									K3	
	CO3	To analyse and evaluate a Performance Management system.									K5	
	CO4	Capable to understand the need of monitoring and feedback.									K2	
	CO5	Gain insights on rewards and pays.									K1	
UNIT-I	INTRODUCTION TO PERFORMANCE MANAGEMENT							Periods: 7				
Performance Evaluation: Definition, Evolution, Features, Related Terms and Importance -Performance Appraisal System - Linkage of Performance Management to other HR Functions.											CO1	
UNIT-II	THEORETICAL FRAMEWORK OF PERFORMANCE MANAGEMENT							Periods: 10				
Theories of Performance Management: Goal Theory, Control Theory, Social Cognitive Theory, Organizational Justice Theory and its Application in Performance Management.											CO2	
UNIT-III	PERFORMANCE APPRAISAL METHODS							Periods: 10				
Performance Management Cycle - Traditional Methods: Straight Ranking Method, Grading Method, Graphic Rating Scale, Forced Choice distribution method, Check List, Essay Method, Critical Incident Method, Group Appraisal, Field Review Method - Modern Methods: Assessment Centre Method, Management by Objectives, Human Asset Accounting Method, BARS, 360 degree and 720 degree Appraisal Methods. Performance Feedback and Counselling - RSDQ Model.											CO3	
UNIT-IV	QUALITY PERFORMANCE MANAGEMENT							Periods: 10				
Organizational Dynamics and Employee Performance – Edward Deming on Performance Appraisal - Work Place Improvement Through 5S - Modern Management Techniques - Performance Management in the perspective of Indian Ethos.											CO4	
UNIT-V	COMPETENCY MANAGEMENT							Periods: 8				
Competency Framework - Development of Personal Competency Framework - Lancaster Model of Managerial Competencies - Understanding Job positions - Data collection instruments for Job Descriptions - Stages in Design and Implementation of Competency Model - Validation of the competency model after data gathering.											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books												
1. Premchadha: Performance Management, Macmillan India, New Delhi, 2003. 2. McClelland , David Competence At Work, Spencer And Spencer,1993												
Reference Books												
1. Sanghi, Seema.The Handbook of Competency Mapping: Understanding, Designing And Implementing 2. Competency Models In Organizations, 2nd E, Sage Publications Pvt. Ltd 20072. bookboon.com/en/systems-analysis-and-design-ebook 3. Competency Mapping: A Pre- Requisite For Hr Excellence - By Dr.Lovysarikal4 Journal of the Association for Information Systems – AISel 4. David Wade and Ronadrecardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002. 5. Henderson: Compensation Management In A Knowledge Based World 9/E Pearson Education. 6. Performance Management: Toward Organizational Excellence Paperback – 29 Dec 2015 by T V Rao (Author). 7. Performance Management: Integrating Strategy Execution, Methodologies, .Book by Gary Cokins Performance Management 2/E Book by Robert Bacal. 8. Robert Bacal, “Performance Management”, New Delhi: McGraw-Hill, 2011 9. Gary Benson, “Stepping Up Performance – A Collection of Practical Knowledge, Research and Theory on Performance & How to Improve it”, Mumbai: Jaico Publishing House, 2012												
Web References												
1. https://hr.un.org/page/performance-management-home 2. https://www.bamboohr.com/performance-management/e/ 3. https://cake.hr/features/performance 4. https://www.grosum.com/ 5. https://elmosoftware.com.au/												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies				Programme: MBA						
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE				
Course Code	P23MSEH05				Periods / Week		Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM
Course Name	Leadership Development				3	0	0	3	50	100*	100
Prerequisite	Management Principles										
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)
	CO1	To become aware of strengths and weaknesses in one's leadership behaviour									K4
	CO2	Analyse the numerous approaches of leadership development and critically evaluate how they may be applied in practice									K4
	CO3	To understand how the most successful leaders are able to influence followers through effective communication of well-reasoned ideas, proposals and values									K2
	CO4	Apply concepts of leadership and effective communication to individuals, groups, and organizations and systematically train and improve one's leadership effectiveness									K3
	CO5	Improve one's self leadership skills through effective emotion regulation and emotional intelligence									K6
UNIT-I	INTRODUCTION TO LEADERSHIP							Periods: 8			
Nature of Leadership and Management - Roles of a leader - Leadership theory paradigms - Analysis of leadership theory - Leadership traits - Personality traits and leadership - Leadership attitudes - Ethical leadership - Contextual Factors in Leadership and Management Development.										CO1	
UNIT-II	LEADERSHIP BEHAVIOUR							Periods: 9			
Leadership behaviour and motivation - Contingency leadership - Team Leadership - Organizational Leadership - Strategic leadership - Leadership for Creating high performance culture - Factors influencing Leadership Behaviour: Personality, Perception, Learning Styles, Emotional Intelligence, Cultural, Organizational and Situational Factors.										CO2	
UNIT-III	LEADERSHIP SKILLS							Periods: 9			
Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity - Strategy, Planning and Goal Setting - Leadership and Systems Thinking - Values - Culture Building - Liaison with Boss and Top Management - External Customer Relations and Client Management.										CO3	
UNIT-IV	LEADERSHIP DEVELOPMENT							Periods: 10			
Leadership development through self-awareness and self-discipline - Development through education - Experience and Mentoring: Succession, Coaching, Mentoring - Ginnett's Team Leadership Model - Design and Delivery of Leadership and Management Development Interventions - Evaluation of Leadership and Management Development - Indian cases on leadership.										CO4	
UNIT-V	GLOBAL LEADERSHIP DEVELOPMENT							Periods: 9			
Developing Leadership - Global Leadership and Career - Contemporary Issues in Leadership and Management Development - Developing Ethical Leaders and Managers - Developing Leaders and Managers with a Global Competence.										CO5	
Lecture Periods: 45				Tutorial Periods:			Practical Periods: -		Total Periods: 45		
Text Books											
1. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011.											
2. Jan Carmichael, et.al. Leadership and Management Development, Oxford Publications, 2011.											
Reference Books											
1. Uday Kumar Haldar, Leadership And Team Building, Oxford Publications, 2011											
2. Dubrin, A J. Principles of leadership, SouthWestern/Cengage Learning, ISBN 978-1-133-43529-7, 2013											
3. Kouzes, J. M., Posner, B. Z. Learning Leadership. The Five Fundamentals of Becoming an Exemplary Leader. Wiley. ISBN 978- 1119144281, 2016.											
4. Northouse, P. G. Leadership. Theory & Practice. Seventh Edition. Sage Publications. 2016. ISBN 978-1-4833-1753-3											
5. Whetten,D.A, Cameron,K.S. Developing Management Skills, 8/E, Prentice Hall 2011											
Web References											
1. https://www.manager-tools.com/											
2. https://www.greatleadershipbydan.com/											
3. https://managementcraft.typepad.com/											
4. https://www.forbes.com/leadership/#75603eaf1d66											
5. http://thepracticeofleadership.net/											

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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Functional Electives

MARKETING SPECIALISATION

P23MSEM01	Marketing Research
P23MSEM02	Consumer Behaviour
P23MSEM03	Management of Marketing Channels
P23MSEM04	Sales Force Management
P23MSEM05	Integrated Marketing Communications


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Department	Management Studies			Programme: MBA						
Semester	THIRD			Course Category Code: FE			*End Semester Exam Type: TE			
Course Code	P23MSEM01			Periods / Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Marketing Research			3	0	0	3	50	100* 100	
Prerequisite	Basic of research									
Course Outcome	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Formulate, organize and conduct a marketing research project.							K6	
	CO2	Apply and evaluate different sources of marketing information							K3	
	CO3	Apply and evaluate various data collection techniques							K3	
	CO4	Evaluate various methods of data analysis.							K5	
	CO5	Develop a comprehensive market research report.							K6	
UNIT-I	DEVELOP A COMPREHENSIVE MARKET RESEARCH REPORT.					Periods: 7				
Marketing Research and its Management - Nature, Importance and Scope of Marketing Research - Marketing Research: Value and Cost of Information - Marketing Research Process - Marketing Research in the 21st Century (Indian Scenario)								CO1		
UNIT-II	DEVELOP A COMPREHENSIVE MARKET RESEARCH REPORT.					Periods: 10				
Marketing Research and its Management - Nature, Importance and Scope of Marketing Research - Marketing Research: Value and Cost of Information - Marketing Research Process - Marketing Research in the 21st Century (Indian Scenario)								CO2		
UNIT-III	DEVELOP A COMPREHENSIVE MARKET RESEARCH REPORT.					Periods: 10				
Importance of Measurement and Scaling in Marketing Research - Scales of Measurement: Fundamental Properties - Primary Scales of Measurement, Attitude Measurement Scales, Types of Comparative and Non-Comparative scale.								CO3		
UNIT-IV	DEVELOP A COMPREHENSIVE MARKET RESEARCH REPORT.					Periods: 10				
Data Analysis: Measures of Central Tendency, Measures of Dispersion, Bivariate Analysis, Multivariate Analysis - Data Interpretation – Marketing Research Report - Modus Operandi of Writing a Market Research Report -Structure of the Report - Components of a Report - Style and Layout of a Report - Responsibilities of a Market Research Report Writer - Presenting the Report.								CO4		
UNIT-V	DEVELOP A COMPREHENSIVE MARKET RESEARCH REPORT.					Periods: 8				
Consumer Market Research - Business-to-Business Market Research - Product Research - Pricing Research -Distribution Research - Advertising Research - Media research - Sales Analysis and Forecasting - Online Marketing Research - Recent Trends in Marketing Research: Research in Non-Store Retailing, Social Marketing Research. Rural Marketing Research, Services Marketing Research and Brand Equity Research.								CO5		
Lecture Periods: 45			Tutorial Periods:		Practical Periods: -			Total Periods: 45		
Text Books										
1. Malhotra NK, Satyabhushan Dash, “Marketing Research: An Applied Orientation”, 7th ed, Pearson Education, 2019.										
2. Leeflang PS, Wittink DR, Wedel M, Naert PA, “Building Models for Marketing Decisions”, Springer Science & Business Media, 2013.										
Reference Books										
1. Wilson A, “Marketing Research: An Integrated Approach”, 3rd ed, FT Prentice Hall, 2011.										
2. Smith PR, Taylor J, “Marketing Communications: An Integrated Approach”, Kogan Page Publishers, 2004.										
3. Anijit P, Jayjit C, “An Integrated Approach to Services Marketing Theories and Research Insights”, 1st ed, Eureka Publications, 2019.										
4. Moisander J, Valtonen A, “Qualitative marketing research: A cultural approach”, Sage Publisher, 2006.										
5. Bendle NT, Farris PW, Pfeifer PE, Reibstein DJ, “Marketing metrics: The Manager's Guide to Measuring Marketing Performance”, Pearson Education, 2016.										
Web References										
1. https://swayam.gov.in/nd1_noc20_mg26/preview										
2. https://swayam.gov.in/nd1_noc20_mg26/previewhttps://swayam.gov.in/nd1_noc20_mg26/preview										
3. https://www.entrepreneur.com/encyclopedia/market-research										


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

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Department	Management Studies				Programme: MBA							
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEM02				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Consumer Behaviour				3	0	0	3	50	100*	100	
Prerequisite	Basic of consumer											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Understand environmental factors influencing the consumer behaviour										K2
	CO2	Ability to understand the types of consumer and changing behaviour										K2
	CO3	Evaluate and find out the attitudes of the consumer about a product and service										K5
	CO4	Understand internal and external influencing factors and its helps to apply marketing implication										K2
	CO5	Ability to assess the emerging trends and issues in consumer buying habits										K5
UNIT-I	INTRODUCTION							Periods: 7				
Consumer Behaviour, Meaning & Definition, Nature, importance - Factors Influencing Consumer Behaviour - Buying Decision Process – Consumer Behaviour Models – Learning Model, Sociological Model, Economic Model, Black Box Model, EKB Model, Howard Sheth Model &Niscosia Model - Consumer involvement - Purchase and Post Purchase Processes - Industrial Buyer Behaviour - Implications of modern marketing decisions.											CO1	
UNIT-II	CONSUMERISM AND COMMUNICATION IN THE MODERN ENVIRONMENT							Periods: 10				
Consumer movement, Consumer rights, Concerns of consumers – Persuading Consumers – Elements of Communication – Broadcasted Vs. Addressable Messages – From Print & Broadcast to Social Media& Mobile Advertising – Advertising Reach and Efficacy - Changing face of consumer behaviour under the new scenario of globalization.											CO2	
UNIT-III	INTERNAL INFLUENCES							Periods: 10				
Foundation of Individual Behaviour - Psychological factors: Perception, Consumer learning, Attitudes, Motivation and Personality - Capturing consumer insight.											CO3	
UNIT-IV	EXTERNAL INFLUENCES							Periods: 10				
Socio-Culture and Consumer Behaviour - Role of Family – References group: Role of Celebrities - Opinion leadership. Consumer Behaviour in the networked era– global culture– cross cultural marketing strategy– changes in cultural values.											CO4	
UNIT-V	MARKETING ETHIC AND CONSUMER BEHAVIOUR							Periods: 8				
Consumer behaviour audit- consumer behaviour studies in India. - Consumer buying habits and perceptions of emerging non-store choices - Issues of privacy and ethics. Behaviour-online purchase decision process-diffusion of innovation-managing dissonance-emerging issues.											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books												
1. David Mothers bough, Delbert Hawkins, Consumer Behavior: Building Marketing Strategy, 2015. 2. Leon G Schiff man, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, 11th edition, 3. Frank R. Kardes, Consumer Behavior and Managerial Decision Making, 2nd edition, Prentice-Hall of India Pvt. Limited, 2002.												
Reference Books												
1. Albert Della Bitta,David Loudon, Consumer Behavior: Concepts and Applications, Published by McGraw Hill Education, 2002. 2. Wayne D. Hoyer, Deborah J. MacInnis, Rik Pieters, Consumer behaviour, 6th ed. [International Ed.].2013, 3. Henry Assael, Consumer behaviour: a strategic approach, Biztantra, 2009. 4. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008												
Web References												
1. https://smude.edu.in/smude/programs/mba/marketing-management/consumer-behaviour.html 2. https://onlinecourses.nptel.ac.in/noc17_mg05 3. https://onlinelibrary.wiley.com/journal/14791838 4. https://www.wiley.com/en-gb/Journal+of+Consumer+Behaviour-p-9780J 5. https://journals.sagepub.com/doi/pdf/10.1177/2158244016645638												


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Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies				Programme: MBA						
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE				
Course Code	P23MSEM03				Periods / Week		Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM
Course Name	Management of Marketing Channels				3	0	0	3	50	100*	100
Prerequisite	Distribution knowledge										
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)
	CO1	Ability to interpret the Marketing Channel concepts									K2
	CO2	Capable of designing a Distribution System									K6
	CO3	Ability to develop a Marketing Channel and choosing Channel Partners									K3
	CO4	Capable of managing the issues of Marketing Channel									K3
	CO5	Ability to analyse the cost and risk factors in Channel Management.									K4
UNIT-I	INTRODUCTION							Periods: 7			
Introduction to the Marketing Channels - Marketing Channel Concepts - Channel Participants - Retail Channel Decisions - Behavioral Processes in Marketing Channels: Role, Environment of Marketing Channels, Cooperation and Conflict.											CO1
UNIT-II	CONSUMERISM AND COMMUNICATION IN THE MODERN ENVIRONMENT							Periods: 10			
Types of Channel Partners: C & F agent, Wholesaler/dealer, Retailer, Agents, Brokers, VARs, Stocking Agents - Strategy in the Marketing Channel - Strategic Channel Decision: Factors in selecting Channel Partners, Selecting the Channel Members, Target Markets and Channel Design Strategy - Related Strategic issues.											CO2
UNIT-III	INTERNAL INFLUENCES							Periods: 10			
Motivating and Evaluating Channel Members - Customer Service and Channel Management - Product Issues in Channel Management - Pricing Issues in Channel Management - Promotion through Marketing Channel -Channel Conflicts and Conflict Management Techniques.											CO3
UNIT-IV	EXTERNAL INFLUENCES							Periods: 10			
Cost of Distribution - Impact on Profit - Concept of Total Cost Analysis - Cost of Providing Customer Service -Principles of Distribution Costing - Customer Profitability. Risk Analysis: Types of Risks, Causes of Risks and Analysis, Controlling Risk, Minimising and Shifting Risk.											CO4
UNIT-V	MARKETING ETHIC AND CONSUMER BEHAVIOUR							Periods: 8			
Customer Service Levels - Designing Customer Driven Distribution System - Assessing opportunities - Evaluating alternatives (Direct vs. Indirect) - Designing Marketing Channel - Managing Hybrid System - Distribution Logistics - Additional Perspectives on Marketing Channels: Franchise Marketing Channels, International and Cross-Cultural Issues, Electronic and Service Marketing Channels.											CO5
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books											
1. Bert Rosenbloom, “Marketing Channel: A Management View”. 8th Edition. Cengage Learning; 2012.											
2. Robert W.Palmatier, Louis Stern, Adel El-Ansary, “Marketing Channel Strategy”. 8th Edition. Pearson International; 2014.											
Reference Books											
1. Micheal Hugos. “Essentials of Supply Chain Management”. 4th Edition. Wiley, 2018.											
2. Dinesh Kumar. “Marketing Channels”. Oxford University Press, 2012.											
3. Meenal Dhotre, “Channel Management and Retail Marketing”. Himalaya Publishing House, 2019.											
4. Julian Dent, Micheal White. “Sales and Marketing Channels”. 3rd Edition. Kogan Page, 2018.											
5. Sandro Castaldo. “Retail and Channel Marketing”. Edward Elgar Publishing Ltd, 2018.											
Web References											
1. https://www.tandfonline.com/loi/wimc20											

COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

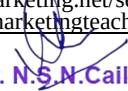
Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies			Programme: MBA						
Semester	THIRD			Course Category Code: FE		*End Semester Exam Type: TE				
Course Code	P23MSEM04			Periods / Week		Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM
Course Name	Sales Force Management			3	0	0	3	50	100*	100
Prerequisite	Basic about sales									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Understood current sales management practices and relevant managerial issues							K2	
	CO2	Recognise and apply the way to recruit, select and train the sales people							K3	
	CO3	Understand how to manage and motivate a professional sales force							K2	
	CO4	Recognise and apply the ways to control the sales persons.							K3	
	CO5	Ability to understand the professional sales process and sales force management							K2	
UNIT-I	OVERVIEW OF SELLING					Periods: 7				
Sales Force - Meaning & Definition - Difference between Sales and Marketing - Nature & Role of sales Management - Different Stages in the Selling Process - Types of Selling Jobs - Sales Manager’s Duties & Responsibilities - Sales Management in the 21st Century.									CO1	
UNIT-II	SALES TECHNIQUES					Periods: 10				
Sales Forecasting Methods – Subjective Methods – User expectations, Sales force composite, Delphi technique, Jury of executive opinion- Objective Methods – Market test, time series analysis, Moving Averages, Exponential Smoothing, Statistical demand analysis - Sales Quotas – Types of Quota – Characteristics of good Quota - Territory Management - Formulation of Sales Strategies - Role of IT in sales management - Internet as an Emerging selling techniques..									CO2	
UNIT-III	SALES ENVIRONMENT					Periods: 10				
Internal Environment – Organisational Goals & Culture, Human Resource, Finance, R & D, Production & Supply Chain capabilities, Service Capabilities – External Environment – Economic, Legal & Political Environment, Social & Cultural Environment, Technological & Natural Environment, Sales promotions – Exhibitions - Public relations - Legal and ethical issues in sales management – CRM - Process Cycle - International selling.									CO3	
UNIT-IV	SALES FORCE MANAGEMENT					Periods: 10				
Sales force recruitment – Process – Sales force training – Objectives & Methods – Measuring training cost and its benefits – Sales Force Performance Evaluation - Sales Force Compensation Methods – Straight Salary Method, Straight Commission Method and Combination Plans Risk.									CO4	
UNIT-V	SALES CONTROL					Periods: 8				
Sales budget – Types of Sales Budget – Sales Audit - Significance of sales audit – Market Share Analysis - Marketing cost and Profitability Analysis									CO5	
Lecture Periods: 45			Tutorial Periods:		Practical Periods: -			Total Periods: 45		
1. Mark Johnston and Greg W.Marshall, "Sales Force Management", 11 th Edition, Tata McGraw-Hill Publishing Company Limited, 2013. 2. Tapan K. Panda, Sunil Sahadev," Sales and distribution management", Oxford University Press 2019 3. David Jobber &geoffrey Lancaster, "Selling and Sales Management", 7 th Edition, Pearson Education										
Reference Books 1. Anderson Professional Sales Management, Prentice Hall of India (p) Ltd,2009. 2. S.L. Gupta, "Sales & Distribution Management", Excel Books, 2008. 3. Spiro, Stanton, Rich, Management of Sales Force, "Tata Mcgraw Hill, 7th edition, 2003, New Delhi. 4. Gerardus Blokdyk," Sales Force management System", 5starcooks publications 2019										
Web References 1. https://www.researchgate.net/profile/Barbara_Kahn/publication/272592528_Journal_of_Marketing_Research/links/54e9f63c0cf25ba91c817f1d/Journal-of-Marketing-Research.pdf 2. http://iosrjournals.org/iosr-jbm/papers/vol3-issue6/G0364045.pdf?id=5454 3. https://academicjournals.org/article/article1380700136_Pour%2520et%2520al.pdf 4. www.icmrindia.org/casestudies/Case_St... 5. www.learnmarketing.net/servicemarketing..... 6. http://www.marketingteacher.com/lesson-store/										


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies				Programme: MBA							
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEM05				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Integrated Marketing Communications				3	0	0	3	50	100*	100	
Prerequisite	Basic Communication knowledge											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Illustrate the important concepts of advertising and interpret the role of IMC in marketing									K2	
	CO2	Compare the advertising agencies									K3	
	CO3	Demonstrate a Strategy for sales promotion and publicity									K2	
	CO4	Make use of Direct Marketing and Public Relations in IMC									K3	
	CO5	Examine the social and ethical issues of advertising.									K2	
UNIT-I	INTRODUCTION TO IMC AND ADVERTISING							Periods: 7				
Role of IMC in marketing process - IMC planning process - Steps involved in developing IMC programme. Advertising - Objectives, Functions, Advantages, Limitations and Type - Advertising Plan - DAGMAR Approach - Visualization of Advertising Layout: Functions, Principles, Elements of a layout - Advertising Media											CO1	
UNIT-II	ADVERTISING AGENCY AND BUDGETING							Periods: 10				
Advertising Agency: Type of Agencies, Services offered by Agencies, Criteria for selecting agencies and evaluation - Advertising Budgeting: Need, Importance and Types of Budgeting methods - Measuring the effectiveness of Advertisement: Pre-testing and Post-testing Methods. Regulations of Advertising and Promotion in India - Social and Ethical Criticisms of Advertising - Advertising to children - Advertising controversial products.											CO2	
UNIT-III	SALES PROMOTION, PUBLICITY AND PUBLIC RELATIONS							Periods: 10				
Sales Promotion: Consumer and Trade Promotions - Sales Promotion Strategies and Product Life Cycle -Cross Promotions - Surrogate Selling - Bait and Switch advertising issues. Publicity: Objectives, Tools of publicity, Goals and importance of Publicity. Product Placements, Branded Entertainment. Public Relations: Functions of PR; Building Positive image, Preventing image Damage, Sponsorships, Event Marketing.											CO3	
UNIT-IV	DIRECT MARKETING DIGITAL AND SOCIAL MEDIA MARKETING							Periods: 10				
Direct Marketing: Features, Functions and Strategies - Digital Marketing: Digital Marketing, Web 4.0, E-Commerce, Mobile Marketing, Digital Strategies, Web Advertising, Search Engine Optimization - social media: Social Networks, Social Media sites, Social Media Marketing strategies.											CO4	
UNIT-V	DATABASE AND DIRECT RESPONSE MARKETING, PERSONAL SELLING							Periods: 8				
Database Marketing, Database – Driven Marketing Communications and Marketing Programs, Direct response Marketing and Personal Selling - Recent trends in IMC.											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Reference Books												
1. Kruti Shah. “Advertising and Integrated Marketing Communications”, McGraw Hill Education, 2017.												
2. Allen H.Center, Patrick Johnson, Stacey Smith, Frank StansBerry. “Public Relations Practices”, 7th Edition. Prentice Education India, 2015.												
3. Sandra Moriarty, Nancy Mitchell, William D.Wells, Charles Wood. “Advertising & IMC: Principles and Practice”, 11th Edition, Pearson Education India, 2018.												
4. Terence A. Shimp, “Advertising Promotion and Other aspects of Integrated Marketing Communications”, 9th Edition. South Western, 2015.												
5. J. Craig Andrews, “Advertising Promotion and Other aspects of Integrated Marketing Communications”, 10th Edition, Cengage Learning; 2017.												
Text Books												
1. Kenneth E.Clow, Donald E.Baack. “Integrated Advertising, Promotion and Marketing Communications”. 8th Edn. Pearson; 2017.												
2. Belch. “Advertising and Sales Promotion – An Integrated Marketing Communication Approach”. 9th Edn. McGrae Hill Education; 2017.												
Web References												
1. https://www.worldcat.org/title/international-journal-of-integrated-marketing-communications/oclc/234389523												
2. https://www.moreaboutadvertising.com/												
3. https://mpk732t22015.wordpress.com/category/topic-8-integrated-marketing-communications/												
4. https://courses.lumenlearning.com/wmopen-introbusiness/chapter/promotion-integrated-marketing-communication-imc/												
5. https://www.paperflite.com/blogs/integrated-marketing-communication												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

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Functional Electives

OPERATIONS SPECIALISATION

P23MSEN01	Business Process Re-engineering
P23MSEN02	Production, Planning and Control
P23MSEN03	Product and Process Design
P23MSEN04	Supply Chain Management
P23MSEN05	Materials Management


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Department	Management Studies			Programme: MBA						
Semester	THIRD			Course Category Code: FE			*End Semester Exam Type: TE			
Course Code	P23MSEN01			Periods / Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Business Process Re-Engineering			3	0	0	3	50	100*	100
Prerequisite	Basic Business concepts									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	organize business process around outcomes rather than tasks							K2	
	CO2	Identify and prioritize each process in order of redesign urgency							K2	
	CO3	Integrate technology-based information processing into business workflows							K3	
	CO4	Geographically dispersed resources as though they were in a central location							K5	
	CO5	link activities within the workflow rather than complete each activity and then integrate results							K2	
UNIT-I	PROCESS VIEW OF BUSINESS						Periods: 7			
Definition and Dimensions of Business Process, Generic Process Framework, the Capability Maturity Model Integration (CMMI), Design Process and Design Quality, Requirement Engineering, Design Concepts.									CO1	
UNIT-II	BPR: TECHNIQUES & APPLICATIONS						Periods: 10			
Introduction and History of BPR, Definition and Benefits of BPR, BPR Model, BPR Methodology Selection Guidelines, steps to implement BPR: Reengineering Approaches, BPR Methodologies, Comparison of various methodologies. Cases: Dabbawala of Mumbai and The Museum of Tropical Queensland, Townsville” by R. Kennedy and A. Sidwell.									CO2	
UNIT-III	CRITICAL SUCCESS FACTORS ANALYSIS						Periods: 10			
Reengineering Success Factors, Risks associated with BPR, Barriers to BPR, Case: Analysis on “Pillsbury: Customer Driven Reengineering”, Barriers Management, Case: “Walmart China- Supply Chain Transformation”									CO3	
UNIT-IV	BPR Vs OTHER IMPROVEMENT APPROACHES						Periods: 10			
Optimization Techniques, Process Simplification, Case: “Aviation Spare Parts Supply Chain Management Optimization at Cathay Pacific Airways Ltd”. TQM: ISO 9000 – QMS/EMS/IMS, Quality Policy, Quality Manual, SIPOC, Procedure Manual, Work Sheets, Quality Audit, Six Sigma, QMS, ISO in Higher Education Institutions, IACBE Accreditation in Education, Restructuring, 5 S Technique, Benchmarking, Work Study, Knowledge Management.									CO4	
UNIT-V	INFORMATION TECHNOLOGY AND BPR						Periods: 8			
Role of IT in Reengineering, Criticality of IT in Business Process, BPR Team Characteristics, Threads of BPR in Various Phases, Case: “Otis Elevator: Accelerating Business Transformation with IT”, BPR, SAP and ERP, Elements of ERP, Applications of ERP.									CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45	
Text Books										
1. R. Radhakrishnan, S. Balasubramanian. (2010). Business Process Reengineering, Text and Cases. Prentice Hall of India, New Delhi. 2. Siddiqui Moid& Khwaja R.H. (2010). The Acrobatics of Change, 7th Reprint. Sage Publications India Pvt. Ltd. New Delhi.										
Reference Books										
1. Sanjay Mohapatra, Business Process Reengineering: Automation Decision Points in Process Reengineering, Springer, 2015 2. Giles Johnston, Business Process Re-engineering: A Simple Process Improvement Approach to Improve Business Performance, Amazon.com, 2012 3. John Jeston, Business Process Management: Practical Guidelines to Successful Implementations, Routledge, 4th Edition, 2018. 4. Clarence Feldmann, The Practical Guide to Business Process Reengineering using IDEFO, Addison-Wesley Professional, 1st Edition, 2013. 5. Heru Susanto, Fang-Yie Leu, Chin Kang Chen, Business Process Reengineering: An ICT Approach, Apple Academic Press, 1st Edition, 2019 6. Roger S. Pressman and Bruce Maxim, Software Engineering: A Practitioner’s Approach, McGraw-Hill Education, 8th Edition, 2014.										
Web References										
1. uk.life123.com/Reengineering business process 2. www.homeandgardenideas.com/Reengineering business process 3. www.answerroot.com/Business process reengineering 4. https://www.integgroup.com/blog 5. International Journal of Software Engineering, Technology and Applications-Inderscience										


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus



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Department	Management Studies				Programme: MBA							
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEN02				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Production Planning and Control				3	0	0	3	50	100*	100	
Prerequisite	Basic Production concepts											
Course Outcome	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Understand the objectives, functions, applications of production planning and control and forecasting techniques.										K2
	CO2	Understand the different Inventory control techniques										K3
	CO3	Solve routing and scheduling problems										K5
	CO4	Summarize various aggregate production planning techniques										K3
	CO5	Describe way of integrating different departments to execute production planning and control functions.										K2
UNIT-I	INTRODUCTION TO PRODUCTION PLANNING AND CONTROL							Periods: 8				
Introduction: Objectives and benefits of planning and Control, Functions of production Control, Types of production, job, batch and Continuous, Product development and design, Marketing aspect, Functional aspects, Operational aspect, Durability and dependability aspect aesthetic aspect. Profit Consideration, Standardization, Simplification & specialization, Break even analysis Economics of a new design.											CO1	
UNIT-II	WORK STUDY							Periods: 8				
Work Study; Method study, basic Procedure, Selection, Recording of process, Critical analysis, Development, Implementation, Micro motion and memo motion study, work measurement, Techniques of work measurement, Time study, Production study, Work sampling, Synthesis from standard data, Predetermined motion time standards											CO2	
UNIT-III	PRODUCT AND PROCESS PLANNING							Periods: 9				
Product Planning and Process Planning; Product planning, Extending the original product information, Value analysis, Problems in lack of product planning, Process planning and routing, Pre requisite information needed for process planning, steps in process planning, Quantity determination in batch production, Machine capacity, balancing, Analysis of process capabilities in a multiproduct system.											CO3	
UNIT-IV	PRODUCTION SCHEDULING							Periods: 10				
Production Scheduling; Production Control Systems, Loading and scheduling, Master Scheduling, Scheduling rules Gantt charts, Perpetual loading, Basic scheduling problems, Line of balance, Flow production scheduling, Batch production scheduling, Product sequencing, Production Control systems, Periodic batch control, Material requirement planning Kanban, Dispatching, Progress reporting and expediting, Manufacturing lead time, Techniques for aligning completion times and due dates.											CO4	
UNIT-V	INVENTORY CONTROL							Periods: 10				
Inventory Control and Recent Trends in PPC; Inventory control, Purpose of holding stock, Effect of demand on inventories, Ordering procedures. Two bin system, Ordering cycle system, Determination of Economic order quantity and economic lot size, ABC analysis, Recorder procedure, Introduction to computer integrated production planning systems, elements of Just-in-Time SYSTEMS, Fundamentals of MRP II and ERP.											CO5	
Lecture Periods: 45				Tutorial Periods:			Practical Periods: -		Total Periods: 45			
Text Books												
1. Kiran DR. Production Planning and Control: A Comprehensive Approach. Butterworth-Heinemann, 2019.												
2. Mukhopadhyay SK. Production planning and control: Text and cases. PHI Learning Pvt. Ltd.; 2015.												
Reference Books												
1. Michael H. Hugos, Essentials of Supply Chain Management, 3rd edition, John Wiley & Sons, 2018.												
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations & Supply Chain Management, 15 edition Mc Graw Hill India, 2018.												
Web References												
1. https://lecturenotes.in/notes/22873-note-for-production-planning-and-control-ppc-by-shaik-abdul-lathif												
2. https://lecturenotes.in/subject/479/production-planning-and-control-ppc/note												
3. Production and planning control – Taylor & Francis Online												
4. European Journal of Operational Research – ScienceDirect												
5. https://nptel.ac.in/courses/112/107/112107143/												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

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Department	Management Studies				Programme: MBA							
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEN03				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Product and Process Design				3	0	0	3	50	100*	100	
Prerequisite	Basic of Design											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Understand modern product development processes									K2	
	CO2	Understand and explain the concept of Industrial design and robust design concepts									K2	
	CO3	Understand the concept of Design for manufacture and assembly.									K1,K2	
	CO4	Explain the characteristic of process design framework.									K2,K5	
	CO5	Study and analyse the work flow design tools and techniques.									K4,K1	
UNIT-I	INTRODUCTION TO PRODUCT DESIGN							Periods: 7				
Introduction to Classification and specification of product, Product life cycle, product mix, Introduction to product design, Modern product development process, Innovative thinking, Morphology of design.											CO1	
UNIT-II	CONCEPTUAL DESIGN AND DESIGN OPTIMIZATION							Periods: 10				
Conceptual Design: Generation, selection and embodiment of concept, Product Architecture. Industrial design: Process and need Introduction to Robust design concepts: Taguchi Design and DOE. Basics of Design optimization, case studies on various robust design concepts.											CO2	
UNIT-III	DESIGN FOR MANUFACTURE AND ASSEMBLY							Periods: 10				
Fundamentals of Design for Manufacturing & Assembly: Methods of designing for Mfg. & Assy. Fundamentals of Designs for Maintainability, Designs for Environment., Product costing. Legal factors and social issues. Engineering ethics and issues of society related to design of products.											CO3	
UNIT-IV	PROCESS DESIGN FRAMEWORK							Periods: 10				
Business process design framework based on process modelling and simulation. A systematic approach to reengineering of processes. The framework consists of eight steps including case for action and vision statement; process identification and selection; obtaining management commitment; evaluating design enablers; acquiring process understanding; creative process design; process modelling and simulation, and implementation of the new process design.											CO4	
UNIT-V	BUSINESS PROCESS TOOLS AND TECHNIQUES							Periods: 8				
Workflow design principles and tools used for business process analysis. Some of the graphical tools which are covered general process charts, process activity charts, process flow diagrams, flow charts. Workflow design principles and tools such as establish product orientation in the process, eliminating buffers, one-at-a-time processing, balancing bottleneck flows, minimizing sequential processing and handoffs, scheduling based on job characteristics and minimizing multiple paths.											CO5	
Lecture Periods: 45				Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books												
1. Business Process Reengineering: An Integrated and Holistic Approach by Hadi AlAbrrow. Lambert Academic Publishing (2012).												
2. KarlT.Ulrich and Steven D.Eppinger,”Product Design and Development”, McGraw-Hill International Edns.												
3. Stephen Rosenthal, “Effective Product Design and Development”, Business One Orwin, Homewood												
Reference Books												
1. Otto, K. N. Product design: techniques in reverse engineering and new product development.												
2. Chitale A.V. and Gupta R.C., “Product Design and Manufacturing”, 6th Edition, PHI.												
3. TaurtPugh,”Tool Design – Integrated Methods for Successful Product Engineering”, Addison Wesley Publishing, New york, NY												
4. Ashby, M. F., & Johnson, K... Materials and design: the art and science of material selection in												
5. product design. Butterworth-Heinemann.												
Web References												
1. http://www.worldcat.org/title/product-design-and-development/oclc/904505863												
2. https://www.pdfdrive.com/product-design-and-development-e38289913.html												
3. https://www.smashingmagazine.com/2018/01/comprehensive-guide-product-design/												
4. https://www.smashingmagazine.com/2018/01/comprehensive-guide-product-design/												
5.https://ocw.mit.edu/courses/sloan-school-of-management/15-783j-product-design-anddevelopment-spring-2006/lecture												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

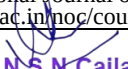
Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies			Programme: MBA							
Semester	THIRD			Course Category Code: FE			*End Semester Exam Type: TE				
Course Code	P23MSEN04			Periods / Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Supply Chain Management			3	0	0	3	50	100*	100	
Prerequisite	Basic about logistics										
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Understand the process and functions of supply chain management								K2	
	CO2	Understand the design and network in supply chain management								K2	
	CO3	Competence to grasp the significance of forecasting role in supply chain management								K3	
	CO4	Appreciate the role of transportation in supply chain management								K5	
	CO5	Understand the character of coordination in supply chain management								K2	
UNIT-I	INTRODUCTION TO PRODUCT DESIGN						Periods: 7				
Introduction to Supply Chain Management; Supply chain, objectives, importance, decision phases, process view, competitive and supply chain strategies, achieving strategic fit, supply chain drivers, obstacles, framework, facilities, inventory, transportation, information, sourcing, pricing.										CO1	
UNIT-II	CONCEPTUAL DESIGN AND DESIGN OPTIMIZATION						Periods: 10				
Designing the Supply Chain Network; Designing the distribution network, role of distribution, factors influencing distribution, design options, e-business and its impact, distribution networks in practice, network design in the supply chain, role of network, factors affecting the network design decisions, modelling for supply chain.										CO2	
UNIT-III	DESIGN FOR MANUFACTURE AND ASSEMBLY						Periods: 10				
Planning Demand and Supply; Role of forecasting, demand forecasting, approaches, role of IT. Planning and Managing Inventories, Safety inventory and its appropriate level, impact of supply uncertainty, aggregation and replenishment policies.										CO3	
UNIT-IV	PROCESS DESIGN FRAMEWORK						Periods: 10				
Transportation Networks and Sourcing, Role of transportation, modes and their performance, transportation infrastructure and policies, design options and their trade-offs, Tailored transportation. Sourcing, In-house or Outsource, 3rd and 4th PLs, supplier scoring and assessment.										CO4	
UNIT-V	BUSINESS PROCESS TOOLS AND TECHNIQUES						Periods: 8				
Coordination in a Supply Chain, Lack of supply chain coordination and the Bullwhip effect, obstacle to coordination, managerial levels, building partnerships and trust, continuous replenishment and vendor-managed inventories, collaborative planning, forecasting and replenishment.										CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books											
1. Chopra, Sunil, Peter Meindl, and Dharam Vir Kalra. Supply chain management: strategy, planning, and operation. 6/e Edition, MA: Pearson, 2016.											
2. Martin Christopher, Logistics and Supply Chain Management, 5th Edition, FT Publishing International, 2016.											
3. Robert B. Handfield (Author), Ernest L. Nichols Jr. “Introduction to Supply Chain Management”											
Reference Books											
1. Michael H. Hugos, Essentials of Supply Chain Management, 3rd edition, John Wiley & Sons, 2018.											
2. Wisner, Keong Leong & Keah-Choon Tan “Principles of Supply Chain Management a Balanced Approach”, New york, USA,Thomson Press.											
3. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations & Supply Chain Management, 15 edition Mc Graw Hill India, 2018.											
Web References											
1. https://www.edx.org/learn/supply-chain-management											
2. http://library.jgu.edu.in/content/logistics-and-supply-chain-management											
3. Journal of Supply Chain Management – Wiley Online Library											
4. An International Journal of Operations and Logistics Management – Emerald Insight											
5. https://nptel.ac.in/noc/courses/noc19/SEM1/noc19-mg22/											


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation.

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus


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Department	Management Studies				Programme: MBA							
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSEN05				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Materials Management				3	0	0	3	50	100*	100	
Prerequisite	Basic of Material management											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Demonstrate the understanding of fundamental concepts and ideas of materials management									K2	
	CO2	Analyzing the purchasing management in demand forecasting of the organization									K4	
	CO3	Analyze the importance of inventory management in controlling and policy decisions of the organization									K4	
	CO4	Understanding the Warehouse Management in performance measurement of the organization									K2	
	CO5	Understanding the emerging trends in materials management									K2	
UNIT-I	INTRODUCTION							Periods: 7				
Introduction to Supply Chain Management; Supply chain, objectives, importance, decision phases, process view, competitive and supply chain strategies, achieving strategic fit, supply chain drivers, obstacles, framework, facilities, inventory, transportation, information, sourcing, pricing.										CO1		
UNIT-II	PURCHASING MANAGEMENT							Periods: 10				
Purchasing Management: Objectives and Functions of Purchasing Department, Purchase Policy and Procedure, Negotiations, Purchase of High Capital Equipment and their Feasibilities. Supply Chain Management, Implementation of Supply Chain Principles within a Company.										CO2		
UNIT-III	INVENTORY MANAGEMENT							Periods: 10				
Inventory Management: Different Costs of Inventory, Optimal Order Quantity, EOQ, Inventory Models with Purchase Discounts, Buffer Stocks, Fixed Order Period Model, Safety Stocks, Optimum Level of Safety Stock, Inventory Control, Elements of Effective Inventory Control, Advantages, Procedure for Setting up an Efficient Inventory Control System, Logistics Management and Its Link with Inventory Control and other Areas.										CO3		
UNIT-IV	PROCESS DESIGN FRAMEWORK							Periods: 10				
Stores Management: Purpose of Store Management, Location and Layout, Cost Aspects and Productivity, Problems and Developments, New Developments in Storing.										CO4		
UNIT-V	BUSINESS PROCESS TOOLS AND TECHNIQUES							Periods: 8				
Evaluation of Materials Management: Organization, Difficulties, Process and Criteria, Reporting and Purchasing. Computers in Material Management Electronic Computer, Integrated Computer System for Materials Management, Material Planning.										CO5		
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books												
1. Chitale A K, Gupta R C, “Materials Management: Text and Cases”, Prentice Hall Publications Second Edition.												
2. Arnold Tony J R, Chapman Stephen, Clive Lloyd, “Introduction to Materials Management”, Pearson International Edition Sixth Edition.												
3. Gopalakrishanan “Materials Management: An Integrated Approach” Prentice Hall India Learning Private Limited (1977)												
Reference Books												
1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.												
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012.												
3. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006												
4. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012.												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
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Functional Electives

BUSINESS SYSTEMS AND ANALYTICS SPECIALISATION

P23MSES01	Software Engineering
P23MSES02	System Analysis and Design
P23MSES03	Decision Support Systems
P23MSES04	Data Mining & Analytics
P23MSES05	Business Intelligence and Tools


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Department	Management Studies			Programme: MBA						
Semester	THIRD			Course Category Code: FE			*End Semester Exam Type: TE			
Course Code	P23MSES01			Periods / Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Software Engineering			3	0	0	3	50	100*	100
Prerequisite	Basic software engineering concepts									
Course Outcome	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Basic knowledge and understanding of the analysis and design of complex systems.							K2	
	CO2	Ability to apply software engineering principles and techniques							K3	
	CO3	Ability to develop, maintain and evaluate large-scale software systems							K3	
	CO4	To produce efficient, reliable, robust and cost-effective software solutions							K2	
	CO5	Ability to perform independent research and analysis.							K2	
UNIT-I	INTRODUCTION TO SOFTWARE ENGINEERING						Periods: 7			
Software as a product : its characteristics, components and applications, Software engineering as a process: Process Maturity levels, Different process models, Linear sequential model, Prototyping model, Rapid application development model, Evolutionary software process models, Conventional methods for Software Engineering: System Engineering, Information Engineering and Product Engineering.									CO1	
UNIT-II	SOFTWARE QUALITY ASSURANCE						Periods: 10			
Software quality assurance: concepts, metrics (McCall’s Quality Factors and Hewlett Packard’s FURPS factors), Defect Amplification and removal, Formal Technical Reviews(FTRs), Software reliability, statistical quality assurance (SQA) for software.									CO2	
UNIT-III	REQUIREMENT ANALYSIS AND DESIGN						Periods: 10			
Overview of Software requirement analysis and analysis modeling, data modeling, functional modeling and behavioural modeling Software design: process, principles, concepts and methods, transform flow and transaction flow, interface design.									CO3	
UNIT-IV	SOFTWARE TESTING						Periods: 10			
Software testing: methods (white box testing, black box testing, basis path testing, control structure Testing) and strategies (unit testing, integration testing, validation testing, system testing) Testing for specialized environments: GUIs, C/S, Web sites, Documentation/Help facilities and Real-time systems, Debugging: process and approaches.									CO4	
UNIT-V	OBJECT-ORIENTED SYSTEMS AND CLIENT/SERVER SYSTEMS						Periods: 8			
Object-oriented software engineering: concepts, distinguishing characteristics and principles, Object oriented Analysis process, Object Design process and Object-oriented Testing strategies Client-server(C/S) software engineering, structure and design of C/S systems.									CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45	
Text Books										
1. Roger S Pressman, Software Engineering A practitioner’s Approach, , sixth edition McGraw Hill International Edition. 2. Ian Sommerville, Software Engineering, seventh edition, Pearson education.										
Reference Books										
1. Pankaj Jalote, Software Engineering-A Precise Approach, Wiley India, 2010. 2. Waman S Jawadekar, Software Engineering: A Primer, Tata McGraw-Hill, 2008 3. Rajib Mall, Fundamentals of Software Engineering, , PHI, 2005 4. Deepak Jain, Software Engineering, Principles and Practices, Oxford University Press. 5. Diner Bjorner, Software Engineering1: Abstraction and modeling, Springer International edition, 2006.										
Web References										
1. https://www.softwareengineerinsider.com/careers/software-engineering-management.html 2. https://www.techrepublic.com/article/how-to-succeed-in-software-engineering-management/ 3. https://giential.com/how-to-be-a-great-software-engineering-manager/ 4. Journal of Software Engineering Research and Development-Springer 5. International Journal of Software Engineering, Technology and Applications-Inderscience										

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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final Computation

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Department	Management Studies				Programme: MBA							
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSES02				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	System Analysis and Design				3	0	0	3	50	100*	100	
Prerequisite	Basic system concepts											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Understand the Systems and its characteristics									K2	
	CO2	Knowledge about the Systems plan and requirement design.									K3	
	CO3	Evaluate the tools for model design.									K3	
	CO4	Applying the knowledge of documentation in system development.									K2	
	CO5	Predict the impacts of information system on business.									K2	
UNIT-I	INTRODUCTION TO SYSTEM ANALYSIS							Periods: 7				
Systems: Concept & Characteristics of a System, Elements of System, Types of Systems, Information Management and Information System. System Development Cycle: Introduction to Systems Development Life Cycle (SDLC). Various phases of SDLC: Study, Analysis, Design, Development, Implementation, Maintenance.										CO1		
UNIT-II	SYSTEM PLANNING AND REQUIREMENT SPECIFICATION							Periods: 10				
System Planning. Data and fact gathering techniques: Interviews, Group Communication Questionnaires, Presentations & Site Visits. Modern Methods for determining system requirements. Requirement Specification: Determining the User's Information Requirements, System Requirement Specification. Feasibility Analysis: Study and Considerations in Feasibility Analysis, Feasibility Report.										CO2		
UNIT-III	TOOLS OF STRUCTURED ANALYSIS							Periods: 10				
System Design and Modeling: Process Modeling, logical and physical design, Conceptual Data Modeling: Entity Relationship Diagram, Data Flow Diagram. Process Description: Structured English, Decision Tree, Decision Tables.										CO3		
UNIT-IV	SYSTEM DOCUMENTATION							Periods: 10				
Documentation: Data Dictionary, Recording Data Descriptions. Input and Output: Classification of forms, Input/output forms design. User-interface design, Graphical interfaces. Standards and guidelines for GUI design, Unified Modeling Language, The Systems Analysts Toolkit – Communication Tools, CASE Tools										CO4		
UNIT-V	SYSTEM IMPLEMENTATION							Periods: 8				
System Implementation, Maintenance/Audit: Planning considerations. Conversion methods, procedures and controls. System acceptance criteria. System Implementation and Maintenance, financial Analysis Tools, Project Management tools, System Evaluation and Performance. Testing and Validation. Preparing User Manual. Maintenance Activities and Issues.										CO5		
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books												
1. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich, “Modern Systems Analysis and Design” Pearson Latest Edition 2. 2.Kendal and Kendal, “System Analysis and Design” PHI Latest Edition.												
Reference Books												
1. James A. Senn.2, “Analysis and Design of Information Systems”, McGraw Hill International Edition, Singapore. 2. Alan Dennis , Barbara Haley Wixom and Roberta M. Roth , “Systems analysis and Design”, John Wiley & Sons Inc, USA. 3. John W. Satzinger, Robert B.Jackson and Stephen D.Burd, “System Analysis and Design”, Cengage Learning India Pvt. Ltd, Delhi. 4. Dennis, A., Wixom, B. H., & Roth, R. M., “Systems analysis and Design”. John wiley& sons. 5. Shari Lawrence Pfleeger, “Software Engineering Theory and Practice”, 2nd ed, Pearson Education												
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1. www.softwaretestinghelp.com/practical-software-testing-new-free-ebook-download/ 2. bookboon.com/en/systems-analysis-and-design-ebook 3. Journal of Information Systems Management – Taylor and Francis online 4. Journal of the Association for Information Systems – AISel 5. Journal of Information Technology & Software Engineering – Longdom Publishing												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies				Programme: MBA							
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSES03				Periods / Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Decision Support System				3	0	0	3	50	100*	100	
Prerequisite	Basic Data concepts											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	To introduce the fundamental concepts of decision support system (DSS).									K2	
	CO2	To gain knowledge in expert systems									K2	
	CO3	To understand DSS components and development tools									K3	
	CO4	To learn and apply DSS in real time.									K3	
	CO5	To understand how DSS facilitates effective decision making.									K2	
UNIT-I	INTRODUCTION TO SYSTEM ANALYSIS							Periods: 10				
Decision Support Systems – Definition – Characteristics & capabilities of DSS – Components of DSS-database, Model base, Communication subsystem & User – Classes of DSS.											CO1	
UNIT-II	DSS COMPONENTS							Periods: 7				
DSS hardware and software – Group DSS – components & typology – Constructing a DSS – development process.											CO2	
UNIT-III	DSS DEVELOPMENT TOOLS							Periods: 10				
DSS development tools – Yardsticks for choosing DSS software – Executive information and support systems.											CO3	
UNIT-IV	DSS APPLICATIONS							Periods: 10				
Illustrative DSS applications – Portfolio Management – Human Resource Management, Marketing Decision Support System, Small Business Application, Manufacturing DSS.											CO4	
UNIT-V	EXPERT SYSTEMS							Periods: 8				
Expert Systems – fundamentals – Types of expert systems – Developing ES – Problems & Limitations of ES.											CO5	
Lecture Periods: 45				Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books												
1. Jiawei Han and MichelineKamber, “Data Mining Concepts and Techniques”, Third Edition, Elsevier, 2012.												
2. Peter Jackson, “Introduction to Expert systems”, Pearson Education, 2004.												
3. Durkin.J., “Expert Systems Design and Development”, Prentice Hall, 1994												
Reference Books												
1. Ralph H. Sprange, Jr. and Eric. D.Carlson: BUILDING EFFECTIVE ESS, Prentice Hall.												
2. Ralph H. Sprange, JR. &Huga, J. Watson (Eds.): DSS-PUTTING THEORY INTO PRACTICE, Prentice Hall.												
3. R. Jayshankar: DECISION SUPPORT SYSTEMS, Tata McGraw Hill.												
Web References												
1. https://www.riverlogic.com/blog/five-decision-support-system-examples/												
2. https://www.cio.com/article/3545813/decision-support-systems-sifting-data-for-better-business-decisions.html												
3. https://www.qlik.com/us/business-intelligence/decision-support-system												
4. https://searchcio.techtarget.com/definition/decision-support-system												
5. https://www.gdrc.org/decision/dss-types.html												

COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
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Department	Management Studies				Programme: MBA							
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSES04				Periods/Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Data Mining and Analytics				3	0	0	3	50	100*	100	
Prerequisite	Basic Analytics											
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Illustrate the fundamentals of datamining and data representation.									K2	
	CO2	Apply preprocessing tasks in a given dataset.									K3	
	CO3	Constructvisualisationdashboardsandapplydimensionreductionmethods.									K3	
	CO4	Analyze data sets using prediction and classification methods.									K4	
	CO5	Discover relationship in data sets using mining algorithms.									K4	
UNIT-I	INTRODUCTION							Periods:7				
Core Ideas in Data Mining: Classification, Prediction, Association Rules, Predictive Analytics, Machine Learning: Supervised Learning and Unsupervised Learning, DBMS: Basic Concepts, OLAP Operations - Steps in Data Mining Process - Data Mining Techniques.												CO1
UNIT-II	DATAPREPROCESSING							Periods:10				
Data cleaning, Handling Missing data, Identifying Misclassification, Graphical Methods for Identifying Outliers, Data transformation, Transformations to achieve Normality, Transforming Categorical variables into numerical variables, Removal of duplicate and unused variables, Data reduction, Pattern evaluation.												CO2
UNIT-III	DATAVISUALISATIONANDDIMENSIONREDUCTION							Periods:10				
Visualization techniques: BasicCharts, Multidimensional Visualization, Specialized Visualization. Dimension Reduction: Data Summaries, Correlational Analysis, Principal Component Analysis, Dimension Reduction using Regression Models, Classification and Regression Trees.												CO3
UNIT-IV	PREDICTIONANDCLASSIFICATIONMETHODS							Periods:10				
Multiple Linear Regression, k-Nearest-Neighbors(k-NN), The Naïve Bayes Classifier, Classification and Regression Trees, Logistic Regression, Discriminant Analysis.												CO4
UNIT-V	MINING RELATIONSHIPS AMONG RECORDS AND FORECASTING TIME SERIES							Periods:8				
Mining Relationships among Records: Association rules, Collaborative Filtering, Cluster Analysis. Forecasting Time Series: Handling Time Series, Regression-Based Forecasting, Smoothing Methods.												CO5
LecturePeriods:45				Tutorial Periods:			Practical Periods: -			TotalPeriods:45		
Text Books												
1. Galit Shmueli, Peter C.Bruce and NitinR.Patel,“DataMiningforBusinessAnalytics”,JohnWiley&Sons,2016.												
2. Daniel T.Larose and ChantalD.Larose,“DataMiningandPredictiveAnalytics”,SecondEdition,JohnWiley&Sons,2015												
3. Ian H. Witten, Eibe Frank and MarkA. Hall“Data Mining: Practical Machine Learning Tools and Techniques”, Fourth Edition, Elsevier,2017												
Reference Books												
1. Jiawei Hanand Micheline Kamber,“DataMining:ConceptsandTechniques”,MorganKaufmannPublishers,3rdEdition2012.												
2. Box, G.E.PandJenkinsG.M.(1970) Time Series Analysis, Forecasting and Control, Holden-Day.												
3. Draper,N.R.andSmith,H.,“AppliedRegressionAnalysis”,ThirdEdition,JohnWiley,1998.												
Web References												
1. https://nptel.ac.in/courses/106/105/106105174/												
2. https://nptel.ac.in/courses/110/106/110106072/												
3. https://www.javatpoint.com/data-mining												
4. https://www.springer.com/journal/10618												
5. https://www.scinagojr.com/journalsearch.php?q=21100199341&tip=sid												

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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

CorrelationLevel:1-Low,2-Medium,3-High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE)Marks	Total Marks
	CAT1	CAT2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final Computation

*Applicationoriented/Problemsolving/Design/Analyticalincontentbeyondthesyllabus


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Department	Management Studies				Programme: MBA							
Semester	THIRD				Course Category Code: FE		*End Semester Exam Type: TE					
Course Code	P23MSES05				Periods/Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Business Intelligence and Tools				3	0	0	3	50	100*	100	
Prerequisite	Management Principles											
Course Outcome	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Describe business intelligence and decision support systems									K2	
	CO2	Use the mathematical models for decision making process									K3	
	CO3	Implement the techniques involving classification and clustering									K3	
	CO4	Summarize the various business intelligence applications									K2	
	CO5	Explain the context of knowledge management systems.									K2	
UNIT-I	INTRODUCTION TO BUSINESS INTELLIGENCE							Periods:7				
Effective and timely decisions-Data, information and knowledge-The role of mathematical models-Business intelligence architectures-Ethics and business intelligence-Definition of system- Representation of the decision-making process-Evolution of information systems-Definition of decision support system-Development of a decision support system										CO1		
UNIT-II	DATA MINING & DATA PREPARATION							Periods:10				
Structure of mathematical models-Development of a model-Classes of models-Definition of data mining-Representation of input data-Data mining process-Analysis Methodologies-Data Validation-Data Transformation-Data reduction										CO2		
UNIT-III	CLASSIFICATION & CLUSTERING							Periods:10				
Classification problems-Evaluation of classification models-Bayesian Methods-Logistic Regression-Neural Networks-Support vector machines-Clustering Methods-Partition Methods-Hierarchical Methods-Evaluation of clustering models										CO3		
UNIT-IV	BI APPLICATIONS, LOGISTIC & PRODUCTION MODELS							Periods:10				
Marketing models: Relational Marketing-Sales force management-Supply chain optimization- Optimization models for logistics planning- Revenue management systems. –Efficiency measures-Efficient frontier-The CCR model-Identification of good operating practices										CO4		
UNIT-V	KNOWLEDGE MANAGEMENT							Periods:8				
Introduction to Knowledge Management-Organizational Learning and Transformation- Knowledge Management Activities-Approaches to Knowledge Management-Information Technology (IT) In Knowledge Management-Knowledge Management Systems Implementation-Roles of People in Knowledge Management.										CO5		
Lecture Periods:45			Tutorial Periods:			Practical Periods: -			Total Periods:45			
Text Books												
1. Culverwell's, “Business Intelligence: Data Mining and Optimization for decision making”, 1st Edition, Wiley, 2009.												
2. Efraim Turban, Ramesh Sharda, Dursun Delen “Decision Support and Business Intelligence Systems”, Pearson, 9th Edition 2011.												
Reference Books												
1. Grossmann, Rinderle-Ma “Fundamental of Business Intelligence” Springer, 1st Edition, 2015.												
Web References												
1. www.cio.com/article/2439504/business-intelligence-definition-and-solutions.html												
2. https://data-flair.training/blogs/business-intelligence/												
3. https://www.javatpoint.com/power-bi												
4. https://www.datapine.com/blog/business-intelligence-concepts-and-bi-basics												
5. https://nptel.ac.in/courses/110/107/110107092/												


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COs/Pos Mapping

Cos	Program Outcomes (Pos)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	2	1
2	3	1	2	1	2
3	2	2	3	2	3
4	2	1	3	1	3
5	2	-	3	2	2

Correlation Level: 1-Low, 2-Medium, 3-High

Evaluation Methods

Assessment	Continuous Assessment Marks (CAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT1	CAT2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

*The end semester examination will be conducted for 100 marks and converted into 50 marks for final Computation.

*Application oriented/Problem solving/Design/Analytical in content beyond the syllabus

Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MST401				Periods/Week			Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM	
Course Name	International Business Management				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Explain the various environmental factors of the International Business.									K2	
	CO2	Associate the various elements for doing International Business.									K2	
	CO3	Demonstrate the various issues of Emerging Markets.									K3	
	CO4	Examine Market Opportunities and Entry Strategies.									K3	
	CO5	Solve various ethical and social responsibility issues.									K3	
UNIT-I	FOUNDATIONS FOR INTERNATIONAL BUSINESS							Periods: 9				
Globalizing Business, Formal institutions: Political, Economic and Legal systems, Informal institutions: Culture, Religion and Languages, Firm Resources: Competitiveness and Growth										CO1		
UNIT-II	INTERNATIONAL TRADING ENVIRONMENT							Periods: 9				
Trade strategies, Commodity Agreements, Cartels, State Trading, Trade Blocs, Forms of Integration, European Union, The Brexit, Indo-EU/UK Linkages, NAFTA, Economic Integration of Developing Countries, Integration Schemes of Developing Countries, SSC, Economic Integration, Cooperation Agreements Involving India										CO2		
UNIT-III	UNDERSTANDING EMERGING MARKETS							Periods: 9				
Advanced Economies, Developing Economies and emerging Markets, Developed Economies, Attractiveness of Emerging Markets, Assessing the true potential of Emerging Markets, Risk and Challenges of Emerging Markets, Success Strategies of Emerging Markets										CO3		
UNIT-IV	EXAMINE MARKET OPPORTUNITIES AND MNC ENTRY STRATEGIES							Periods: 9				
Estimating demand in emerging Markets, Assessing the organisation readiness and suitability of products and services, screening countries, Assessing Industry Market Potential, choosing Foreign Business Partners, Estimating company sales potential. Exporting, Licensing and Franchising, International Strategic Alliances, Foreign Direct Investment, Selecting the entry strategies, Entry strategies and Multinational Strategies										CO4		
UNIT-V	BUSINESS STRATEGIES AND MANAGING ETHICAL AND SOCIAL RESPONSIBILITY							Periods: 9				
Strategic orientations, Strategic formulation, Strategy implementation, Control and evaluation, International Ethics and Social Responsibility, Key Global Ethical Issues, dealing with global ethics, Corporate Social responsibility, Sustainability, the role of Corporate Governance, Building the socially responsible company.										CO5		
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods:			
Text Books												
1. S.Tamer Cavusgil, Gary Knight, John R Risenberger, “International Business”, 4 th Edition, Pearson												
2. Lasserre., Philippe. <i>Global Strategic Management 2e</i> . NewYork: Palgrave Macmillan, 4 th Edition 2017												
Reference Books												
1. John J Wild, Kenneth L Wild, “International Business”, Pearson Publications, 8 th Edn, 2017												
2. Mike W. Peng, “International Management: A Strategic Management Perspective”, 1 Edition, Cengage Learning, 2012.												
3. Rugman, Alan M, and Simon Collinson, “International Business: A Strategic Management Approach”, 6 th Edition, Pearson Education Limited, 2012.												
4. Francis Cherunilam, “International Business Environment”, 7 th Edition, Himalaya Publishing House, 2017.												
5. Ashwathappa.K, “International Business”, 7 th Edition, McGraw Hill Education, 2020												
Web References												
1. http://globaledge.msu.edu/ibrd/ibrd.asp												
2. https://globestrategy.net/?page_id=1410												
3. http://www.palgrave.com/gp/journal/41267												
4. http://jibe-net.com/												
5. https://nptel.ac.in/courses/110/107/110107145/												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	1	1	1	1	2
2	1	-	2	2	1
3	2	2	1	2	2
4	2	1	-	1	1
5	1	1	1	1	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies			Programme: MBA						
Semester	Fourth			Course Category Code: Practical		*End Semester Exam Type: LE				
Course Code	P23MSP402			Periods/Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Business Innovation Lab			0	0	2	1	50	- 50	
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Engage in reflective practice regarding their ability to communicate professionally, their cultural capability and the ways in which they demonstrate a commitment to responsible business practice.							K3	
	CO2	Narrative insights informed by qualitative design research and business framework recommendations.							K2	
	CO3	Apply entrepreneurial skills such as initiative, creativity and adaptability to achieve the project aims.							K3	
UNIT-I	IDEATE						Periods: 6			
Business Boot camp, Business Insights from Data, Collaboration & Communication, Design Thinking & Customer Discovery, Future & Emerging Tech, Assignment 1: New Product Pitch.								CO1		
UNIT-II	PLAN						Periods: 6			
Disruptive Business Models, Entrepreneurial Sales & Marketing, Financial Literacy for Entrepreneurs Assignment 2: Business Plan Presentation								CO2		
UNIT-III	LAUNCH						Periods: 6			
Influence & Change Management, Digital Marketing, Technology for Entrepreneurs, Entrepreneurial Finance Assignment 3: New Venture Investment Pitch								CO3		
UNIT - IV	CREATIVITY						Periods: 6			
Nature of Creativity: Person, Process, Product and Environment, Methods, Processes in creativity ICEDIP – Inspiration, Clarification, Evaluation, Distillation, Incubation and Perspiration Assignment 4: The Bridge between man creativity and the rewards of innovativeness								CO4		
UNIT - V	INNOVATION						Periods: 6			
Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving, Disruptive Innovation model – Segmentive Models – New market disruption Assignment 5: Entrepreneurial Tools for Creativity and Innovation								CO5		
Lecture Periods: 30			Tutorial Periods: -			Practical Periods: -		Total Periods: 30		
Text Books										
1. Murray, R., Caulier-Grice, J., & Mulgan, G. (2010). <i>The open book of social innovation</i> (p. 2). London: National endowment for science, technology and the art										
2. Gawer, A. (Ed.). (2011). <i>Platforms, markets and innovation</i> . Edward Elgar Publishing.										
Reference Books										
1. Ottman, J., & Books, N. B. Green marketing: opportunity for innovation. <i>The Journal of Sustainable Product Design</i> , 60(7), 136-667.										
2. Christensen, C. M., Dillon, K., Hall, T., & Duncan, D. S. (2016). <i>Competing against luck: The story of innovation and customer choice</i> . Harper Business.										
3. Kettunen, J., Ilomäki, S. K., & Kalliokoski, P. (2008). <i>Making sense of innovation management</i> . Teknologia info Teknova oy.										
4. Dodgson, M., Gann, D. M., & Phillips, N. (Eds.). (2013). <i>The Oxford handbook of innovation management</i> . OUP Oxford										
5. Afuah, A. (2014). <i>Business model innovation: concepts, analysis, and cases</i> . Routledge.										
Web References										
1. https://hbr.org/2014/07/four-paths-to-business-model-innovation										
2. https://www.whataventure.com/blog/10-inspiring-business-models/										
3. https://www.boardofinnovation.com/guides/50-business-model-examples/										
4. https://arekskuza.com/the-innovation-blog/business-model-innovation-strategies/										
5. https://study.com/academy/lesson/business-model-innovation-definition-example.html										

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	3	2	3
2	3	3	2	2	2
3	2	2	2	2	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Evaluation Method					
Assessment	Internal Assessment Marks (IAM)				Total Marks (Internal)
	Performance in practical classes			Attendance (5)	
	Report (20)	Internal Marks (15)	Viva (10)		
Marks	10	25	10	5	50


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ENTREPRENEURSHIP – SPECIALISATION

Department	Management Studies			Programme: MBA						
Semester	Fourth			Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P20MSEE06			Periods/Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Business Negotiation			3	0	0	3	50	50	100
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Understand the essentials of negotiation and the key principles and groundwork for effective negotiation.							K2	
	CO2	Explains special scenarios in negotiation.							K5	
	CO3	Discuss how to establish trust and build a relationship when negotiating.							K6	
	CO4	Explains effective preparation strategies for negotiation.							K2	
	CO5	Demonstrate power, persuasion and influence tactics at the bargaining tables.							K2	
UNIT-I	INTRODUCTION						Periods:8			
Negotiation - Definition - Negotiation versus other social interactions, Aspects of negotiation research and practice- Six Foundations of effective negotiations – bargaining style, goals and expectations, relationship, leverage, other party interest, authoritative standards and norms.										CO1
UNIT-II	NEGOTIATION SKILLS						Periods:10			
Negotiation Skills - Rules of negotiation, Behaviours of successful negotiators, Negotiation styles. Negotiation tactics & counter measures: Common negotiation tactics, dealing with tough negotiators. Building a Personal Brand. Inside Sales Self-learning mode: Cross cultural negotiations & Negotiation ethics.										CO2
UNIT-III	PREPARING THE NEGOTIATIONS						Periods:10			
Goal-setting: identifying your goals, options and criteria of success, identifying your BATNA (best alternative to a negotiated agreement) and ZOPA (zone of possible agreement), Assessing the other side, red-teaming, learning about catalysts and barriers of successful collaboration, designing a negotiation plan, Creating a negotiation team.										CO3
UNIT-IV	NEGOTIATION STRATEGIES						Periods:9			
Positional bargaining, Principled negotiations by Roger Fisher and William Ury, Mixed negotiating by Willem Mastenbroek, 3-D Negotiation by David Lax and James Sebenius Interim assessment: colloquium.										CO4
UNIT-V	CREATIVE NEGOTIATIONS						Periods:8			
Process of Negotiation and Preparation. How to derive creative solutions in a Negotiation. Team Negotiations – Dynamics of a Team Negotiation and Key Strategies. Integrating Competitive & Collaborative Strategies – Managing Deadlocks and multivariable negotiations. Understanding different styles of negotiations and their respective impact over one another, managing multi-party negotiations.										CO5
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -			Total Periods: 45	
Text Books										
1. Salacuse, J. W. (2015). <i>The global negotiator: Making, managing and mending deals around the world in the twenty-first century</i> . St. Martin's Press										
2. Shell, G. R. (2006). <i>Bargaining for advantage: Negotiation strategies for reasonable people</i> . Penguin.										
3. Fisher, R., Ury, W. L., & Patton, B. (2011). <i>Getting to yes: Negotiating agreement without giving in</i> . Penguin										
4. Dietmeyer, B., & Kaplan, R. (2004). <i>Strategic negotiation: A breakthrough four-step process for effective business negotiation</i> . Kaplan Publishing.										
Reference Books										
1. Dinnar, S., & Susskind, L. (2019). <i>Entrepreneurial negotiation: Understanding and managing the relationships that determine your entrepreneurial success</i> . Palgrave Macmillan.										
2. Kumar, A. (2012). <i>Entrepreneurship: Creating and leading an entrepreneurial organization</i> . Pearson Education India.										
3. Gates, S. (2011). <i>The negotiation book: Your definitive guide to successful negotiating</i> . John Wiley & Sons.										
4. Mastenbroek, W. (2014). <i>Negotiating as emotion management</i> . Management Site Network.										
5. Lax, D. A., & Sebenius, J. K. (2006). <i>3-D Negotiation: Powerful tools to change the game in your most important deals</i> . Harvard Business Press.										
Web References										
1. https://www.pon.harvard.edu/freemium/business-negotiation-strategies-how-to-negotiate-better-business-deals/										
2. https://www.pon.harvard.edu/daily/business-negotiations/shattering-the-mold-value-creation-and-creativity-in-negotiation/										
3. https://www.legalserviceindia.com/legal/article-7266-business-negotiation.html										
4. www.bdu.ac.in/skillbased/etd.pdf										
5. www.suite101.com/content/entrepreneur										
6. https://online.hbs.edu/courses/negotiation/										


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* TE – Theory Exam, LE – Lab Exam

COs/POs/PSOs Mapping

Cos	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	1	3
2	2	-	3	-	2
3	3	1	1	1	3
4	3	1	3	1	2
5	3	3	3	-	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies			Programme: MBA						
Semester	Fourth			Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEE07			Periods/Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Entrepreneurial Finance			3	0	0	3	50	50*	100
Pre requisite										
	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
Course Outcomes	CO1	Understand the venture life cycle and type of financing needed in different stages.							K2	
	CO2	Determine the appropriate capital needs for the venture.							K5	
	CO3	Choose the correct financing for the new venture.							K5	
	CO4	Construct financing plan for the growing venture.							K6	
	CO5	Apply venture capital valuation methods.							K3	
UNIT-I	INTRODUCTION TO ENTREPRENEURIAL FINANCE						Periods: 8			
Venture Life cycle: Development stage, Start-up stage, Survival stage, Rapid growth stage, Maturity stage. Financing through the venture life cycle; Seed financing, Start up financing, first round financing, Second round, Mezzanine, and Liquidity stage. Financial Planning throughout the Venture's Life cycle, short term Cash Planning, Forecasting Sales, Projected Balance Sheet, Projected Income Statement-Projected Cash Flow Statement.									CO1	
UNIT-II	DETERMINING CAPITAL NEEDS						Periods: 9			
Debt and Equity Funding alternatives: Types of Debt, Private Placement vs. Public Placement, Raising capital, Funding Capital Equipment or New Projects, Lease vs. Buy, Debt Financing and Equity Financing									CO2	
UNIT-III	NEW VENTURE FINANCING						Periods: 10			
Venture Capital: Types of Venture Financing, Costs and Securities Laws Considerations, Legal structure of a venture capital financing, Creating and Recognizing Venture Value, Professional Venture Capital vs The Entrepreneur, Angel Financing, Bootstrap Financing, Seed Investing, Intellectual Property and Strategic Alliances									CO3	
UNIT-IV	FINANCING FOR THE GROWING VENTURE						Periods: 10			
Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting Investments in the New Fund, Capital Call, Conducting Due Diligence and Actively Investing, Arranging Harvest or Liquidation. Other Financing Alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes, Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.									CO4	
UNIT-V	VENTURE VALUATION						Periods: 8			
Venture Capital Valuation Methods– Key factors influencing Valuation –Valuation of Revenue Generating firms – Multiples – Asset Valuations – Valuing Technology Companies - Mergers and Acquisitions - Exit and Turn around - IPO									CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45		
Text Books										
1. Rogers, S. (2014). <i>Entrepreneurial finance: Finance and business strategies for the serious entrepreneur</i> . McGraw-Hill Education.										
2. Leach, J. C., & Melicher, R. W. (2020). <i>Entrepreneurial finance</i> . Cengage Learning.										
Reference Books										
1. Cumming, D. (Ed.). (2010). <i>Venture capital: Investment strategies, structures, and policies</i> (Vol. 9). John Wiley & Sons.										
2. Rogers, S. (2014). <i>Entrepreneurial finance: Finance and business strategies for the serious entrepreneur</i> . McGraw-Hill Education.										
3. Alhabeeb, M. J. (2014). <i>Entrepreneurial finance: fundamentals of financial planning and management for small business</i> . John Wiley & Sons.										
4. Ramsinghani, M. (2014). <i>The business of venture capital: insights from leading practitioners on the art of raising a fund, deal structuring, value creation, and exit strategies</i> . John Wiley & Sons.										
5. Subramanyam, K. R. (2014). <i>Financial statement analysis</i> . McGraw-Hill.										
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1. https://hbr.org/										
2. https://www.entrepreneur.com/										
3. https://www.tandfonline.com/doi/abs/10.1080/13691066.2010.526864										
4. https://publons.com/journal/489133/the-journal-of-entrepreneurial-finance										
5. https://nptel.ac.in/courses/110/105/110105067/										

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COs/POs/PSOs Mapping

Cos	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	-	1	-
2	3	2	1	1	2
3	2	3	1	1	2
4	3	3	-	1	3
5	3	3	-	1	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type TE					
Course Code	P23MSEE08				Periods/Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Entrepreneurial Marketing				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Summarise the overview of Entrepreneurial Marketing									K2	
	CO2	Plan for Market study									K3	
	CO3	Appraise various ways for promoting the enterprise									K5	
	CO4	Examine perceived values to develop pricing for the product.									K4	
	CO5	Apply different tools of marketing for the business growth.									K3	
UNIT-I	INTRODUCTION							Periods: 9				
Entrepreneurship as Opportunity Seeking – Marketing and Sales – Evaluation Criteria of Experienced Entrepreneur –Role of marketing – Entrepreneurial marketing strategy										CO1		
UNIT-II	MARKET STUDY							Periods: 9				
Conceptualizing the market – Importance of customer segmentation –Understanding customer value – targeting using effectuation –developing a positioning statement										CO2		
UNIT-III	ENTERPRISE PROMOTION							Periods: 9				
Sales learning curve – Sales process and activities – Developing customer relationships – Developing the sales message – Managing customer expectations										CO3		
UNIT-IV	EVALUATE PERCEIVED VALUE							Periods: 9				
Price and perceived value – Perceived value in use for business-to-business products – Pricing of Intellectual property – Customer determined pricing – Revisiting costs in determining price – Methods for determining price at alternative price levels										CO4		
UNIT-V	APPLICATIONS OF TOOLS							Periods: 9				
Viral marketing – Event marketing –Product Placements – Campaign Management										CO5		
Lecture Periods: 45			Tutorial Periods:0			Practical Periods: -0		Total Periods: 45				
Text Books												
1. Edwin J. Nijssen, Entrepreneurial Marketing: An Effectual Approach, Taylor & Francis, 2017												
2. Leonard M. Lodish, Howard L. Morgan, Shellye Archambeau, Jeffrey Babin, Marketing That Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Companyl, Pearson Education, 2015												
Reference Books												
1. Jeffry A. Timmons, Stephen Spinelli, “New Venture Creation”, 7th ed, Tata Mcgraw Hill Education 2009.												
2. A Sahay and V Sharma, “Entrepreneurship and New Venture Creation”, Excel Books 2010.												
3. D.F.Kuratko and T.V.Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.												
4. Abrams (2016). The Successful Business Plan: Secrets and Strategies. Planning Shop, USA, 6th Edition.												
Web References												
1. https://swayam.gov.in/nd2_ccc20_mg19/preview												
2. https://swayam.gov.in/nd1_noc20_mg46/preview												
3. https://www.entrepreneur.com/encyclopedia/market-research												
4. https://journals.sagepub.com/home/eie												
5. https://www.emeraldgrouppublishing.com/journal/jeece												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	1	3
2	2	-	3	-	2
3	3	1	1	1	3
4	3	1	3	1	2
5	3	3	3	-	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies			Programme: MBA						
Semester	Fourth			Course Category Code:3 Functional Elective		*End Semester Exam Type: TE				
Course Code	P23MSEE09			Periods/Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Managing Franching Businesses			3	0	0	3	50	50* 100	
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Ability to identify the opportunities to local business expands through retail franchising							K3	
	CO2	Explore the possibility of a making franchising a full-time business.							K5	
	CO3	Establish and acquire new franchise networks.							K6	
	CO4	To develop ability for handling franchising challenges and legal procedures.							K3	
	CO5	Develop ability to manage relationships with Franchisee.							K3	
UNIT-I	INTRODUCTION					Periods: 9				
Franchising - History and Overview - Types of franchises - Threshold business issues - Advantages and disadvantages to franchisee - Elements of a successful system - Growth of Franchising key Learning - Retail formats - Procedures to start the Retail venture.									CO1	
UNIT-II	HOW TO BECOME A FRANCHISOR					Periods: 9				
Basic business concept - Pilot operation - Developing the operational manual - Developing the franchise packages - Marketing the franchise package - Selecting franchisees - Developing the franchisor's organization - Gross Revenues, Profit and loss statement - Capital Expenditure - Operations (including innovation) - Initial service and ongoing service - Opportunities in retail sector for Entrepreneurs - Internationalization of franchise operations.									CO2	
UNIT-III	HOW TO BECOME A FRANCHISEE					Periods: 9				
Differentiation between franchisee and own non franchisee business - Self-examination - Type of business - Assessing the franchisor - Assessing the business propositions - Mishaps of the franchisor									CO3	
UNIT-IV	DOCUMENTATION FOR FRANCHISING					Periods: 9				
Documentation for franchising- Requirements for setting up franchising in India- Legal requirements in India- Factors for opting for franchisee - franchise suitability- Franchise constraint - Cost of being a franchisee - Managing the franchise the franchise business plan - Channel performance and evaluation.									CO4	
UNIT-V	THE FRANCHISERS-FRANCHISEE RELATIONSHIP					Periods: 9				
Different goals of Franchisors and Franchisees - Franchise Associations: The good, the bad and the ugly-new franchising systems - Five habits of successful franchisors - Developing franchise Support systems.									CO5	
Lecture Periods: 45			Tutorial Periods:0			Practical Periods: -0		Total Periods: 45		
Text Books										
1. Judd, R., & Justis, R. (2008). <i>Franchising: An Entrepreneur's Guide, 4th ed. Mason, OH: Thomson.</i>										
2. Hoy, F and Stanworth, J (2003), <i>Franching: An International Perspective, Routledge.</i>										
3. Ogden & Ogden, (2012) <i>Integrated Retail Management- Biztantra Publications.</i>										
Reference Books										
1. Deepak Malhotra and Max Bazerman, <i>Negotiation Genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond, (harward business school Publishing),2008</i>										
2. Bajaj, Tuli & Srivastava (2015), <i>Retail Management- Oxford University Publications.</i>										
3. Toplis, N.Marsh,G (2004) <i>the 60-minute guide to Franchising,60-minute book company, England.</i>										
4. Dynamics of Entrepreneurial Development in India (2008)-Vasant Desai, Himalaya Publishing House.										
5. Gibson G Vedamani, (2011) <i>Retail Management: Functional principles & practices- Jaico Publishing House.</i>										
Web References										
1. www.franchise.org										
2. http://francorp.com/										
3. http://www.franchisee.org/										
4. http://www.franchising.com/franchisors/										
5. http://franchisehandbook.com/										
6. http://www.franchisetimes.com/										
7. https://www.aafd.org/										

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	2	3	0	3	1
2	3	2	1	2	2
3	3	1	2	3	1
4	3	1	2	3	2
5	2	3	1	2	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies			Programme: MBA						
Semester	Fourth			Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEE10			Periods/Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Rural Entrepreneurship			3	0	0	3	50	50*	100
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Relate and interpret the impact of various elements of Rural Entrepreneurship							K2	
	CO2	Explain the various rural sectors and identify export and import opportunities							K5	
	CO3	Make use of various entrepreneurship support system							K3	
	CO4	Evaluate the various institutional support available to rural entrepreneurship.							K5	
	CO5	Appraise the rural technology and its interventions.							K5	
UNIT-I	RURAL ENTREPRENEURSHIP						Periods: 8			
Entrepreneur: Concepts – Characteristics - Qualities of Entrepreneurs - Entrepreneurship: Factors influencing Entrepreneurship - Types of Entrepreneurships – Entrepreneurship and Rural Industrialization - Development of Rural Entrepreneurship in India - Policies and Programs for The Development of Rural Industries									CO1	
UNIT-II	RURAL INDSTUTRIAL SECTORS						Periods: 9			
Small Scale industries – Handloom - Agro Based Industries - Rural Artisans - Handicrafts and Sericulture. Globalization And Rural Industrial Promotion - Imports and Exports - Strategies – Policies Implications – Rural Skill sets and opportunities									CO2	
UNIT-III	RURAL ENTREPRENEURSHIP SUPPORT SYSTEM						Periods: 9			
Small Industries Development Bank of India (SIDBI) - National Small Industries Corporation (NSIC): Salient Features - National Research Development Corporation - State Finance Corporation (SFC) - District Industry Center - Functions & Roles - Incentives & Facilities - SIDCO									CO3	
UNIT-IV	INSTITUTIONAL SUPPORT TO RURAL ENTREPRENEURSHIP						Periods: 10			
Subsidiary-Level: Global Strategy Levels - Strategic Roles of Subsidiaries - Types of Subsidiary-Level Strategy - Global Generic Strategies - Headquarter-Level: The Role of Corporate Parent - Global Sourcing Strategies - Diversification Strategies - Managing Global Portfolios.									CO4	
UNIT-V	RURAL TECHNOLOGY						Periods: 9			
Rural Technology: concept & application - CAPART and its Interventions - Successful Interventions based on Rural Technology – Techno entrepreneur - Rural Innovations: Current Status and Impact on beneficiaries									CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -		Total Periods: 45		
Text Books										
1. Mondal Sagar, Text Book of Rural development Entrepreneurship & Communication Skill, Kalyani Publishers, 2012										
2. M.SoundaraPandian, Rural Entrepreneurship: Growth and Potentials, Kaniskha Publishers Distributors, 2010										
Reference Books										
1. R. Gopal, Pradip Manjrekar, Entrepreneurship and Innovation Management (an Industry Perspective), Excel Books, 2009										
2. Vasant Desai, Entrepreneurship Management, 1 edition, Himalaya Publishing House, 2013										
3. Stokes, David. & Wilson, Nicholas. (2017) Small Business Management and Entrepreneurship, Cengage Learning Publishers, 7 th edition										
4. Baldev Sinha, Entrepreneurship and Rural Development, Crescent Publishing, New Delhi, 2017										
5. Issa Mohamed, Venkata Krishnan, Rural Entrepreneurship, LAP Lambert Academic Publishing, 2013.										
Web References										
1. http://msme.gov.in										
2. http://www.kviconline.gov.in										
3. https://www.sciencedirect.com/journal/journal-of-rural-studies										
4. https://journals.sagepub.com/home/iei										
5. https://nptel.ac.in/courses/110/107/110107094/										

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	1	2	1
2	3	1	-	2	1
3	2	3	1	2	1
4	3	1	3	2	2
5	3	2	1	2	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEE11			Periods/Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Social Entrepreneurship			4	0	0	4	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Explain and appreciate the nature of social entrepreneurship.								K2	
	CO2	Understand Working knowledge- of the concepts, opportunities, and challenges.								K2	
	CO3	Demonstrate the role of social entrepreneurship in creating innovative responses to critical social needs								K6	
	CO4	Prepare for meaningful employment on a personal and professional level by reflecting on social entrepreneurship issues.								K1	
	CO5	Showing ethical issues surrounding entrepreneurial decisions and obligations of entrepreneurs.								K3	
UNIT-I	SOCIAL ENTREPRENEURSHIP						Periods: 9				
Social entrepreneur - describing the social problem– factors impacting transformation into a social entrepreneur - The characteristics of social entrepreneurs- The four distinctions of social entrepreneurship										CO1	
UNIT-II	FORMS OF SOCIAL ENTREPRISES						Periods: 9				
Profit and non-profit Proprietorships – partnership - company non-governmental organization-organization trust and Company (sec. 25) registration- Factors determining the selection of the forms of registration.										CO2	
UNIT-III	SUSTAINABLE DEVELOPMENT						Periods: 9				
Concept of Sustainable Development and its importance Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India- The Millennium Ecosystem Assessment - International Influences.										CO3	
UNIT-IV	OPPORTUNITIES IN ENTREPRENEURS						Periods: 9				
Methods of sensing opportunities and fields of opportunities - Assessing and prioritizing - Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds – PPP.										CO4	
UNIT-V	SUCCESSFUL SOCIAL ENTREPRENEURSHIP INITIATIVES						Periods: 9				
Study of successful models like Grameen Bank – Aravind Eye Care System’s – LEEG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj										CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45			
Text Books											
1. Bide Amar, Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union.											
2. Dinanath Kaushik Studies in Indian Entrepreneurship, New Delhi, Cyber Tech PuCyber-Tech											
3. Gopalkrishnan The Entrepreneur’s Choice: Cases on Family Business in India, New Delh, Routledge taylor& Francis Group.											
4. Kaliyamoorthy and Chandrasekhar, Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers. -Hill- New Delhi											
Reference Books											
1. Philips, Bonefiel and Sharma, Global vision publishing house, New Delhi.											
2. Rajagopalan Promoting Sustainable Livelihoods: Concepts and Approaches, The Icfai University Press.											
3. Roy Rajeev, Entrepreneurship (ed.2), New Delhi, Oxford University Press.											
4. Heggade Developing Rural Women Entrepreneurship, New Delhi, Mohit Publications.											
5. Marketing your social enterprise guide											
Web References											
1. https://sk.sagepub.com/reference/management/n3.xml											
2. https://link.springer.com/article/10.1007/s11846-013-0104-6											
3. https://www.oreilly.com/library/view/social-entrepreneurship/9781606495162/ref.html											
4. https://www.tandfonline.com/toc/rjse20/current											
5. https://managementhelp.org/socialenterprise/index.htm											
6. https://www.cairn.info/revue-journal-of-innovation-economics-2014-2-page-143.htm											

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	2	3	2
2	3	1	1	2	2
3	2	2	2	3	1
4	3	1	2	3	1
5	3	2	3	3	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

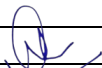
Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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Department	Management Studies			Programme: MBA					
Semester	Fourth			Course Category Code: Functional Elective		*End Semester Exam Type: TE			
Course Code	P23MSEE12			Periods/Week			Credit	Maximum Marks	
				L	T	P	C	CAM	ESE
Course Name	Family Business Management			3	0	0	3	50	50* 100
Prerequisite									
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)	
	CO1	Understands the basic perspectives on family business						K2	
	CO2	Familiarize with the concepts of family culture						K3	
	CO3	Understands the different ownership structures in family business						K2	
	CO4	Understands the importance and modalities of succession planning						K1	
	CO5	Gains an exposure into the strategic management of family business						K2	
UNIT-I	THEORIES ON FAMILY BUSINESS						Periods: 9		
Nature, Importance and Uniqueness of Family Business – Systems Theory Perspective – Agency Theory Perspective – Strategic Perspective: Competitive Advantage (Resource Based View) – The Stewardship Perspective.									CO1
UNIT-II	FAMILY CULTURE						Periods: 9		
Family Culture – Zero sum dynamics and family culture – Family systems perspective – role Family Genograms – Family Emotional Intelligence – ECI-U Model – Family Business interaction factor – benefits of family meetings – unity and continuity – family employment policy – Conflict management.									CO2
UNIT-III	OWNERSHIP IN FAMILY BUSINESS						Periods: 9		
Enterprise ownership – shareholder priorities - effective governance of the shareholder–firm relationship – Role of Board - role of shareholder meetings, family meetings, and meetings of the family council – Ownership structure – Family business consultants and non-family managers – Board’s role in adaptation over the generations.									CO3
UNIT-IV	SUCCESSION PLANNING						Periods: 9		
Succession planning – profile of successful successors - rewards and challenges for latter-generation family members – desirable next-generation attributes – crafting the next generation career plan – Vision plan – sibling and cousin teams – Handling disagreements – CEO exit styles and transfer of power – role types of the CEO spouse and the transfer of power - Estate Planning – Trust – pitfalls to avoid in estate and ownership transfer planning - Measuring performance of family firms									CO4
UNIT-V	STRATEGIC PLANNING AND THE FAMILY BUSINESS						Periods: 9		
Strategic Planning and the family business – Zero-sum family dynamic – Sources of Value creation - the lifecycle stages influencing family business strategy - Culture – Changing the culture – Three states of evolution – OD approach to change – Business Rejuvenation matrix – Intrapreneurship: intergenerational growth in entrepreneurial families – continuing the spirit of enterprise: lessons from successful family businesses									CO5
Lecture Periods:45			Tutorial Periods:0			Practical Periods: -0		Total Periods: 45	
Text Books									
1. Ward, J. (2016). Keeping the family business healthy: How to plan for continuing growth, profitability, and family leadership. Springer.									
2. Collins, J. C., & Porras, J. I. (2011). Built to Last: Successful Habits of Visionary Companies.									
Reference Books									
1. Melin, L., Nordqvist, M., & Sharma, P. (Eds.). (2013). The SAGE handbook of family business. Sage. Jeffry A. Timmons, Stephen Spinelli, “New Venture Creation”, 7th ed, Tata Mcgraw Hill Education 2009.									
2. Nordqvist, M., Melin, L., Waldkirch, M., & Kumeto, G. (Eds.). (2015). Theoretical perspectives on family businesses. Edward Elgar Publishing.									
3. Sahay, A., & Sharma, V. (2008). Entrepreneurship and new venture creation. Excel Books India.									
4. Kuratko, D. F., & Rao, T. V. (2012). Entrepreneurship: A South-Asian Perspective. Cengage Learning.									
5. Abrams, R. M. (2003). The successful business plan: secrets & strategies. The Planning Shop. USA, 6th Edition.									
6. Alderson, K. J. (2018). Understanding the family business: Exploring the differences between family and nonfamily businesses. Business Expert Press.									
Web References									
7. https://swayam.gov.in/nd2_cec20_mg19/preview									
8. https://swayam.gov.in/nd1_noc20_mg46/preview									
9. https://www.emerald.com/insight/publication/issn/2043-6238									
10. https://www.journals.elsevier.com/journal-of-family-business-strategy									


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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	2	1	1
2	2	-	1	2	1
3	2	-	2	2	2
4	3	1	2	-	2
5	2	1	2	1	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

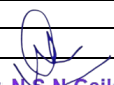
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FINANCE SPECIALISATION

Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSEF06			Periods/Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	International Finance			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Understand the scope, objectives of international finance.								K2	
	CO2	Understand the transactions of foreign exchange market.								K2	
	CO3	Describe the impact of various factors of import and export mechanism.								K2	
	CO4	Knowledge about financial management practices prevailing in MNC's.								K3	
	CO5	Design and study to manage the various risk in foreign exchange.								K6	
UNIT-I	INTERNATIONAL FINANCE INTRODUCTION						Periods: 8				
Concept and Scope of International Finance, Foreign Exchange Reserve, Balance of Payment current Account, Convertibility- Current Account and Capital Account. World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, World Bank and International Monetary Fund (IMF).										CO1	
UNIT-II	FOREIGN EXCHANGE MARKET						Periods: 10				
Foreign Exchange Market: Structure, Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate, Exchange Rate Mechanism: Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate Behaviour.										CO2	
UNIT-III	IMPORT-EXPORT MECHANISM AND FINANCE						Periods: 10				
Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India. Export Import Financing Mechanism: Buyers' Credit, Suppliers' Credit, Financing in foreign currency for exports and rupee finance, Non-resident Accounts: Repatriable and Non-Repatriable, Significance of NRA.										CO3	
UNIT-IV	FINANCIAL MANAGEMENT OF MNC's						Periods: 9				
Foreign Direct Investment, Cost of Capital and Capital Structure of a MNC, Capital Budgeting and Cash Management of MNC, Country Risk Analysis, International Taxation, and Double Taxation Avoidance Agreements.											
UNIT-V	FOREIGN EXCHANGE RISK MANAGEMENT						Periods: 8				
Risks in International Operations: Exchange rate risk, Interest rate risk and Political risk. Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives.										CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45			
Text Books											
1. Apte, P. G. 2011, International Financial Management, Tata McGraw-Hill Pvt. Ltd., New Delhi.											
2. Rajwade, A. V. and Desai, H. G. 2014, Foreign exchange international finance risk management, Academy of Business Studies.											
3. Levi, M. D. (2009). International finance 5th edition. Routledge. McGraw Hill.											
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1. Avadhani, V. A. 2013, International Financial Management, Himalaya Publishing House, Mumbai.											
2. Eun, C., Resnick, B. G. (2017). International Financial Management. United Kingdom: McGraw-Hill Education.											
3. Moffett, M. H., Eiteman, D. K., Stonehill, A. I. (2013). Multinational Business Finance. India: Pearson.											
4. Moles, P., Shapiro, A. C. (2014). International Financial Management. United Kingdom: John Wiley & Sons, Limited.											
5. Shapiro, A. C. (2008). MULTINATIONAL FINANCIAL MANAGEMENT, 8TH ED. India: Wiley India Pvt. Limited.											
Web References											
1. http://www.ddegjust.ac.in/studymaterial/mba/ib-416.pdf											
2. https://internationalfinance.com/											
3. https://onlinelibrary.wiley.com › journal											
4. https://www.journals.elsevier.com › Journals Journal of International Money and Finance											
5. https://nptel.ac.in/courses/110/105/110105031/											

* TE – Theory Exam, LE – Lab Exam


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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	-	3	1
2	2	-	-	3	-
3	3	1	-	3	-
4	3	1	2	3	1
5	3	3	2	3	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Continuous Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSEF07			Periods/Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Banking Principles and Practice			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Understand the banking system in India								K2	
	CO2	Outline different types of lending activities available in the banking industry.								K2	
	CO3	Examine Asset Liability Management of Commercial Banks.								K4	
	CO4	Make use of Aware of the Negotiable Instrument Act.								K3	
	CO5	Understand the modern activities of the Banking Industry								K2	
UNIT-I	Introduction to Banking						Periods: 8				
Evolution of Banking – Banking in India –Types of Banks – Commercial Banks – Functions of Commercial Banks – Credit Creation by Commercial Banks – Deposit mobilization by Commercial Banks – Types of Deposits – Bank Customers – Banker-Customer Relationship – KYC Norms – Marketing of Bank Products and Services-Financial Inclusion.										CO1	
UNIT-II	Bank Lending						Periods: 10				
Forms of Bank Lending – Loans, Advances, Cash Credits, Overdrafts, Bills purchasing and Discounting – Different types of Advances – Security for Advances – Types of Collaterals and their characteristics – Working Capital Loans – Norms for WCL to businesses – Non-Performing Assets – Nature and Significance – Problems of NPAs in Banking Industry in India.										CO2	
UNIT-III	Asset Liability Management						Periods: 9				
Asset Liability Management (ALM) in banks: Components of Liabilities and Components of assets, Significance of Asset Liability Management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee (ALCO) - Activities of ALCO										CO3	
UNIT-IV	Negotiable Instruments ACT						Periods: 10				
The Negotiable Instruments Act 1881-Features of Negotiable Instruments-Important concepts and explanations under the Negotiable Instruments Act- The Paying Banker- Dishonor of cheques-Negotiation-Endorsement- The Collecting Banker-Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments -Hundis.										CO4	
UNIT-V	Banking Technology						Periods: 8				
Banking Technology - Concept of Universal Banking-Home banking- ATMs- Internet banking- Mobile banking- Core banking solutions- Debit, Credit, and Smart cards - Electronic Payment Systems-MICR- Cheque Truncation-ECS- EFT- NEFT-RTGS										CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45			
Text Books											
1. Sundharam and Varshney, Banking and Financial System, Sultan Chand & Sons											
2. Banking Theory and Practice – K.C. Shekhar &Lekshmy Shekhar – Vikas Publishing											
3. Indian Banking – S. Natarajan & R. Parameswaran – S. Chand Publishing											
Reference Books											
1. Modern Banking in India – O.P. Agarwal – Himayala Publishing House											
2. Banking Theory, Law and Practice – Gordon & Natarajan – Himalaya Publishing House											
3. Bank Credit Management – Murti &Subbakrishna – Himalaya Publishing House											
4. Banking Operation Management – Bimal Jaiswal – Vikas Publishing											
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1. http://www.arraydev.com/commerce/JIBC/											
2. http://www.businessfinancemag.com/											
3. https://www.rbi.org.in/scripts/banklinks.aspx											
4. https://www.rbi.org.in/Scripts/AboutusDisplay.aspx											

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	1	1	-	-	1
2	1	2	1	-	-
3	-	1	1	2	1
4	1	1	-	1	1
5	1	1	1	-	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Continuous Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies		Programme: MBA							
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSEF08		Periods/Week			Credit	Maximum Marks			
			L	T	P	C	CAM	ESE	TM	
Course Name	Investment Management		3	0	0	3	50	50*	100	
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Understand the foundations of investment concepts in valuation of equity and bonds							K2	
	CO2	Explain the content and procedure of carrying out Fundamental Analyses							K2	
	CO3	Examine various methods of Technical Analyses and techniques involved							K4	
	CO4	Understand the Derivatives and Options Contracts							K2	
	CO5	Measure the performance of portfolio and the strategies to evaluate them							K5	
UNIT-I	INTRODUCTION TO INVESTMENTS					Periods: 9				
Investments – Investment Vs. Speculation – Investment Process – Investment categories – Risk and return – Factors Influencing Risk – Measuring – Measuring Risk and Return, Valuation of Equity: Dividend Models, Price/Earnings Approach. Valuation of Bonds – Bond Management Strategies: Duration.									CO1	
UNIT-II	FUNDAMENTAL ANALYSIS					Periods: 10				
Equity stock Analysis: Economic analysis: Key Macroeconomic Factors. Industry analysis: Industry Life Cycle Analysis. Analyzing the Structure and Characteristics of an Industry – Profit Potential of Industries. Company Analysis: Analyzing the Financial Statements, The Chemistry of Earnings, Forecasting via the Earnings Model, Market Share/Profit Margin Approach, Independent Forecast of Revenue and Expenses.									CO2	
UNIT-III	TECHNICAL ANALYSIS					Periods: 10				
Technical Analysis: Market Indicators, Forecasting Individual Stock Performance. Efficient Market Theory – Random Walk – The Efficient Market Hypothesis. Portfolio Analysis: Effects of combining securities – Markowitz’s Mean-Variance model. Portfolio selection: Risk and investor Preferences – Constructing the portfolio – Significance of beta in the Portfolio									CO3	
UNIT-IV	DERIVATIVES ANALYSIS					Periods: 8				
An Introduction to Derivatives Markets and Securities – Forward and Futures Contracts – Options Contracts – Swap Contracts, Convertible Securities, and other Embedded Derivatives.									CO4	
UNIT-V	PORTFOLIO MANAGEMENT					Periods: 8				
Capital market Theory: CAPM – Arbitrage Pricing Theory. Management Portfolios and performance evaluation: Sharpe Index, Treynor Index, Jensen’s Model.									CO5	
Lecture Periods: 45		Tutorial Periods:0			Practical Periods: -0		Total Periods: 45			
Text Books										
1. Reilly, F. K., & Brown, K. C. (2011). Investment Analysis and Portfolio Management (Text Only). Cengage Learning.										
2. Chandra, P. (2017). Investment analysis and portfolio management. McGraw-Hill education.										
Reference Books										
1. Chandra, P. (2004). Managing Investments New Delhi.										
2. Fuller, R. J., & Farrell, J. L. (1987). Modern investments and security analysis. Mc Grow-Hill International Edition. Finance Series. Singapore.										
3. Francis, J. C. (1993). Management of investments. McGraw-Hill.										
4. Robert, S. Portfolio Management Hand Book. Jaico, Bombay.										
5. Pandya, F. H. (2013). Security analysis and portfolio management. Jaico Publishing House.										
Web References										
1. www.bseindia.com										
2. www.nseindia.com										
3. www.moneycontrol.com										
4. www.capitalmarket.com										
5. www.equitymaster.com										

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	1	1	-
2	3	3	-	1	-
3	3	3	-	-	-
4	3	2	-	-	-
5	3	3	1	-	-

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEF09				Periods/Week			Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM	
Course Name	Credit Management				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Understand the credit management policies and regulations.									K2	
	CO2	Understand the credit management in Government, banks and credit institutions.									K2	
	CO3	Apply credit analysis of risk, return, fixed and floating rates.									K2	
	CO4	Examine the working capital finance and long-term finance of credit management.									K4	
	CO5	Develop strategies for management of non-performing assets.									K3	
UNIT-I	CREDIT MANAGEMENT INTRODUCTION							Periods: 9				
Credit management in banks -Screening of Applications-Appraisal of Credit-Sanction Limit-Post sanction compliance – Monitoring supervision –Review- Government policies for credit extension- Credit institutions- Principles of good lending- Borrower study and bankers' opinion-Credit policy by banks- Government regulation of credit -Prudential norms.											CO1	
UNIT-II	CREDIT POLICY							Periods: 9				
Overview of credit policy and loan characteristics-The credit process –Characteristics of different types of loans- Evaluating commercial loan requests – Financial statement analysis-Cash flow analysis- Projections-Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit Analysis-Different types of borrowers – Balance sheet analysis for lending – Forms of advances secured and unsecured advances- short term and long-term advances											CO2	
UNIT-III	CREDIT ANALYSIS							Periods: 9				
Evaluating consumer loans – Types- Credit analysis of consumer loans- Risk–return analysis of consumer loans- Customer profitability analysis and loan pricing- Fixed Vs floating rates. Loan and advances against pledge- Hypothecation- Mortgage – Lien- Advances against goods-Document to title to goods – Life insurance policies – Stock exchange securities-Fixed deposit receipts –Book debts- Supply bills- Real estates – Advance against collateral securities.											CO3	
UNIT-IV	FINANCING							Periods: 9				
Financing to small scale industries and large-scale industries- Term lending- Syndicated loan system- Role of development banks in industrial finance- Working capital finance- Turnover method – Modified version of MPBF – Cash budget approach- long term finance -Project financing –Industrial sickness and BIFR. NABARD initiatives – Lead bank schemes – Retail banking advances – Concept – Retail banking products – Consumer credit financing.											CO4	
UNIT-V	NPA MANAGEMENT							Periods: 9				
NPA management – Introduction- Identification of NPAs- Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel II – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre-sanction appraisal –Post sanction supervision- Monitoring systems for existing and likely NPAs—Tools to manage NPAs –Compromise scheme, Lok Adalats, Debt Recovery Tribunals, Corporate Debt Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies-CIBIL Practical Components:• Students can visit a bank and study the lending and loan appraisal system relating to Agricultural loan, consumer financing etc. • Students can study the NPA status of leading two PSU banks and two private banks.											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45			
Text Books												
1. Micro, Small and Medium Enterprises in India by Indian Institute of Banking and Finance - Taxmann Publications Pvt. Ltd.; 2017 Edition edition (1 January 2017).												
2. Vaidyanathan.K – Credit Risk Management for Indian Banks - Sage Publications Pvt. Ltd; 1 edition (30 May 2013)												
Reference Books												
1. Popli. G.S. and Puri.S.K – Strategic Credit Management in Banks - PHI Learning; 1 edition (23 January 2013).												
2. Murali.S and Subbakrishna.K.R. – Bank Credit Management - Himalaya Publishing House, 2012.												
Web References												
1. https://www.cicm.com/bookshop-learning-materials/												
2. https://lecturenotes.in/m/14694-note-for-strategic-credit-management-stm-by-jntu-heroes/9												
3. https://nptel.ac.in/courses/110/106/110106040/												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	2	0	1	2	1
2	2	1	1	2	1
3	2	2	2	2	1
4	2	1	2	2	2
5	1	1	2	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEF10			Periods/Week		Credit	Maximum Marks				
				L	T	P	C	CAM	ESE	TM	
Course Name	Insurance and Risk Management			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Understand the concept, types and handling of risks in business.								K2	
	CO2	Explains the insurance principles and practices								K3	
	CO3	Knowledge about the relation between insurance and risk.								K1	
	CO4	Explain about the insurance company operations in India.								K2	
	CO5	Knowledge about insurance business in India with respect to IRDA.								K3	
UNIT-I	INTRODUCTION TO RISK MANAGEMENT						Periods: 9				
Concept of risk – Risk vs Uncertainty - Types of risk, Risk Management – meaning, objectives, Risk Management Process - Benefits of Risk Management - Personal Risk Management - Rules of Risk Management.										CO1	
UNIT-II	RISK MANAGEMENT APPLICATIONS						Periods: 9				
Risk Management Decisions – Utility Theory, Decision Theory; Buying insurance – Common errors – Need for a plan – Other consideration choice between Insurance and Retention – Selecting the agent and the company – Alternatives to commercial insurance – Risk retention.										CO2	
UNIT-III	INSURANCE AND RISK						Periods: 9				
Insurance – definition, characteristics, Nature and functions of Insurance – Risk sharing and Risk transfer, Risk reduction through pooling, Ideal requirements of an Insurable risk – Adverse selection - Insurance vs Gambling - Insurance vs Hedging -Determinable and measurable losses.										CO3	
UNIT-IV	INSURANCE COMPANY OPERATIONS						Periods: 8				
Cost and benefits of insurance - Principles of insurance - Insurance contracts - Kinds of insurance, Insurance operations – Rating and Rate making – underwriting – Production - Claim settlement - Reinsurance, Investments - Other insurance company functions.										CO4	
UNIT-V	INSURANCE IN INDIA						Periods: 10				
Life Insurance – objectives, advantages, types, selling life insurance through agents and banks, Principle of insurable interest utmost good faith - Suicide clause - Procedure for taking life insurance – Nomination, General Insurance – importance, Types and history, Principles and present structure of General Insurance in India – IRDA Act - Investment norms – Protection of policy holders Interest.										CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -		Total Periods: 45			
Text Books											
1. E. Rejda George, McNamara Michael, “Principles of Risk Management and Insurance”, 13 th Edition, Pearson Education, 2017.											
2. Emmett J. Vaughan, Therese M. Vaughan, “Fundamentals of Risk and Insurance”, 11 th Edition, Wiley, 2015.											
Reference Books											
1. Mark S. Dorfman, “Introduction to risk management and insurance”, 9 th Edition, Prentice Hall, 2007.											
2. Gupta PK, “Insurance and risk management” Himalaya Publishing House, 2015.											
3. James S. Trieschmann (Author), Sandra Gustavson, “Risk Management and Insurance”, 10 th Edition, South-Western College Publication, 1997.											
4. Scott Harrington, Gregory Niehaus, “Risk Management and Insurance”, 2 nd Edition, McGraw Hill Education, 2017.											
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1. https://onlinelibrary.wiley.com/journal/15396975											
2. https://journal-of-insurance-and-financial-management.com/index.php/JIFM											
3. https://www.tandfonline.com/toc/rjrr20/current											
4. https://nptel.ac.in/courses/110/107/110107128/											
5. https://onlinecourses.swayam2.ac.in/cec20_mg08/preview											
6. https://collegetutor.net/notes/risk_management_and_insurance_notes_pdf											

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	1	1	2
2	3	3	1	2	1
3	2	3	1	1	1
4	2	3	1	2	-
5	2	3	1	2	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEF11				Periods/Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Mutual Funds Operations				3	0	0	3	50	50	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Describe the characteristics of mutual fund investments.										K1
	CO2	Classify Mutual Funds by Investment Objective.										K3
	CO3	Evaluate mutual funds for investment purposes.										K5
	CO4	Understand accounting and valuating of mutual funds and describes market simulations										K2
	CO5	Understand the mutual funds and its related legal aspects in India.										K2
UNIT-I	INTRODUCTION							Periods: 9				
Introduction, mutual fund structure in India, custodian, AMC, NFO, role of registrar and transfer agents, investor rights and obligations. Mutual fund products and features – equity funds open ended & close ended, index fund, diversified large cap funds, midcap funds, sectoral funds. Equity schemes, ELSS, entry and exit load, expense ratio, portfolio turnover, AUM affect portfolio turnover etc.											CO1	
UNIT-II	GOLD ETFS, DEBT AND LIQUID FUNDS							Periods: 9				
Introduction to exchange traded funds (ETF), salient features, working, NFO, market making by APS, creation units, portfolio deposit and cash component. Debt funds - salient features, interest rate and credit risk, pricing of debt instrument, debt mutual fund schemes. Liquid funds - salient features, floating rate scheme, portfolio churning.											CO2	
UNIT-III	METHODS FOR INVESTMENT IN MUTUAL FUNDS							Periods: 9				
Overview, objectives of AMFI, advantages of mutual funds, systematic investment plan (SIP), systematic transfer plan (STP), systematic withdrawal plan (SWP), choosing between dividend payout, dividend reinvestment and growth options. Capital gains taxation, indexation benefit, FMPS, without indexation, with indexation											CO3	
UNIT-IV	MARKET SIMULATION AND ACCOUNTING OF FUNDS							Periods: 9				
Market simulation lab sessions on internet-based software to develop keyboarding skills for cash market. Accounting of mutual funds – NAV computation – Pricing of units – Fees & Exchanges – Accounting policies – Valuation of mutual funds.											CO4	
UNIT-V	LEGAL STRUCTURE AND REGULATORS IN INDIA							Periods: 9				
Legal structure of mutual fund – Rights and responsibilities of market constituents – Fund mergers and Scheme takeovers. Role of Regulators in India – Reserve Bank of India, Securities and Exchange Board of India, Association of Mutual Funds in India – Rights and Obligations of the investors.											CO5	
Lecture Periods: 45			Tutorial Periods:0			Practical Periods: -0			Total Periods: 45			
Text Books												
1. John C. Bogle, Bogle on Mutual Funds: New Perspectives for the Intelligent Investor, Wiley, 1 st Edition, 2015.												
2. Vivek. K. Negi, Mutual Funds: Ladder to Wealth Creation, Diamond Pocket Books Pvt. Limited, 2015												
Reference Books												
1. Sundar Sankaran, Indian Mutual Funds Handbook: A Guide for Industry Professionals and Intelligent Investors, Vision Books, 5 th Edition, 2018												
2. Laliitha Thamaraipandy, Mutual Funds the Money Multiplier, Notion Press, Inc, 1 st Edition, 2017.												
3. Shashi Kant Singh, Mutual Fund Year Book 2020-21: A complete Guide on Mutual Fund Investment, Notion Press, 2020												
4. John. C. Bogle and David F. Swensen, Common Sense on Mutual Funds, Wiley, 10 th Edition, 2010.												
5. Punithavathi Pandian, Financial Services and Markets, Vikas Publishing House, 1 st Edition, 2010.												
Web References												
1. https://www.mutualfundindia.com/												
2. https://economictimes.indiatimes.com/mutual-funds												
3. https://groww.in/												
4. https://desaivinod.com/2020/01/11/direct-fund-sites-in-india/												
5. https://www.feedspot.com/?_src=folder												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	-	-	1
2	1	3	2	1	1
3	1	3	1	1	1
4	1	3	1	-	1
5	3	-	1	1	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEF12				Periods/Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Income Tax Law and Practice				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Understand the provisions of Income Tax Act 1961.									K2	
	CO2	Understand the procedure and provisions of computation of Total Income.									K2	
	CO3	Describe the procedure for clubbing and setting off income and carry forward of losses.									K6	
	CO4	Explain the various deductions to make under section 80C to 80U in computing total income.									K2	
	CO5	Design and study the valuation of assets and wealth tax.									K6	
UNIT-I	INCOME TAX ACT, 1961							Periods: 9				
Income Tax Act, 1961: Basic concepts – Income – Previous year – Assessment year, Residential status – Basis of charged and scope of total income. Incomes exempt from tax.										CO1		
UNIT-II	COMPUTATION OF TOTAL INCOME							Periods: 9				
Computation of total income under - Salaries - Houses property - Profits and Gains of business/Profession, - Capital gains - Other Sources.										CO2		
UNIT-III	PROCEDURE AND PROVISIONS OF TOTAL INCOME							Periods: 9				
Clubbing of income – Set off and carry Forward of loss – Computing total income, rebates and reliefs in respect of income – tax. Taxation of individuals, firms and companies – Dividend distribution tax – MAT – Transfer Pricing. Tax deducted at source, Collection recovery and refund of tax, Provision of advance tax - Provisions concerning procedure for filing return – Signature – E-filing, Assessment and Reassessment.										CO3		
UNIT-IV	TAX AUTHORITIES							Periods: 9				
Authorities under Income Tax Act – Central Board of Direct Taxes- Commissioners of Income Tax – Powers –Appellate Authorities – Procedure of filing appeals. Tax Planning – Tax Management – Tax Holiday – GAAR – Tax Evasion – Tax Avoidance.										CO4		
UNIT-V	WEALTH TAX							Periods: 9				
Wealth Tax: Charge of wealth tax – Assets – Deemed assets and exempted assets from tax – Valuation of assets – Computation of Net wealth and Return of Wealth – Appeals and Refunds. Dynamic component for Continuous Internal Assessment - Contemporary Developments.										CO5		
Lecture Periods:45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45				
Text Books												
1. Vinod K Singania, Students guide to income Tax, Taxmann Publications, New Delhi.												
2. Girish Ahuja & Ravi Gupta, Systematic approach to Income tax, Bahrat alaw house, New Delhi.												
Reference Books												
1. Mehrotra & Goyal, Direct Taxes: Law and practice, Sahitya Bhavan, Agra.												
2. V.Balachandran and S.Thothadri, Taxation Law & Practice, Prentice Hall of India, New Delhi.												
Web References												
1. https://archive.india.gov.in/business/taxation/corporate.php												
2. https://www.ebcwebstore.com ›												
3. https://lawtimesjournal.in › section-4-crpc												
4. https://swayam.gov.in/nd2_ccc20_cm01/preview												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	3	1	3
2	2	-	3	-	2
3	3	1	1	1	3
4	3	1	3	1	2
5	3	3	3	-	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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HUMAN RESOURCE SPECIALISATION

Department	Management Studies		Programme: MBA							
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSEH06		Periods/Week			Credit	Maximum Marks			
			L	T	P	C	CAM	ESE	TM	
Course Name	Stress Management		3	0	0	3	50	50*	100	
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Learn the fundamental concepts and principles of stress management.							K2	
	CO2	Understands various stress theories and models to manage them							K2	
	CO3	Describe coping strategies for stress management such as diet, sleep, and other lifestyle factors.							K3	
	CO4	Outline proactive responses to stressful situations, as well as various stress intervention factors.							K4	
	CO5	Help them Build a stronger action plan for reducing and managing workplace stress.							K5	
UNIT-I	CONCEPT OF STRESS					Periods: 8				
Stress: Definition, Nature - Types of stress - Stressors: definition and identifying stressors - Physiological systems: illnesses and diseases - Psychological effects of stressors - Individual stressors - Organizational stressors - Social stressors- Role of HR in Stress handling.									CO1	
UNIT-II	THEORIES OF STRESS					Periods: 9				
Theories of stress: Cognitive, Behavioral, and psychological theories – Models: Conceptual Model - Transactional Model - Health Realization / Innate Health Model.									CO2	
UNIT-III	STRESS REGULATORS					Periods: 10				
Stress Management – Social Support - Therapy and Systematic Management - Stress Inoculation Method - Jacobson Progressive Muscle Relaxation - Systematic Desensitization - Stress and Emotions.									CO3	
UNIT-IV	STRESS THERAPIES					Periods: 10				
Interventions - Spirituality - Meditation - Personal Responsibilities - Goal Setting - Self Assessment - Relaxation Techniques - Exercise - Diversity - Rational emotive - Behavior Therapy - Massage Therapy - Yoga.									CO4	
UNIT-V	OCCUPATIONAL STRESS					Periods: 8				
Occupational Stress - Causes of occupational stress - Role of workplace environments - Symptoms of work-related stress - Model of different components of work-related stress - - Family Incivility and Occupational Stress.									CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45		
Text Books										
1. Ashley Weinberg, Dr. Valerie J Sutherland, Professor Cary L. Cooper, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 2010										
2. Philip J. Dewe & Cary L. Cooper, Work Stress and Coping: Forces of Change and Challenges, SAGE publication, 2017										
Reference Books										
1. Harvard Business Review, HBR Guide to managing stress at work, Harvard Business Review Press, 2014.										
2. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.										
3. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012										
4. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2012										
5. Dutta, P.K., Stress Management, Himalaya Publishing House Private Limited, 1 st Edition, 2016										
Web References										
1. www.stress.org/										
2. www.stress.org.uk										
3. www.psychologytoday.com/basics/stress										
4. https://www.stress.org/										
5. https://www.tandfonline.com/toc/ists20/current										

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	2	0	1	3	1
2	3	2	2	1	1
3	3	1	2	3	1
4	2	1	2	3	2
5	3	1	3	1	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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Department	Management Studies		Programme: MBA						
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEH07		Periods/Week			Credit	Maximum Marks		
			L	T	P	C	CAM	ESE	TM
Course Name	Compensation Management		3	0	0	3	50	50*	100
Prerequisite									
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)
	CO1	Ability to design Job Analysis and defend factors affecting							K6
	CO2	Compare and contrast Pay Related Models and structure one as Job demands.							K4
	CO3	Illustrate the ability to critically analyze rewards available and model a scheme as the job requires							K4
	CO4	Explore and apply appropriate statutory norms to accommodate to statutory requirements.							K4
	CO5	Analyse critically the changing working environment and recommend innovative compensation plans retrieving employee champions.							K4
UNIT-I	COMPENSATION MANAGEMENT					Periods: 8			
Defining Internal Equity through Job Analysis and Job Valuation - An Introduction to Compensation Management- Classification – Types - Theories of Compensation management, 3–P Concept in Compensation Management, Strategic Compensation Management - Concept of total reward System-New trends in compensation management									CO1
UNIT-II	COMPENSATION METRICS					Periods: 10			
Calculating various wage/salary-related measures. Mistakes in compensation Designing-Incentives- Calculation of incentives, measuring the impact of weak incentives. Monitoring planned and unexpected absences, the cost impact of unplanned absences, and staffing.									CO2
UNIT-III	EMPLOYEE BENEFITS MANAGEMENT					Periods: 10			
Components-Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Finding Benefits through VEBA– Costing the Benefits–Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program–Totally Integrated Employee Benefit Program									CO3
UNIT-IV	COMPENSATION SYSTEM IN INDIA					Periods: 9			
Payment of Wages Act, 1936- Payment of Bonus Act, 1965– payment of gratuity act 1972- The employee’s provident funds and miscellaneous act 1952 -Pay Commission in India – Performance-based pay system- Rewards for sales personnel									CO4
UNIT-V	CONTEMPORARY STRATEGIC COMPENSATION CHALLENGE					Periods: 8			
International Compensation and Competitive Strategies-Executive Compensation Packages–Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules–Compensation for Expatriates and Repatriates–Strategic Issues and Choices in Using Contingent and Flexible Workers									CO5
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45	
Text Books									
1. R C Sharma, Sulabh Sharma, Compensation Management. First edition. SAGE Publications Pvt. Ltd, 2019									
2. Bashker D. Biswas. Compensation and Benefit Design: Applying Finance and Accounting Principles to Global Human Resource Management Systems. Pearson FT Press; 1 edition, 2012									
Reference Books									
1. Richard I Henderson, Compensation Management in a Knowledge-Based World.10th edition. Prentice Hall									
2. Dr.Kanchan Bhatia, Compensation Management. Himalaya Publishing House, 2011									
3. Dipak Kumar Bhattacharyya, Compensation Management. Oxford University Press, 2009									
4. B. D. Singh. Compensation and Reward Management. Excel Books, 2008									
Web References									
1. www.hrwillage.com									
2. www.shrm.org									
3. www.hrexecutive.com									
4. https://examupdates.in/compensation-management/									

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	1	2	1
2	2	3	1	2	2
3	3	1	2	1	1
4	2	-	1	2	1
5	3	1	3	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSEH08				Periods/Week			Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM	
Course Name	Career Management				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	To make them understand the nuts and bolts of a career									K2	
	CO2	Develop the skills required to make career Planning.									K5	
	CO3	To assist them in comprehending and identifying a career domain									K2	
	CO4	Analysing the process of successful Design of an individual Career path									K4	
	CO5	Enable them to understand the career management Process									K2	
UNIT-I	INTRODUCTION							Periods: 8				
Meaning and Stages of Career-Career management and Talent management -Basic Concepts and Differences - Components - Need and Scope of Personal Career Management- Career Management Process- Career Dynamics-Career Management Policies.										CO1		
UNIT-II	CAREER PLANNING							Periods: 10				
Career Planning Process - Career Literacy -Career Anchors - Methods of Career Planning - Self-Assessment - Personality - Identifying Personal and Professional Talents.										CO2		
UNIT-III	CAREER DOMAIN							Periods: 10				
Career Research - Setting Objectives - Identifying Domain, Job - Career planning barriers.										CO3		
UNIT-IV	CAREER MAPPING							Periods: 9				
Career Mapping - Planning Checklist - Designing Career Chart - The Big Picture - Review and Adjust- Succession Planning- Tips for Successful Career Planning.										CO4		
UNIT-V	CAREER MANAGEMENT							Periods: 8				
Career Management and Decision Making - Aligning with Organization Goals -Handling Performance Review - Continuous Learning - Discussing Career Progression -Career Plateauing - Managing Career Change.										CO5		
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -			Total Periods: 45			
Text Books												
1. Gerardus Blokdyk. Career Management a Complete Guide. Emergo Pty Limited, 2020												
2. Career Management for Life. Jeffrey H Hreehaus&, Gerard A. Callanan, Veronica M. Godshalk. 5 th editions. Routledge, 2018												
Reference Books												
1. Peter Herriot. The Career Management Challenge: Balancing Individual and Organizational Needs. Sage Publications,												
2. Aaltje Vincent, Jacco Valkenburg. Career management via LinkedIn. Uitgeverij Unieboek, 2011												
3. Career Planning. Savita Marathe Vishwa press; Second edition (1 January 2016)												
4. Designing Your Life: Build the Perfect Career, Step by Step. Bill Burnett Vintage (7 December 2017)												
Web References												
1. https://hr.ucmerced.edu/												
2. https://www.careerbliss.com/												
3. https://www.thebalance.com/												
4. https://ncda.org/aws/NCDA/pt/sp/resources												
5. https://nptel.ac.in/courses/122/105/122105020/												

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COs/POs/PSOs Mapping

Cos	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	2	2	3
2	2	0	2	2	3
3	3	1	1	1	2
4	3	1	1	1	2
5	3	1	2	2	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Continuous Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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Department	Management Studies				Programme: MBA						
Semester	Fourth				Course Category Code: Functional Elevate			*End Semester Exam Type: TE			
Course Code	P23MSEH09				Periods/Week			Credit	Maximum Marks		
					L	T	P	C	CAM	ESE	TM
Course Name	Emotional Intelligence and Managerial Effectiveness				3	0	0	3	50	50*	100
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)	
	CO1	Make them interpret how their emotions affect their behaviour and performance									K5
	CO2	Outline the concept of emotional intelligence like self-awareness, adaptability; recognize patterns, and teamwork with Business Management									K2
	CO3	Understand and demonstrate empathy in a wide range of situations									K3
	CO4	Apply conflict management different managerial styles to a specific case									K3
	CO5	Illustrate managerial effectiveness and the factors influencing it									K2
UNIT-I	INTRODUCTION							Periods: 9			
Emotions and the Tripartite Brain -Emotional Competencies -Executive EQ, Emotions and Enneagram, Rational Emotive Therapy- Emotional Transformation, Emotions, and Childhood- Role of Emotions- Emotions and Attitudes										CO1	
UNIT-II	EMOTIONAL INTELLIGENCE							Periods: 9			
Emotional Intelligence – Meaning, Self-Awareness, Threshold; Relevance of 360 Feedbacks; Emotional Intelligent Leadership- Measuring Emotional Intelligence										CO2	
UNIT-III	ADAPTABILITY							Periods: 9			
Emotional Self-Control, Positive Outlook, and Adaptability; Qualitative Research – Basics, Participant Observation; Conducting a Behavioral Interview; Social-Awareness- Empathy and Listening Skills, Empathy and Cultural Diversity.										CO3	
UNIT-IV	RECOGNITION PATTERN							Periods: 9			
360 Feedbacks and Development Plan; Cognitive Competencies- Pattern Recognition and Systems Thinking Relationship Management; Influence and Inspirational Leadership; Conflict Management - Teamwork, Coaching and Mentoring Group Project										CO4	
UNIT-V	MANAGERIAL EFFECTIVENESS							Periods: 9			
Concept, Definition; Approaches - Person, Process and Product, Bridging the Gap, Measuring Managerial Effectiveness; Current Industrial and Government practices; Management of managerial effectiveness- Effective manager as an optimizer; Organizational processes, Organizational climate, Leader-Group influences, Job challenge, Competition, Managerial styles.										CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -			Total Periods: 45		
Text Books											
1. Working with Emotional Intelligence - Daniel Goleman Jack Welch on Leadership: Executive Lessons from the Master CEO by John A. Byrne, Jack Welch Crown Publishing Group Goleman, D. (1998). Working with emotional intelligence. New York: Bantam Books.											
2. Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman Get Better or Get Beaten: 31 Leadership Secrets from GE's Jack Welch by Robert Slater, Jack Welch, McGraw-Hill School Education Group											
Reference Books											
1. Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman Get Better or Get Beaten: 31 Leadership Secrets from GE's Jack Welch by Robert Slater, Jack Welch, McGraw-Hill School Education Group											
2. Leadership: The Power of Emotional Intelligence by Daniel Goleman the Brain and Emotional Intelligence: New Insights by Daniel Goleman											
3. Managerial Effectiveness: An Insight-Dr.Anindita S.Chatterjee, Rigi Publication (1 August 2017)											
4. Emotional Intelligence: Theory and Practice- Vikramaditya Ekkirala/Smita Singh (Dabholkar)Cengage Learning India Pvt. Ltd.; 1st edition (12 November 2020); Cengage Learning India Private Limited											
Web References											
1. http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm											
2. http://www.dirjournal.com/guides/emotional-intelligence/											
3. http://eqi.org/											
4. http://www.emotionalintelligencecourse.com/eq-blog/											
5. http://www.byronstock.com/emotional-intelligence-blog/											

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	2	2	3
2	2	-	1	2	2
3	3	1	1	1	2
4	3	1	1	1	2
5	3	1	2	2	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEH10				Periods/Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Strategic Human Resource Management				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Describe the fundamental knowledge and abilities needed to work in the human resources area.										K2
	CO2	Evaluate the relationship between human resource management and organizational performance and analyses the strategic function of human resource management in a competitive setting.										K3
	CO3	Recognize the importance of human resources in defining the future of businesses.										K2
	CO4	Describe and critically analyze human resource management theoretical concepts										K4
	CO5	Synthesize and apply human resource management concepts to modern businesses combining primary and secondary data to visualize and evaluate HRM strategy										K4
UNIT-I	THE EVOLVING/ STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT							Periods: 9				
Introduction to SHRM: Definition, Need, Importance, and Steps, Workforce Diversity, Demographic Changes, Strategic HR versus Traditional HR, Barriers to Strategic HR, Strategic approach to management structure, job design.											CO1	
UNIT-II	INVESTMENT PERSPECTIVE OF HUMAN RESOURCES							Periods: 9				
Investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Non-traditional investment Approaches.											CO2	
UNIT-III	COMPENSATION & REWARD STRATEGIES							Periods: 9				
Compensation & Reward Strategies: Skill Based Pay, Broad banding, Variable Pay, Incentives and Benefits, Profit Sharing, ESOP, Executive Compensation, Training & Development Strategies: Cross-cultural Training, Multi-Skilling, Succession Planning, Learning Organizations and Organizational Learning.											CO3	
UNIT-IV	RECRUITMENT TO RETIREMENT STRATEGIES							Periods: 9				
Online Recruitment, Outsourcing Recruitment, Head Hunting, Performance Management Strategies: Defining Key Result Areas, Seniority Vs. Merit-based Promotions, Pay for Performance, 360 Feedback, Executive Performance, Redundancy, Downsizing, HR Outsourcing, Employee Leasing, Separation Benefits.											CO4	
UNIT-V	HUMAN ASPECTS OF STRATEGIES IMPLEMENTATION							Periods: 9				
Human Aspects of Strategies Implementation, Human Side of Mergers & acquisition, Leadership, Managing Conflict, Stress Management, Work-life Balance, Reengineering HR, Human Resource Development: Accounting and Audit, Scorecard and Report											CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -		Total Periods: 45				
Text Books												
1. Strategic Human Resource Management by Tanuja Agarwala, Oxford University Press												
2. Personnel Management - Text & Cases, By C. B. Mamoria & V. S. P. Rao, Himalaya												
3. Strategic Human Resource Management by Rajib Lochan Dhar, Excel Books.												
Reference Books												
1. HRD Audit by TVR Rao, Response Books Publishers												
2. Strategic Prospects for HRM by Shaun Tyson,Jaico Publishing House												
3. Mabey, Christefer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi.												
4. Salaman, Graeme: Human Resource Strategies, Sage Publications, New Delhi.												
Web References												
1. https://www.researchgate.net/publication/331541673_Strategic_Human_Resource_Management_A_Research_Overview												
2. https://www.aihr.com/blog/strategic-human-resource-management/												
3. https://www.shrm.org/resourcesandtools/tools-												
4. https://samples/toolkits/pages/practicingstrategichumanresources.aspx												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	3	3
2	3	2	-	3	2
3	3	2	2	2	3
4	2	3	-	2	2
5	2	3	1	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies				Programme: MBA						
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type: TE				
Course Code	P23MSEH11				Periods/Week		Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM
Course Name	HRM in Knowledge Based Organization				3	0	0	3	50	50*	100
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to										BT Mapping (Highest Level)
	CO1	Understand the concepts of knowledge-based organizations.									K2
	CO2	Understand the various dimensions in measuring performance and managing knowledge.									K2
	CO3	Analyze the factors related to managing retention.									K4
	CO4	Utilizing the tools and mechanics that are required for managing knowledge in an organization									K3
	CO5	Illustrating the trending issues and the future of managing knowledge workers.									K3
UNIT-I	INTRODUCTION							Periods: 9			
Introduction - Concepts and Characteristics of Knowledge-based Organization - Knowledge Boundaries - Understanding Knowledge, Intelligence and Experience - Adopting Knowledge-based Approach - Steps towards knowledge-based organization - Linking Human Behavior and Knowledge.											CO1
UNIT-II	PERFORMANCE MEASUREMENT IN KBO							Periods: 9			
Managing Knowledge for Organizational Effectiveness - Process and Methods - Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO.											CO2
UNIT-III	MANAGING RETENTION IN KBO							Periods: 9			
Managing Knowledge of Personnel and Organization - Rewarding Knowledge - Management of Retention and KBO - Knowledge Application: Individual level, Group & Organizational level.											CO3
UNIT-IV	TOOLS TO HANDLE KBO							Periods:9			
ICTs in HRM in KBO: HRIS for a KBO - Concepts - Mechanics - Software Orientation - Performance Management - Mechanics and One Illustrative Process - Knowledge management matrix - Knowledge developers skill set.											CO4
UNIT-V	TRENDS IN KBO							Periods: 9			
Strategic issues in knowledge-based organizations - Political issues in KBO - Ethical practices in KBO - Protocols of Knowledge Management - Future of Knowledge Management - Managing Knowledge Workers.											CO5
Lecture Periods: 40			Tutorial Periods:0			Practical Periods: -0		Total Periods: 40			
Text Books											
1. John P. Girard, Joann L. Girard, “A Leader’s guide to knowledge management”, Business expert press, 2012											
2. Elias M.Awad, Hassan M.Ghaziri “Knowledge Management”, Prentice Hall India Learning Private Limited, 2011											
Reference Books											
1. Management by Consciousness in 21st Century, “Gupta G.P.”, Excel Books,2009											
2. Challenges, Performances and Tendencies in organization management, Edited by Ovidiu Nicolescu and Lester-Reason, World Scientific Publishing Co Pte Ltd, 2014											
3. Managing a global workforce, Charles M Vance and Yongsun Paik, PHI Learning,2013											
4. Creating Knowledge based organizations, Jatinder N.D Gupta, Sushil Sharma, Idea group publishing, 2003											
5. Knowledge retention, strategies and solutions, Jay Liebowitz, Taylor & Francis, 2009											
Web References											
1. https://nptel.ac.in/courses/110/105/110105076/											
2. https://swayam.gov.in/nd1_noc19_mg33/											
3. https://www.researchgate.net/publication/272702836											
4. http://www.kautilyasociety.com/tvph/km/managing_knowledge_organization.htm											
5. https://www.intechopen.com/books/current-issues-in-knowledge-management/aligning-human-resource-management-with-knowledge-management-for-better-organizational-performance											

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	1	3	1
2	2	3	1	2	3
3	3	2	2	3	1
4	2	1	1	3	2
5	3	1	2	2	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

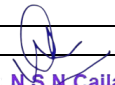
* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies			Programme: MBA						
Semester	Fourth			Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEH12			Periods/Week			Credit	Maximum Marks		
				L	T	P	C	CAM	ESE	TM
Course Name	Cross Cultural Management			3	0	0	3	50	50*	100
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)	
	CO1	Comprehend dimensions of culture and align with international models of IHRM as suitable							K4	
	CO2	Compare and contrast effective leadership across cultures.							K2	
	CO3	engage with the relevant contextual issues in cross-cultural management in relation to international business and the multi-cultural Indian workforce.							K4	
	CO4	Ability to design and develop competent compensation for cross cultural workforce							K3	
	CO5	Analyze critically international expat issues and model solutions to understand corporate culture							K4	
UNIT-I	INTRODUCTION						Periods:6			
Concept of Culture for a Business Context - Organizational Culture & its dimensions - Cultural Background of business stakeholders - Analytical framework.										CO1
UNIT-II	CULTURE AND GLOBAL MANAGEMENT						Periods:10			
Culture and Global Management - Global Business Scenario and Role of Culture - A Framework for Analysis - Elements and Processes of Communication across Cultures - Communication Strategy for/ of an Indian MNC and Foreign MNC - High-Performance Winning Teams and Cultures - Cultural Implications for Team Building.										CO2
UNIT-III	CROSS CULTURE						Periods:10			
Cross Culture - Negotiation and Decision Making - Process of Negotiation and Needed Skills and Knowledge Base - Overview with two illustrations from multicultural contexts [India - Europe / India - US settings, for instance] - International and Global Business Operations - Strategy formulation and Implementation - Aligning Strategy, Structure and Culture in an organizational context.										CO3
UNIT-IV	GLOBAL HUMAN RESOURCES MANAGEMENT						Periods:10			
Global Human Resources Management - Staffing and Training for Global Operations - Expatriate - Developing a Global Management Cadre - Motivating and Leading - Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.										CO4
UNIT-V	CORPORATE CULTURE						Periods:9			
Corporate Culture - The Nature of Organizational Cultures - Diagnosing the as-is Condition - Designing the Strategy for a Cultural Change - Building and Successful Implementation of Cultural Change - Measurement of ongoing Improvement - Cultural Ethics.										CO5
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45		
Text Books										
1. Dipak Kumar Bhattacharyya, Cross-Cultural Management: Text and Cases, PHI, 2010.										
2. Jean-Francois Chanlat, Cross-Cultural Management, Routledge, 1 st Edition, 2013										
Reference Books										
1. Jerome Dumetz, Fons Trompenaars, Meredith Belbin, Stephen M. R Covey, Charles Hampden-Turner, Olga Saginova, Peter Woolliams, Craig Storti, Juliette Tournand, Edgar H Schein, Cross-Cultural Management textbook: Lessons from the world leading experts in cross-cultural management, CreateSpace Independent Publishing Platform, 2012.										
2. David C. Thomas, Mark F. Peterson, Cross-Cultural Management: Essential Concepts, 4 th Edition, SAGE publications, 2017.										
3. Jasmin Mahadevan, Cases in Critical Cross-Cultural Management (Routledge Studies in International Business and the World Economy) 1 st Edition, Routledge, 2019.										
4. Taran Patel, Cross-Cultural Management: A Transactional Approach, Routledge, 1 st Edition, 2013.										
5. Betina Szkudlarek, Laurence Romani, Dan Caprar, Joyce Osland, The Sage Handbook of Contemporary cross-cultural management, 1 st Edition, SAGE publications Ltd., 2020.										
6. Martin J. Gannon and Karen L. Newman, Handbook of Cross-Cultural Management, Blackwell Publishers Ltd, Print ISBN: 9780631214304 Online ISBN: 9781405164030, DOI: 10. 1002/9781405164030, 2017										
Web References										
1. https://www.business-school.ed.ac.uk/msc/international-human-resource-management										
2. https://mpira.ub.uni-uenchen.de/63513/										
3. http://www.scielo.br/scielo.php?script=sci_arttext&pid=S1807-76922011000400006										
4. https://www.class-central.com/tag/human%20resources										
5. https://books.google.co.in/books/										

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	1	2	1
2	2	3	2	1	3
3	2	0	2	3	1
4	3	1	3	2	3
5	3	2	3	2	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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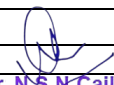
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MARKETING SPECIALISATION

Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEM06				Periods/Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Brand Management				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Define the Brand Management concepts.										K1
	CO2	Formulate effective branding strategies for both consumer and business products/services.										K6
	CO3	Demonstrate the Brand Hierarchy, Brand Architecture, Brand Structures and managing Brands.										K3
	CO4	Measure Brand equity										K5
	CO5	Examine brand concepts in real-life setting by articulating the context of and the rationale for the application										K3
UNIT-I	INTRODUCTION TO BRAND MANAGEMENT							Periods: 8				
Concepts of Brands - Branding and Brand Management - Significance of a Brand - Branding impact on Buyers and Sellers - Meaning and Significance of Brand Image, Brand Identity, Brand Associations, Brand personality, Brand Loyalty, Brand Equity - Types of Brands.											CO1	
UNIT-II	BRANDING STRATEGIES							Periods: 9				
Brand Vision - Strategic Brand Management Process - Brand Positioning and establishing Brand Values - Crafting of Brand Elements - Creating competitive advantage.											CO2	
UNIT-III	BRANDING STRUCTURES							Periods: 11				
Brand Hierarchy: Levels, Principles of designing the brand hierarchy, Managing the Brand Portfolio - Brand Architecture: Master Brand, Over Brand, Freestanding Brand and Endorser Brand structures, Price - Quality - Brand Structures: House of Brands, Branded House and Hybrid Structures - Managing Brands: Brand Revitalization, Brand Extension strategies, Product Category and Line Extension - Pros and cons of Brand extension.											CO3	
UNIT-IV	BRAND VALUATION							Periods: 9				
Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management											CO4	
UNIT-V	BRANDING IN PRACTICE							Periods: 8				
Handling Name Changes and Brand Transfer – Brand Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.											CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -			Total Periods: 45			
Text Books												
1. Kevin Lane Keller, Parameswaran, Jacob, “Strategic Brand Management: Building, Measuring and Managing Brand Equity”, 4 th Edition, Pearson Education India, 2015.												
2. Jean-Noel Kapferer, “The New Strategic Brand Management: Advanced Insights and Strategic Thinking”, 5 th Edition, Kogan												
Reference Books												
1. Harsh V Verma, “Brand Management: Text and Cases”, 4 th Edition, 2013.												
2. KirtiDutta, “Brand Management”, Oxford University Press, 2012.												
3. Trott Sangeeta, Sople Vinod V, “Brand Equity: An Indian Perspective”, PHI Learning Private Limited, 2016.												
4. Ram Kishen, Nalini Dutta, “Strategic Brand management”, Ane Books Pvt. Ltd, 2015.												
5. Johny K Johansson, Kurl A. Carlson, “Contemporary Brand Management” Sage Publications, 1 st Edn, 2014												
6. Laurence Minsky, IlanGeva, “Global Brand Management”,												
Web References												
1. https://www.tandfonline.com												
2. https://www.emeraldgrouppublishing.com/journal/jpbm												
3. https://www.brandingmag.com/												

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COs/POs/PSOs Mapping

Cos	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	-	1	-
2	-	1	-	2	3
3	1	-	1	-	1
4	-	1	2	3	-
5	2	-	1	-	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

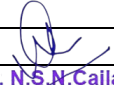
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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code:		*End Semester Exam Type:					
Course Code	P2MSEM07			Periods/Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Services Marketing			4	0	0	4	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Explain the basic concepts of Services Marketing.								K2	
	CO2	Interpret the 7P's for effective marketing of a Service.								K2	
	CO3	Assess the Service Quality.								K5	
	CO4	Determine the strategies for Service Recovery.								K3	
	CO5	Illustrate a blue print for a Services.								K3	
UNIT-I	BASIC CONCEPTS						Periods: 9				
Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Service Triangle – The Three-Stage Model of Service Consumption - Barriers and issues in Services Marketing.										CO1	
UNIT-II	SERVICES MARKETING MIX						Periods: 9				
Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - People, Physical Evidence and Process.										CO2	
UNIT-III	SERVICE QUALITY AND MARKETING STRATEGIES						Periods: 9				
Gaps model of Service Quality: Types, Causes of Service Quality Gaps, Factors and Techniques to resolve this Gap - Measuring Service Quality using SERVQUAL. Marketing Strategies for a Service - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service, External versus Internal Orientation of Service Strategy.										CO3	
UNIT-IV	COMPLIANT HANDLING AND SERVICE RECOVERY						Periods: 9				
Customer Complaining Behaviour - Customer Responses to Effective Service Recovery – Principles of Effective Service Recovery Systems – Service Guarantees - Service Recovery: The Recovery Paradox, Customer's response to Service Failures, Customer's Recovery Expectations, Recovery strategies and Service Guarantees.										CO4	
UNIT-V	ALIGNING SERVICE DESIGN AND STANDARDS						Periods: 9				
Service Innovation and Design – Challenges, Important Considerations - Types of Service Innovations – Stages in Service Innovation and Development – Service Blueprinting – Customer Defined Standards: Types – Development of Customer-Defined Service										CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -		Total Periods: 45			
Text Books											
1. Valerie Zeithaml, Mary Jo Bitner, Dwanye D. Gremler. "Services Marketing". 7 th Edn. McGraw Hill Education; 2018.											
2. Jochen Wirtz, Christopher H. Lovelock, Jayantha Chaterjee. "Services Marketing: People, Technology, Strategy". 8 th Edn. Pearson Education; 2017											
Reference Books											
1. Jha S.M. "Service Marketing". Latest Edition. Himalaya Publishing House; 2015.											
2. Vinnie Jauhari, Kirti Dutta. "Services Marketing". 2 nd Edn. Oxford University Press; 2017.											
3. Doughlas Hoffman.K, John Bateson. "Services Marketing: Concepts, Strategies and Cases". 5 th Edition, Cengage Learning India Pvt. Ltd; 2017.											
4. Prasanna Kumar. "Marketing of Hospitality and Tourism". McGraw Hill Education; 2017.											
5. Harsh V. Verma. "Services Marketing: Text and Cases". 2 nd Edition. Pearson Education; 2011.											
Web References											
1. https://www.marketingprofs.com/topic/all/services-marketing											
2. https://archive.org/											
3. https://www.emerald.com/insight/publication/issn/0887-6045											
4. https://nptel.ac.in/courses/110/107/110107142/											
5. https://nptel.ac.in/courses/110/105/110105078/											

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	2	-	1	1	1
2	2	-	-	1	2
3	2	2	1	1	2
4	2	-	2	1	2
5	3	1	-	1	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSEM08			Periods/Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Customer Relationship Management			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Define the basic concepts of Customer relationship management.								K1	
	CO2	Paraphrase the changing role of CRM as an IT enabled function.								K2	
	CO3	Examine the marketing techniques of CRM to apply in business.								K3	
	CO4	Ability to develop a sound Integrated Marketing Communications plan.								K1	
	CO5	Determine the operational implementation of customer relationship management.								K3	
UNIT-I	CRM CONCEPTS						Periods: 8				
Introduction to Customer Relationship Management, Evolution and new Paradigms - CRM – Definition and the Basic Concepts-CRM in marketing – One to One Relationship, CRM and Services Marketing –CRM significance to the shareholders.										CO1	
UNIT-II	CRM IN MARKETING						Periods: 10				
Customer Profile Analysis, Customer behaviour in relationship perspectives, Life time value of the customer, Customer loyalty and involvement. Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection.										CO2	
UNIT-III	E-CRM						Periods: 10				
E-CRM road map for business applications- E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP)- Supply Chain Management (SCM) - Supplier Relationship Management (SRM) - Partner relationship Management (PRM)-Difference between CRM and E-CRM.										CO3	
UNIT-IV	Analytical CRM						Periods: 9				
Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.										CO4	
UNIT-V	CRM Implementation						Periods: 8				
Defining success factors, preparing a business plan - requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus outsourced approaches,Models of CRM – G-SPOT Model, KOELs Model, WebQual Audit Model, ONYX Model – CRM road map for business applications.										CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45			
Text Books											
1. Jagdish N. Sheth and others – Customer Relationship Management – McGraw Hill William G. Zikmund – Customer Relationship Management – Wiley.2004.											
2. Mark Godson – Relationship Marketing – Oxford University Press.2009.											
3. Stanley A. Brown – Customer Relationship Management – PricewaterhouseCoopers, 2000.											
Reference Books											
1. CRM at the speed of light – -Paul Greenberg-Tata Mcgraw Hill.2017.											
2. Alok Kumar et al, Customer Relationship Management: Concepts and applications, PHL Learning publisher, 2013.											
3. Kristin L. Anderson & Carol J Kerr, Customer Relationship Management- MCGraw –Hill education 2001.											
4. Bernd H Schmitt, Customer Experience Management: A Revolutionary Approach to Connecting with Your Customers. Wiley 2010.											
5. HBR -Customer Relationship Management- Harvard Business School / Harvard Business Press.											
Web References											
1. https://www.managementstudyguide.com/customer-relationship-management-articles.htm											
2. https://www.sciencedirect.com/science/article/pii/											
3. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5433632/											

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	-	1	-	-	3
2	2	-	1	3	-
3	-	1	-	2	-
4	3	2	-	-	1
5	1	-	3	-	-

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEM09			Periods/Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Retail Management			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Understand how retailing works for its success								K2	
	CO2	Infer the retail chains and marketing mix								K4	
	CO3	Paraphrase effective strategies to lead success of retail industry								K2	
	CO4	Predict the role of manager in the success of retail business								K3	
	CO5	Assess the new trends involved in retail industry								K5	
UNIT-I	OVERVIEW OF RETAIL MANAGEMENT						Periods: 8				
Characteristics and Function of Retailing - Evolution of Retailing - Types of Retailing – Challenges and Opportunities of Retailing in India - Retailing environment: Legal, Social, Economic and Technology -Contribution of Retailing to Indian Economy - FDI in Retail Sector.										CO1	
UNIT-II	RETAIL FORMATS AND RETAIL MARKETING MIX						Periods: 9				
Traditional Retail Formats - Modern Retail Formats in India - Organized and Unorganized Formats - Retail Marketing Mix: Product, Price, Place, Promotion, Personnel, Presentation - Factor Influencing Merchandise Pricing - Retail Pricing Strategies - Promotion Mix.										CO2	
UNIT-III	MERCHANDISE MANAGEMENT						Periods: 9				
Factors influencing Merchandise Management - Functions of Merchandising - Merchandise Buying - Analysing Merchandise Performance - Retail Supply Chain Management - Retail Service Quality Management - Retail Store Brand.										CO3	
UNIT-IV	RETAIL SHOP MANAGEMENT						Periods: 9				
Visual Merchandise Management Space Management, Retail Inventory Management, Retail accounting and audits - Retail store brands, Retail advertising and promotions, Retail Management Information Systems - Online retail, Emerging trends.										CO4	
UNIT-V	SHOPPER BEHAVIOUR AND RETAIL TRENDS						Periods: 10				
Understanding Retail Shopper Behaviour - Shopper Profile Analysis - Shopping Decision Process - Complaints Management. Globalisation and changing retail formats – Virtual store - E-tailing – International retailing – Opportunities and Challenges - New customized formats of retailing - customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosks, shopping arcades.										CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -		Total Periods: 45			
Text Books											
1. Michael Levy,BartonAWeitz and Ajaypandit, “Retail management”6th edition,Mc Graw hill publishing, 2016.											
2. Levy and Weitz, “Retailing Management”8 th ed., TMH, 2011.											
3. Gilbert: Retail Marketing Management, Pearson Education. 1st January 2006											
Reference Books											
1. Lucas, Bush and Gresham: Retailing, Houghton Mifflin-AIPD, India. September 2009											
2. SwapnaPradhan -Retailing management -Tata McGraw Hill, march 2014											
3. Harjit Singh -Retail management: A global perspective- S- Chand publishing, 2009											
4. Barry Berman, joel R Evans Retail Management, a strategic approach, 8thedition, Pearson education asia.2015.											
5. Arif Sheikh, Kaneez Fatima Retail Management, 4 th edition, Himalaya publishing house2014.											
Web References											
1. http://www.bizmove.com/marketing/m2c.htm .											
2. http://www.retailmarketingblog.com/list-growing											
3. http://www.dmsretail.com											
4. http://www.tjprc.org/journals/international-journal-of-retail-management-and-research236											

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	1	1	-	2	-
2	-	3	1	-	1
3	1	-	-	2	1
4	-	1	-	1	3
5	-	1	-	-	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

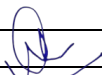
Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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Department	Management Studies		Programme: MBA							
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSEM10		Periods/Week			Credit	Maximum Marks			
			L	T	P	C	CAM	ESE	TM	
Course Name	Industrial Marketing		3	0	0	3	50	50*	100	
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Demonstrate their understanding between consumer market and industrial markets							K3	
	CO2	Infer about the strategy formulation for industrial markets							K4	
	CO3	Build knowledge in the fundamentals of relationship management.							K6	
	CO4	Paraphrase their conceptual skill of managing the sale force.							K2	
	CO5	Formulate the best strategy for the growth of the company.							K6	
UNIT-I	DIMENSIONS OF INDUSTRIAL MARKETING					Periods: 8				
Nature of Industrial Marketing - Industrial Vs Consumer Marketing - Types of Industrial Customers -Classification of Industrial Products - Economics of Industrial Demand - Industrial Marketing Environment - Strategies to manage Industrial Marketing Environment - Strategic Planning in Industrial Market.									CO1	
UNIT-II	INDUSTRIAL BUYING BEHAVIOUR AND STP					Periods: 9				
Objectives of Organizational Buying - Buy Grid Model - Purchasing Decision Process - Buying Centres - Roles of Buying Centres - Purchasing influence on Buyer Behaviour - Supplier choice and Evaluation. Market Segmentation: Basis for segmenting industrial market, Macro and Micro Variables - Target marketing - Product Positioning									CO2	
UNIT-III	INDUSTRIAL PRODUCT AND PRICING					Periods: 8				
New Product Development Process - Industrial Product Life-Cycle - Strategies in Product Life Cycle. Pricing: Factors influencing pricing, Pricing Strategies, Pricing Policies, Price constraints and Competitive bidding.									CO3	
UNIT-IV	FORMULATING CHANNEL STRATEGY:					Periods: 10				
Industrial Distributor, Definition, Geographical Distribution, Size Characteristics, operating characteristics, Role of Sales Agent and their 78 drawbacks, choice of the right Distributors, Participation of other Channel Members in Industrial Distribution- Channel Logistics- Relationship of Logistics & Physical Distribution, Total Cost approach customer service, assessing the customer service, Identifying the cost centers.									CO4	
UNIT-V	PROMOTION FOR INDUSTRIAL PRODUCTS					Periods: 10				
Advertising in Industrial Market - Sales Promotion: Objectives, Types of Sales Promotion - Publicity in Industrial Market - Role of Personal Selling - Direct Marketing in Industrial Marketing. Business to Business Communication: Sponsorships, Trade shows, Exhibits, Catalogues, Samples, Promotional letters, Promotional novelties. Sales force: Sales Presentation, Sales Training and Compensation, Supporting Salesman and Motivating Distributors.									CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -		Total Periods: 45		
Text Books										
1. Phadtare Milind.T. "Industrial Marketing". 2 nd Edition. PHI Learning Pvt Ltd; 2014										
2. Micheal D.Hutt, Thomas W Speh, "Business Marketing Management", Cengage Publications, 12 th Edn, 2017										
Reference Books										
1. Hory Sankar Mukerjee, "Industrial marketing", Excel Books, 1 st En, 2008.										
2. Krishna K Havaldar, "Industrial Marketing-Text and Cases" McGraw Hill Education (India) Private Limited, 4 th Edn, 2014										
3. Francis Cherunilam, "Industrial Marketing - Text and Cases". 4 th Edition. Himalaya Publishing House; 2015.										
4. Kim Ann King. "The Complete guide to B2B Marketing". Pearson FT Press; 2015.										
5. Soumya Sarkar, Nick Ellis. "Business-to-Business Marketing". Oxford University Press; 2015.										
Web References										
1. https://www.journals.elsevier.com/industrial-marketing-management										
2. https://www.emerald.com/insight/publication/issn/0885-8624										
3. https://marketingmaven.globalspec.com/category/industrial-marketing-and-sales/										
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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	1	-	1	2	2
2	-	2	-	1	3
3	1	-	2	-	2
4	2	1	-	2	-
5	-	2	-	1	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

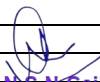
Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation

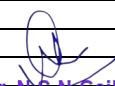

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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSEM11			Periods/Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Digital Marketing			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Explain the scope of Digital Marketing								K2	
	CO2	Interpret Social Media Marketing, Blog Marketing and Multimedia Marketing etc.,								K2	
	CO3	Demonstrate Social Media Marketing, Blog Marketing and Multimedia Marketing etc.,								K3	
	CO4	Examine the Search Engine marketing, Online Advertising and E-Mail Marketing etc.,								K3	
	CO5	Discuss the use of Web Analytics for Digital Marketing								K2	
UNIT-I	CHANNELS OF DIGITAL MARKETING						Periods:8				
Introduction to digital marketing: Components of Digital Marketing, Need, Scope and benefits of Digital Marketing. Channels of Digital Marketing: Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Multimedia Marketing, Mobile Marketing, Affiliate Marketing and Video Marketing.										CO1	
UNIT-II	SOCIAL MEDIA MARKETING, BLOG MARKETING AND MULTIMEDIA MARKETING						Periods: 10				
Social media marketing - Understanding social media, Participating in Social Networking, Marketing on Facebook, My Space and Twitter, Tracking social media and Marketing Performance. Blog Marketing - Understanding Blog Marketing, Creating a Company or Product Blog, Marketing to the Blogosphere and Tracking Blog Marketing Performance. Multimedia marketing- Understanding Multimedia Marketing, Podcast Marketing, Video Marketing and Tracking Multimedia Marketing Performance.										CO2	
UNIT-III	MOBILE MARKETING, AFFILIATE MARKETING AND VIDEO MARKETING						Periods:10				
Mobile marketing- Understanding Mobile Marketing, designing a Mobile-Friendly Website, Advertising on Mobile Devices, Marketing via Mobile Apps and Tracking Mobile Marketing Performance. Affiliate marketing- The building blocks of affiliate marketing, Tools of the trade and setting up a campaign. Video marketing- Video content strategy, Video production step by step, Video promotion and tool used in video marketing.										CO3	
UNIT-IV	SEARCH ENGINE MARKETING, ONLINE ADVERTISING AND E-MAIL MARKETING						Periods:9				
Search Engine marketing: Understanding Search Engine Marketing, Essential Search Engine Optimization, Advanced SEO Techniques and Tracking Search Performance. Online advertising- Understanding Online Advertising, Pay-per-Click Advertising, Display Advertising and Tracking Ad Performance. Email marketing- Understanding Email Marketing, Building Email Mailing Lists, Developing an Email Marketing Campaign and Tracking Email Marketing Performance										CO4	
UNIT-V	WEB ANALYTICS						Periods:8				
Introduction to web analytics, Competitive Intelligence and Web 2.0 Analytics, Defining Site Goals, KPIs, and Key Metrics, Clickstream Analysis, Measuring Success, Competitive Intelligence Analysis, Emerging Analytics: Social, Mobile, and Video, Optimal Solutions for Hidden Web Analytics Traps, Site Optimization and advance web analytics concepts										CO5	
Lecture Periods:45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45			
Text Books											
1. Bell, David R. "Location Is (Still) Everything: The Surprising Influence of the Real World on How We Search, Shop, and Sell in the Virtual One". Amazon Publishing, 2014.											
2. Kaufman, Ira and Chris Horton. "Digital Marketing: Integrating Strategy and Tactics with Values". 1 st Edn. New York, Routledge; 2014											
Reference Books											
1. Miller, Michael. "The Ultimate Web Marketing Guide". Que Publishing, 2010.											
2. Damian Ryan. "Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation". 4 th Edn. Kogan, 2016.											
3. Vandana Ahuja. "Digital Marketing". 11 th Edn. Oxford University Press, 2015.											
4. Puneet Singh Bhatia. "Fundamentals of Digital Marketing". Pearson Education, 2017.											
5. Seema Gupta. "Digital Marketing", McGraw Hill Education Ltd, 2017.											
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1. https://www.marketingterms.com/forums/											
2. https://www.affiliatefix.com/											
3. https://learndigital.withgoogle.com/											
4. https://www.henrystewartpublications.com/jdsm											
5. https://link.springer.com/journal/41263/volumes-and-issues											


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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	2	3	3
2	3	3	3	3	3
3	3	3	3	4	3
4	3	3	3	4	3
5	4	4	3	4	4

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

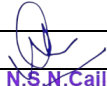
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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEM12			Periods/Week		Credit	Maximum Marks				
				L	T	P	C	CAM	ESE	TM	
Course Name	Green Marketing			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)	
	CO1	Explain the scope of Green Marketing.									K2
	CO2	Summarize the state of the environment resulting from the practices of human consumption.									K3
	CO3	Categorize the values pertaining to Green Marketing.									K3
	CO4	Summarize the various values related to green marketing.									K3
	CO5	Examine the various Green Marketing Strategies.									K3
UNIT-I	INTRODUCTION TO GREEN MARKETING						Periods: 8				
Green Marketing - Green Product - Green Marketing Planning - Benefits of Green Marketing - Green Marketing Mix - Green Marketing Stakeholders - Ethics and Social responsibilities of Green Marketing - Strategies to Green Marketing.										CO1	
UNIT-II	CONSUMPTION AND THE ENVIRONMENT						Periods: 10				
Sources of Energy and their use across international regions - Human influences on the atmosphere, water, land and biodiversity - The Environmental Effects of Consumption - Identify environmental action designed to reduce climate change - Understand efforts to influence the supply and demand for energy - The role of energy conservation efforts to limit climate change and pollution.										CO2	
UNIT-III	GREEN MARKETING VALUES						Periods: 9				
Discovering value via Market Analysis - Communicating Value - Producing Value via Innovation - Delivering Value via Sustainable Supply Cycle Strategies - Delivering Value in Retailing - Declaring Value via Sustainable Pricing Strategies - Green Firms.										CO3	
UNIT-IV	SUSTAINABILITY REPORTING						Periods: 10				
Monitoring and Reporting Sustainability Efforts - Benefits of reporting value - Reporting Value to Stakeholders - Purposes of Sustainability Reporting - Reporting Economic Value - Reporting Social Value - Reporting Environmental Value, Benchmarking Performance.										CO4	
UNIT-V	INTREGATED GREEN MARKETING FRAMEWORK						Periods: 8				
Implementation of Green Marketing Strategies - Feedback and Control - Measuring Performance - Take corrective action - Green Marketing future trends - Career Opportunities in Green Marketing.										CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45			
Text Books											
1. Dahlstrom R, “Green Marketing Management”, South-Western Cengage Learning, 2011.											
2. Esakki T, “Green Marketing and Environmental Responsibility in Modern Corporations”, IGI Global, 2017.											
Reference Books											
1. Naidoo V, Verma R, “Green Marketing as a Positive Driver Toward Business Sustainability”, IGI Global, 2019.											
2. Frank-Martin B, Peattie KJ, “Sustainability Marketing: A Global Perspective”, 2nd ed, Wiley, 2012.											
3. Ottman J, “The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding” Routledge, 2017.											
4. Monica L, “Green Marketing: Marketing Strategy and Consumer Behaviour”, 2nd ed, Global Vision Publishing House, 2019.											
5. Verma PK, “Green Marketing Issues and Challenges”, Yking Books, 2012.											
Web References											
1. https://learn.g2.com/green-marketing											
2. https://blog.feedspot.com/green_business_blogs/											
3. https://www.brownwalker.com/journal/1627345426 .											
4. https://www.emerald.com/insight/publication/issn/0736-3761											
5. https://globaljournals.org/journals/management/e-marketing											

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COs/POs/PSOs Mapping

Cos	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	1	2	1
2	2	1	1	2	1
3	3	2	2	1	1
4	2	1	2	2	1
5	2	1	1	2	1

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

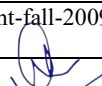
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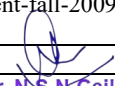
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OPERATIONS SPECIALISATION

Department	Management Studies		Programme: MBA						
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE			
Course Code	P23MSEN06		Periods/Week			Credit	Maximum Marks		
			L	T	P	C	CAM	ESE	TM
Course Name	Logistics Management		3	0	0	3	50	50*	100
Prerequisite									
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)	
	CO1	Understand the process and functions of logistics system.						K2	
	CO2	Understand the process, functions and performance metrics.						K2	
	CO3	Describe the decisions in logistics and supply chain network.						K1	
	CO4	Describe the technology advancement in logistical performance.						K1	
	CO5	Design and study the reverse logistics in e-commerce.						K6	
UNIT-I	INTRODUCTION TO LOGISTICS MANAGEMENT					Periods: 8			
Introduction to logistics management; Definition, scope, functions, objectives, Integrated logistics management, role of logistics in the Supply chain, Logistics & customer service, Role of logistics in competitive strategy, Logistics organization & performance measurement, ERP, SAP, ORACLE									CO1
UNIT-II	INVENTORY					Periods: 10			
Inventory planning- inventory costs, classifying inventory, Nature & importance of warehousing, types of warehouses, warehousing functions, warehouse layout & design. Material handling objectives, guidelines & principles, selection of material handling equipment's. Packaging, role of packaging, packaging materials, consumer & industrial packaging, material handling efficiency.									CO2
UNIT-III	TRANSPORTATION					Periods: 9			
Transportation; role of transportation in logistics, transportation selection decision, basic modes of transportation, Rail, Road, Water, Air, Pipeline, characteristics of different modes transport economics, Inter modal operations.									CO3
UNIT-IV	CONTAINERIZATION					Periods: 10			
Containerization-concept, types, benefits, Types of carriers- indirect & special carriers, Role of intermediaries- shipping agents, brokers- freight management- route planning Role of ports, ICDs, CONCOR - Global shipping options.									CO4
UNIT-V	REVERSE LOGISTICS					Periods: 8			
Reverse logistics- scope, design, e-logistics- logistics information system-application of IT in logistics- automatic identification technologies- bar coding, RFID, Logistics outsourcing- 3PL & 4PL, Global logistics- operational & strategic issues.									CO5
Lecture Periods: 45			Tutorial Periods: -		Practical Periods: -		Total Periods: 45		
Text Books									
1. V.V.Sople, Logistics Management, 3 rd Edition, Pearson, 2012.									
2. James Stevens, Supply Chain Management: Strategy, Operation & Planning for Logistics Management (Logistics, Supply Chain Management, Procurement), Shepal Publishing, 2016									
3. D K Agarwal, Logistics and supply chain management, Macmillan Publishers India Ltd. (2003), Eighth Impressions, 2010									
Reference Books									
1. Donald J Bowersox, David J Closs, John H McConnel Chair, M Bixby Cooper and John C Bowersox, Supply Chain Logistics Management, 4 th edition, McGraw Hill Education, 2018.									
2. Satish C. Ailawadi, P. Rakesh Singh, Logistics Management, Second Edition, PHI, 2013.									
3. David Taylor and David Brunt, Manufacturing Operations and Supply chain Management, Vikas Thomson Learning publishers, 2009.									
4. Gianpaolo Ghiani, Gilbert Laporte, Roberto Musmanno. Introduction to Logistics Systems Management (2 nd Edition)									
5. Alan Rushton, Phil Croucher, Peter Baker. The Handbook of Logistics and Distribution Management: Understanding the Supply Chain (5 th Edition)									
Web References									
1. https://ocw.mit.edu/courses/engineering-systems-division/esd-273j-logistics-and-supply-chain-management-fall-2009/download-course-materials/									
2. https://examupdates.in/mba-international-logistics-management/									
3. http://library.jgu.edu.in/content/logistics-and-supply-chain-management									
4. https://www.getfareye.com/insights/blog/what-is-logistics-management									
5. https://www.projectmanager.com/blog/logistics-management-101									


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COs/POs/PSOs Mapping

Cos	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	1	2	2
2	3	3	3	3	2
3	2	2	-	1	3
4	2	3	-	2	1
5	3	2	-	3	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEN07				Periods/Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Manufacturing Strategy				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Understand the application of various strategies of manufacturing to an organization.										K2
	CO2	Understand the significance of decision making in various manufacturing and operations design.										K2
	CO3	Describe the impact of modern approaches to manufacturing strategy.										K2
	CO4	Explain the characteristic of appropriate manufacturing systems.										K2
	CO5	Design and study the impact of technology in manufacturing systems.										K6
UNIT-I	MANUFACTURING COMPETITION							Periods: 9				
The competitive environment in the market, The WTO agreement and its effect on Indian Industries, Manufacturing as a competitive strategy, Competitive Advantages and Disadvantages.											CO1	
UNIT-II	MANUFACTURING DESIGN							Periods: 9				
Product Variety, Modular Design, Design for manufacturability, Selection of manufacturing technologies, Vendor Development, Vendor rating, just in time manufacturing, Kanban system, and Agile Manufacturing.											CO2	
UNIT-III	MANUFACTURING TECHNIQUES							Periods: 9				
Reengineering, Total Quality Management (TQM), Materials Requirement Planning (MRP), Enterprise Resource Planning (ERP), and simulation as tools for competitive manufacturing, Intelligent Manufacturing.											CO3	
UNIT-IV	MANUFACTURING SYSTEMS							Periods: 9				
Elementary of manufacturing systems for different manufacturing scenarios – Dedicated manufacturing system, Flexible manufacturing system (FMS), cellular manufacturing system (CMS), and Re-configurable manufacturing system (RMS); Selection of manufacturing systems.											CO4	
UNIT-V	MANUFACTURING TECHNOLOGY							Periods: 9				
Concept of Computer Integrated Manufacturing (CIM), FIFO, Network based manufacturing, and E-Manufacturing.											CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -			Total Periods: 45			
Text Books												
1. Terry Hill, Manufacturing Strategy: The Strategic Management of the Manufacturing Function, Second edition, 2017.												
2. John Miltenburg, Manufacturing Strategy, second edition, Productivity Press, 2017.												
Reference Books												
1. Charles H Fine, and Arnalodo C. Hax, Manufacturing Strategy: A Methodology and an Illustration, Creative Media Partners, LLC, 2018.												
2. B. Wu, Manufacturing Systems Design and Analysis, Springer, 2012.												
3. Terry Hill. Manufacturing Strategy: Text and Cases,January 2000.												
4. Kalpak Jian, Manufacturing Engineering and Technology, 4e (New Edition).												
5. Manufacturing Processes: APICS Readings for CIRMHarvard University, Office of the University Publisher, 1990.												
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1. http://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf												
2. http://www.himpub.com/documents/Chapter911.pdf												
3. https://www.indeed.com/career-advice/career-development/manufacturing-processes												
4. https://link.springer.com/referenceworkentry/10.1007/978-3-642-20617-7_6562												
5. https://onlinecourses.nptel.ac.in/noc21_mg68/preview												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	2	1	1
2	3	1	3	1	1
3	3	-	3	1	-
4	3	-	2	1	1
5	3	-	-	1	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

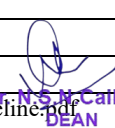
* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEN08				Periods/Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Lean Manufacturing				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Understand the objectives, key principles and implications of lean manufacturing.										K2
	CO2	Understand the methods and tools of lean manufacturing.										K2
	CO3	Describe the types of lean manufacturing.										K1
	CO4	Explain the characteristic of project selection for lean.										K2
	CO5	Design and study applications of lean manufacturing.										K6
UNIT-I	PRINCIPLES OF MANUFACTURING							Periods: 10				
Review of manufacturing paradigm; Objectives of lean manufacturing, key principles and implications of lean manufacturing, traditional versus lean manufacturing characteristics; Value creation and waste elimination-major kinds of manufacturing waste, concept of take time, continuous flow, continuous improvement, single piece flow.												CO1
UNIT-II	LEAN MANUFACTURING TOOLS AND METHODOLOGIES							Periods: 10				
Values stream mapping: Current state and future state value stream mapping; Standard work: Communication of standard work to employees, visual controls; Quality at the source, 5S principles, Total Productive Maintenance, Changeover and setup time reduction; Production levelling -Failure mode and effect analysis, line balancing, mistake proofing, case studies.												CO2
UNIT-III	GROUP TECHNOLOGY AND JUST IN TIME MANUFACTURING							Periods: 8				
Group technology philosophy: Part family, Machine cell design and analysis; JIT-Elements of JIT, Kanban, case studies.												CO3
UNIT-IV	PROJECT SELECTION FOR LEAN							Periods: 8				
Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, project suitable for lean initiatives.												CO4
UNIT-V	LEAN MANUFACTURING IMPLEMENTATION							Periods: 9				
Road map for lean manufacturing implementation; Reconciling lean with other systems Lean six sigma, integrating lean principles in ERP and PLM; Lean production in Industry 4.0: Impact of industry 4.0 on lean production system, case studies.												CO5
Lecture Periods: 45			Tutorial Periods:0			Practical Periods: -0			Total Periods: 45			
Text Books												
1. Paul Myerson., Lean Supply Chain and Logistics Management, first edition, McGraw Hill Education, 2012.												
2. S. R. Devadasan, V. Sivakumar, “Lean and Agile Manufacturing: Theoretical, Practical and Research futuristic”, PHI, 2012.												
3. Suvabrata Mitra Lean and Six Sigma – Six Sigma Black Belt (2007 BOK): Enterprise-Wide Deployment Paper Back.												
Reference Books												
1. Beata Mrugalska, Magdalena K. Wyrwicka, “Towards Lean Production in Industry 4.0”, Procedia Engineering, 182, 2017.												
2. Pascal Dennis, Lean Production Simplified, 3 rd edition, Productivity Press, 2015.												
3. Jeffrey K. Liker. “The Toyota Way: 14 Management Principles from the World’s Greatest Manufacture”												
4. James P Womack, Daniel T Jones, and Daniel Roos, The Machine that changed the World. The Story of Lean Production -Harper Perennial edition published 1991.												
5. Gemba Kaizen: A Commonsense Approach to a Continuous Improvement Strategy, Second Edition Hardcover – 2012by Masaaki Imai												
Web References												
1. https://www.six-sigma-material.com/Lean-Manufacturing.html												
2. https://www.sfsa.org/meetings/spring12/Lean%20Manufacturing.pdf												
3. https://www.planview.com/resources/guide/what-is-lean-manufacturing/lean-manufacturing/												
4. https://kanbanize.com/lean-management/implementing-lean												
5. https://nzbef.org.nz/wp-content/uploads/2019/05/Guide-Lean-Implementation-Steps-Plan-Roadmap-Timeline.pdf												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	2	-	3	1
2	2	2	2	2	2
3	2	2	-	3	3
4	3	3	2	2	1
5	3	3	-	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

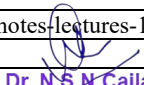
Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

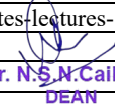
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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective		*End Semester Exam Type TE					
Course Code	P23MSEN09			Periods/Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Service Operations Management			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Describe the function of the Service Operations Management discipline in various sectors of the economy.								K2	
	CO2	Develop an understanding of the terminology and responsibilities that relate to Service Operations Management.								K6	
	CO3	Interpret basic tools and skills used in solving problems traditionally associated with operating the service operations system.								K2	
	CO4	Design Service delivery operations to produce superior customer experience.								K5	
	CO5	Propose solutions with which a service organisation can improve its operations and achieve sustainable competitive advantage.								K3	
UNIT-I	UNDERSTANDING SERVICE OPERATIONS						Periods: 9				
Introduction; Nature & Role of Services in Economy; Service Operations and their Management Fundamentals; Service Strategy; Positioning of Services in the Organization Value Chain.										CO1	
UNIT-II	SERVICE OPERATION INFRASTRUCTURE						Periods: 9				
Service Facility Design, Layout & Location, Off-shoring & Outsourcing; Technology in Services, Front-office Back-office Interface; Human Factor in Services; External Associates in Service Processes.										CO2	
UNIT-III	SERVICE PROCESS MANAGEMENT						Periods: 9				
Service Encounter Design and Control; Managing Service Processes; Experience Management in Service Operations; Service Quality and Reliability Assurance; Service Process Improvement & the Associated Methodologies; Experience Innovation Paradigm; New Service Development.										CO3	
UNIT-IV	SERVICE DELIVERY PROPOSITIONS						Periods: 9				
Service Growth and Globalization; Forecasting Demand for Services; Capacity and Demand Management; Customer Expectations and the Planned Provision in Service Delivery; Legal Aspects of Expectation-Delivery Gaps; Service Waiting Line and Customer Relationship Management; Inventory Management for Improved Service Delivery.										CO4	
UNIT-V	IMPROVING SERVICE OPERATIONS						Periods: 9				
Service innovation, service improvement, driving continuous improvement, learning from problems, learning from other operations; Building a world class service organisation.										CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45			
Text Books											
1. Robert Johnston, Michael Shulver, Nigel Slack and Graham Clark, Service Operations Management, Fifth Edition, Pearson Education Limited, 2021.											
2. Sanjeev Bordoloi, James A Fitzsimmons and Mona J Fitzsimmons, Service Management Operations, Strategy, Information Technology, Ninth Edition, McGraw Hill Education, 2018.											
3. C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed.,Prentice Hall, 2007											
Reference Books											
1. Metters, et al., Service Operations Management, Cengage Learning, 2006.											
2. Deborah C Sawyer, Competitive Strategies for Service Businesses, First Edition, Jaico Publishing House, 2008.											
3. Bill Hollins, Sadie Shinkins, Managing Service Operations, Sage Publications, 2007.											
4. Davis & Heineke, Managing Services: People and Technology, Tata McGraw Hill, 2003.											
5. Robert Johnston and Graham Clark, Service Operations Management, Prentice Hall.											
Web References											
1. https://nptel.ac.in/content/syllabus_pdf/110106046.pdf											
2. https://onlinecourses.nptel.ac.in/noc20_mg36/preview											
3. https://www.studocu.com/en-ca/document/athabasca-university/service-operations-management/lecture-notes-lectures-1-11/709034											
4. https://www.civildserviceindia.com/subject/Management/notes/management-of-service-operations.html											
5. https://www.civildserviceindia.com/subject/Management/notes/management-of-service-operations.html											


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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	-	-	1	1
2	3	-	1	-	-
3	-	3	1	1	2
4	1	-	1	1	2
5	2	3	-	3	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

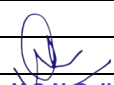
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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSEN10				Periods/Week			Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM	
Course Name	Strategic Global Sourcing				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Understand the concepts of operational alignment with sourcing strategy.									K2	
	CO2	Understand the basic concepts of Supplier Research and market analysis.									K3	
	CO3	Apply negotiation techniques during the process of sourcing									K3	
	CO4	Understand the concepts involved in supplier diversity & sustainability.									K2	
	CO5	Associate the importance of knowing risk involved in Global sourcing.									K4	
UNIT-I	OPERATIONAL ALIGNMENT WITH SOURCING STRATEGY							Periods: 9				
The Strategic Sourcing Plan – Operational Sourcing Strategy - Understanding Requirements - Opportunity Analysis - Category Segmentation - Source to Settle - Sourcing Challenges.											CO1	
UNIT-II	SUPPLIER RESEARCH AND MARKET ANALYSIS							Periods: 9				
Conducting Supplier Research - Conducting Market Analysis. Solicitation of Bids and Proposals - Solicitation Planning - Solicitation Methods - Evaluation Criteria											CO2	
UNIT-III	NEGOTIATION							Periods: 9				
Negotiation Revisited - The Nature of Negotiation - Negotiation Strategy - Negotiation Planning - Developing a Negotiation Plan - Exception Conditions.											CO3	
UNIT-IV	SUPPLIER DIVERSITY & SUSTAINABILITY							Periods: 9				
Diversity Programs - The Business Case for Diversity - Supplier Diversity Best Practices - Global Supplier Diversity - Diversity Advocacy Organizations. Issues in Sustainability – Guidelines - Criteria for Supplier Evaluation.											CO4	
UNIT-V	RISK AND GLOBAL SOURCING							Periods: 9				
The Nature of Risk - Understanding Risk - Risk Management Principles. Developing a Global Sourcing Strategy - International Trade Requirements.											CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -			Total Periods: 45			
Text Books												
1. Fred Sollish and John Semanik (2011) Strategic Global Sourcing Best Practices. John Wiley & Sons.												
2. Pol Antras (2015). Global Production: Firms, Contracts and Trade Structure. Wiley.												
3. Wolfgang Schneid (2010). Global Sourcing - The strategic reorientation of purchasing. Grin Publishing												
Reference Books												
1. Gerd Kerkhoff (2006). Global Sourcing: Opportunities for the Future China, India, Eastern Europe. Wiley												
2. Daniel Senft (2013). International Sourcing: A Method to Create Corporate Success. Springer Gabler.												
3. Christian Schuh, Robert Kromoser, Micheal F. Strohmer and Alenka Triplat (2009). The Purchasing Chessboard: 64 Methods to Reduce Cost and Increase Value with Suppliers. Springer.												
Web References												
1. https://www.dragonsourcing.com/global-sourcing/												
2. https://www.purchasing-procurement-center.com/what-is-global-sourcing.html												
3. https://www.cgnglobal.com/global-sourcing-and-procurement												
4. https://www.mindtools.com/pages/article/10-cs.htm												
5. https://www.prokuria.com/post/supplier-evaluation												
6. https://www.smartsheet.com/content/vendor-assessment-evaluation												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	2	1	-	2	2
2	2	1	-	2	2
3	3	3	-	3	3
4	2	1	-	2	2
5	2	2	1	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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Department	Management Studies			Programme: MBA					
Semester	Fourth			Course Category Code: Functional Elective:		*End Semester Exam Type: TE			
Course Code	P23MSEN11			Periods/Week			Credit	Maximum Marks	
				L	T	P	C	CAM	ESE
Course Name	Technological Innovations in Operations			4	0	0	4	50	50* 100
Prerequisite									
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)
	CO1	Understand the concepts of critical success factors in managing technology.							K2
	CO2	Understand the basic concepts of IT role in Operations Management.							K2
	CO3	Illustrate the knowledge on Behavioural Operations Management							K3
	CO4	Infer the use of Big Data in Operations Management.							K2
	CO5	Associate the importance of AI in Operations Management.							K4
UNIT-I	CRITICAL FACTORS IN MANAGING TECHNOLOGY						Periods: 9		
International Technology Management policy; Flexibility in Technology Management; Management of Change and Choice of Technology; Technology sourcing; Managing Uncertainty, Complexity and Chaos; R&D, Productivity and Business Appraisal of Technology potentials; Innovation and Design Management.									CO1
UNIT-II	INFORMATION TECHNOLOGY AND OPERATIONS MANAGEMENT						Periods: 9		
Key drivers for automation - Operations and IT working together - The project life cycle - Technology risk - Trends and developments.									CO2
UNIT-III	BEHAVIOURAL OPERATIONS MANAGEMENT						Periods: 9		
Behavioural Economics and Behavioural Operations - Individual Decision-Making Biases: Immediacy, Salience, and Hyperbolic Discounting - Ambiguity and Complexity Effects - Heuristics and Biases. Social Preferences: Status - Reciprocity and Relationships – Group Identity. Behavioural OM Models of Culture.									CO3
UNIT-IV	BIG DATA IN OPERATIONS MANAGEMENT						Periods: 9		
Big Data in Operations Management - Pros and Cons of Applying Opinion Mining on Operation Management - Predictive Analytics in Operations Management - Management of SME's Semi Structured Data Using Semantic Technique.									CO4
UNIT-V	AI IN OPERATIONS MANAGEMENT						Periods: 9		
Application of Artificial Neural Networks in Predicting the Degradation of Tram Tracks Using Maintenance Data - Intelligent Manufacturing Systems - A Collaborative Decision-making Approach for Supply Chain Based on a Multi-agent System - Supply Chain Management Under Uncertainties: Lot-sizing and Scheduling Rules - Meta-heuristics for Real-time Routing Selection in Flexible Manufacturing Systems - Intelligent Techniques for Safety Stock Optimization in Networked Manufacturing Systems - Factory of the Future: A Service-oriented System of Modular, Dynamic Reconfigurable and Collaborative Systems.									CO5
Lecture Periods:45			Tutorial Periods:0		Practical Periods: -0		Total Periods: 45		
Text Books									
1. Gerard H. Gaynor (2015). Handbook of Technology Management. McGraw Hill.									
2. David Loader and Graeme Biggs (2002). Managing Technology in the Operations Function. Butterworth-Heinemann An imprint of Elsevier Science									
3. Lyes Benyoucef and Bernard Grabot (2010). Artificial Intelligence Techniques for Networked Manufacturing Enterprises Management. Springer.									
Reference Books									
1. Christoph H. Loch and Yaozhong Wu (2005). Behavioral Operations Management. Foundations and Trends in Technology, Information and Operations Management. now Publishers.									
2. Manish Kumar (2017). Applied Big Data Analytics in Operations Management. ICI Global									
3. Robert Szakonyl (2015). Handbook of Technology Management, Viva Books Private Limited.									
Web References									
1. https://www.tandfonline.com/doi/full/10.1080/09537287.2021.1882690									
2. https://pubsonline.informs.org/doi/abs/10.1287/msom.2019.0828									
3. https://www.lead-innovation.com/english-blog/success-factors-for-the-introduction-of-innovation-management									
4. https://www.forbes.com/sites/louiscolombus/2021/01/29/10-ways-ai-can-elevate-your-service-and-operations-management/									
5. https://searchitoperations.techtarget.com/definition/IT-operations-management-ITOM									
6. https://www.researchgate.net/publication/336158837_Behavioral_Operations_Management_A_Review_of_the_Field									


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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	2	1	-	2	2
2	2	1	-	2	2
3	3	3	-	3	3
4	2	1	-	2	2
5	2	2	1	2	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSEN12			Periods/Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Supply Chain Analytics			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)	
	CO1	Understand the concepts of Supply Chains Analytics.									K2
	CO2	Understand the basic concepts of Analytics for Supply chain Network Design.									K2
	CO3	Creating Advanced Supply Chain Modeling.									K6
	CO4	Analyze Supply Chain Risk Analytics.									K4
	CO5	Apply Prescriptive Analytics for Supply Chain.									K3
UNIT-I	CONTEXT OF SUPPLY CHAINS ANALYTICS						Periods: 8				
Understanding and defining the supply chain analytics; Importance of supply chain, Analytics; Relating Operations Management with Supply chain concepts with SC Analytics; The importance of supply chain analytics in the flows involving material, money, information and ownership; Key issues in supply chain analytics; Concept of Descriptive Analytics in a Supply Chain; Discussion on a Few Supply Chains Analytics applications in India; Decision Domains in in supply chain analytics.											CO1
UNIT-II	ANALYTICS FOR SUPPLY CHAIN NETWORK DESIGN						Periods: 10				
The value of Supply chain Network Design; Intuition Building with Center of Gravity Models; Locating Facilities Using a Distance-Based Approach; Alternative Service Levels and Sensitivity Analysis; Adding Costs to Two-Echelon Supply Chains: Adding Outbound Transportation to the Model, Introducing Facility Fixed and Variable Costs; Baselines and Optimal Baselines.											CO2
UNIT-III	ADVANCED MODELING AND EXPANDING TO MULTIPLE ECHELONS						Periods: 9				
Three-Echelon Supply Chain Modeling; Adding Multiple Products and Multisite Production Sourcing; The Art of Modeling; Data Aggregation in Network Design; Creating a Group and Running a Project; Case Study: JPMS Chemicals Case Study.											CO3
UNIT-IV	SUPPLY CHAIN RISK ANALYTICS						Periods: 10				
The Risk of Supply Chain Risk Analysis; Main Elements of Supply Chain Risk; The Value of Supply Chain Risk Analytics; Quantification Measures. Simulation for Supply Chain Analytics; Design, Meta modelling and Analysis of Simulation Experiments; Analysis: Regression Analysis, Method of Least Squares, ANOVA, Measures of Factor Effects, Full Factorial Experiments for the Analysis of Production Characteristics, Fractional Factorial Experiments for Analysis of Production Characteristics, Cautions with the Design of Experiments.											CO4
UNIT-V	PRESCRIPTIVE ANALYTICS FOR SUPPLY CHAIN						Periods: 8				
Prescriptive Analytics in Network Planning in a Supply Chain: Approaches for Optimization and Simulation; Supply Chain Decisions: mathematical or interpretative modelling; Analytics of a Transportation problem in a Supply Chain; Network Planning in a Supply Chain; Importance of Network Planning; Design of Logistics Network using Heuristics or optimization; Concept of 3PL/4PL in a Supply Chain; Case Study: GATI; Managerial implication of results of analytics.											CO5
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45			
Text Books											
1. Michael Watson, Sara Lewis, Peter Cacioppi, and Jay Jayaraman (2013). Supply Chain Network Design:											
2. Applying Optimization and Analytics to the Global Supply Chain. Pearson Education.											
Reference Books											
1. Iris Heckmann (2016). Towards Supply Chain Risk Analytics: Fundamentals, Simulation, Optimization. Springer Gabler.											
2. Chopra, Meindl & Kalra (2007). Supply Chain Management: Strategy & Analysis. Pearson Education, Asia.											
Web References											
1. https://www.dragonsourcing.com/global-sourcing/											
2. https://www.purchasing-procurement-center.com/what-is-global-sourcing.html											
3. https://www.cgnglobal.com/global-sourcing-and-procurement											
4. https://www.mindtools.com/pages/article/10-cs.htm											
5. https://www.prokuria.com/post/supplier-evaluation											
6. https://www.smartsheet.com/content/vendor-assessment-evaluation											

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	2	1	-	2	2
2	2	1	-	2	2
3	3	3	2	3	3
4	3	3	2	3	3
5	3	3	2	3	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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BUSINESS SYSTEMS AND ANALYTICS SPECIALISATION

Department	Management Studies		Programme: MBA							
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSES06		Periods/Week			Credit	Maximum Marks			
			L	T	P	C	CAM	ESE	TM	
Course Name	Enterprise Resource Planning		3	0	0	3	50	50*	100	
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Develop model for ERP for large projects.							K2	
	CO2	Develop model for E-business architecture for any application.							K3	
	CO3	Describe the advantages, strategic value, and organizational impact of utilizing an ERP system for the management of information across the functional areas of a business: sales and marketing, accounting and finance, human resource management, and supply chain.							K3	
	CO4	Demonstrate a working knowledge of how data and transactions are integrated in an ERP system to manage the sales order process, production process, and procurement process.							K3	
	CO5	Evaluate organizational opportunities and challenges in the design system within a business scenario.							K3	
UNIT-I	ERP INTRODUCTION					Periods: 8				
ERP Introduction, Origin, Evolution and Structure, Business Processes, Justifying ERP Investment, Risks of ERP, Benefits of ERP.									CO1	
UNIT-II	RE ENGINEERING					Periods: 10				
Business Intelligence and Business Analytics, Business Process Reengineering, Data ware Housing, Data Mining, Online Analytic Processing (OLAP), Product Life Cycle Management (PLM), Link Access Procedure (LAP), Supply chain Management.									CO2	
UNIT-III	FUNCTIONAL MODULES					Periods: 9				
Business Modules of an ERP Package, Financials, Manufacturing (Production), Human Resource Management, Marketing, Quality Management, Sales, Distribution and Service, Materials Management.									CO3	
UNIT-IV	IMPLEMENTATION					Periods: 10				
ERP Implementation challenges, ERP Implementation Strategies, ERP Implementation Life Cycle, Pre-implementation, ERP Implementation Methodologies, Contract with Consultants, Vendors and Employees, Data Migration, Post-implementation, success and failure factors of an ERP Implementation.									CO4	
UNIT-V	ERP MARKET AND TRENDS					Periods: 8				
ERP Marketplace and Marketplace Dynamics, ERP Vendors, Enterprise Application Integration (EAI), ERP and E-Business, ERP and Total Quality Management, ERP, Internet, and WWW—ERP II.									CO5	
Lecture Periods: 45			Tutorial Periods: -		Practical Periods: -		Total Periods: 45			
Text Books										
1. Alexis Leon, ERP Demystified, Tata McGraw Hill, 4 th Edition, 2014.										
2. Joseph A Brady, Ellen F Monk, Bret Wagner, Concepts in Enterprise Resource Planning, Thompson Course Technology, 2012										
Reference Books										
1. Mary Sumner, Enterprise Resource Planning, Pearson, 1 st Edition, 2013.										
2. Vinod Kumar Garg and Venkatakrishnan N K, Enterprise Resource Planning Concepts and Practice, PHI, 2003.										
3. Rahul V. Altekhar, Enterprise Resource Planning, Tata McGraw Hill, 2005.										
4. Vinod Kumar Garg and Venkatakrishnan N K, Enterprise Resource Planning - A Concepts and Practice, PHI, 2006.										
5. Marianne Bradford, Modern ERP: Select, Implement, and Use Today's Advanced Business Systems, LuLu.com, 2014.										
Web References										
1. https://techmonitor.ai/techonology/software/10-erp-software-tools-to-keep-your-business-running-smoothly-4730736										
2. https://technologyadvice.com/erp/										
3. https://www.trustradius.com/erp										
4. https://www.tandfonline.com/doi/full/10.1080/13614576.2020.1742770										
5. https://ibimapublishing.com/journals/journal-of-enterprise-resource-planning-studies/										

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	3	3	3
2	4	4	3	3	3
3	4	4	3	3	3
4	4	4	3	3	3
5	4	4	3	3	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation


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Department	Management Studies		Programme: MBA							
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSES07		Periods/Week			Credit	Maximum Marks			
L			T	P	C	CAM	ESE	TM		
Course Name	E-Commerce		3	0	0	3	50	50*	100	
Prerequisite										
Course Outcomes	<i>On completion of the course, the students will be able to</i>							BT Mapping (Highest Level)		
	CO1	Understand and identify the scope of E-Businesses in an economy.							K1	
	CO2	Understand the obstacles in the implementation of digital technology with its impact on business, society and individuals.							K3	
	CO3	Identify and understand different technologies and strategies of E-Business.							K3	
	CO4	Develop strategies to handle present and future challenges of E-Business.							K4	
	CO5	Understand to map different models of E-Business for different formats of Businesses.							K5	
UNIT-I	ELECTRONIC COMMERCE BUSINESS MODELS AND CONCEPTS					Periods: 8				
Overview of E-Commerce, Unique features of E Commerce, Types, origins and growth of E-Commerce, Electronic Commerce Business models Infrastructural requirements, E-commerce and internet, World Wide Web Wireless and handheld devices, Cloud based e-business.									CO1	
UNIT-II	BUSINESS APPLICATIONS					Periods: 10				
Online Retailing, E-SCM, collaborative commerce, Online services (Financial services, travel & online career services), E-Governance Systematic approach to building an EC web site, Choosing Software tools, hardware for EC, Search engine marketing (SEM) and Search Engine Optimization (SEO)									CO2	
UNIT-III	INTRODUCTION TO MOBILE TECHNOLOGIES AND M-COMMERCE					Periods: 10				
Introduction - Infrastructure of M-Commerce - Types of Mobile Commerce Services - Technologies of Wireless Business - Benefits and Limitations, Support, Mobile Marketing & Advertisement, Non-Internet applications in M-Commerce - Wireless / Wired Commerce comparisons.									CO3	
UNIT-IV	SOCIAL MEDIA AND NETWORKS-BASED BUSINESS MODELS					Periods: 9				
Social media applications for E-Business, Social media analytics, Networks and Platform-based Business Models.									CO4	
UNIT-V	ETHICAL AND LEGAL ISSUES					Periods: 8				
E-Commerce and ethics, Privacy regulations and information rights - Indian and global perspectives, Greening the E-Business Supply Chain.									CO5	
Lecture Periods: 45			Tutorial Periods: -			Practical Periods: -		Total Periods: 45		
Text Books										
1. P T Joseph S J, E-Commerce: An Indian Perspective, PHI Learning, Fourth Edition, 2015.										
2. Laudon, Kenneth. C., &Traver, Carol. Guercio. E-commerce- business. Technology Society, Pearson Education, 15th edition, 2019.										
Reference Books										
1. Bhasker Bharat, Electronic Commerce Framework. Technologies and Applications, Tata McGraw Hill Co. Ltd. Publications, Third Edition,										
2. Schneider Gary P., Electronic Commerce, USA: Thomson - Course Technology Publications. Fifth Edition, 2006										
3. Awad Elias M., Electronic Commerce”, From Vision to Fulfillment. PHI Publications.										
4. Rayport Jeffrey F and Jawoski Bernard J., Introduction to E-Commerce.										
5. Kalakota Ravi B and Whinston Andrew B., Latest, Frontiers of Electronic Commerce. USA: Addison Wesley Publications.										
Web References										
1. https://leverageedu.com/blog/pu/difference-between-e-commerce-and-e-business/										
2. https://www.the-future-of-commerce.com/2020/01/19/what-is-e-commerce-definition-examples/										
3. https://www.oberlo.in/blog/ecommerce-trends										
4. https://www.tandfonline.com/journals/mjec20e										
5. https://www.journals.elsevier.com/electronic-commerce-research-and-applications										

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	3	3	3
2	4	4	3	3	3
3	4	4	3	3	3
4	4	4	3	3	3
5	4	4	3	3	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies		Programme: MBA							
Semester	Fourth		Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P20MSES08		Periods/Week			Credit	Maximum Marks			
			L	T	P	C	CAM	ESE	TM	
Course Name	Artificial Intelligence		3	0	0	3	50	50*	100	
Prerequisite										
Course Outcomes	On completion of the course, the students will be able to							BT Mapping (Highest Level)		
	CO1	Illustrate agent and environment							K2	
	CO2	Recognize appropriate search algorithms for any AI problem							K2	
	CO3	Represent and inferring knowledge in propositional and predicate logic							K2	
	CO4	Apply various reasoning techniques in uncertain domain							K3	
	CO5	Use various Planning strategies to solve a problem							K3	
UNIT-I	OVERVIEW OF ARTIFICIAL INTELLIGENCE AND PROBLEM SOLVING					Periods: 8				
Problems of AI, AI technique, Tic-Tac-Toe problem. Intelligent Agents, Agents & environment, nature of environment, structure of agents, goal-based agents, utility-based agents, learning agents Defining the problem as state space search, production system, problem characteristics, issues in the design of search programs.									CO1	
UNIT-II	SEARCHTECHNIQUES					Periods: 10				
Problem solving agents, searching for solutions; uniform search strategies: breadth first search, depth first search, depth limited search, bidirectional search, comparing uniform search strategies. Heuristic search strategies Greedy best-first search, A* search, AO* search, memory bounded heuristic search: local search algorithms & optimization problems: Hill climbing search, simulated annealing search,local beam search									CO2	
UNIT-III	KNOWLEDGE & REASONING					Periods: 10				
Knowledge representation issues, representation & mapping, approaches to knowledge representation. Using predicate logic, representing simple fact in logic, representing instant & IS A relationship, computable functions & predicates, resolution, natural deduction. Representing knowledge using rules, Procedural verses declarative knowledge, logic programming, forward verses backward reasoning, matching, control knowledge.									CO3	
UNIT-IV	UNCERTAINTY					Periods: 9				
Reasoning Under Uncertainty: Inference - Probabilistic inference - Types of Reasoning- Expectation Maximization - Bayesian networks - Hidden Markov models - Reasoning Systems for Categories -Reasoning with Default Information.									CO4	
UNIT-V	PROBABILISTICREASONINGANDEXPERTSYSTEMS					Periods: 8				
Representing knowledge in an uncertain domain, the semantics of Bayesian networks, Dempster-Shafer theory, Planning Overview,components of a planning system, Goal stack planning, Hierarchical planning, other planning techniques Representing and using domain knowledge, expert system shells, and knowledge acquisition.									CO5	
Lecture Periods: 45			Tutorial Periods: -		Practical Periods: -		Total Periods: 45			
Text Books										
1. S.Russelland P.Norvig, “Artificial Intelligence: A Modern Approach”, Prentice Hall, ThirdEdition,2009.										
2. Deepak Khemani “Artificial Intelligence”, Tata Mc Graw Hill Education 2013.										
3. Joseph C.Giarratano,Gary D. Riley,” Expert Systems: Principles and Programming”, Fourth Edition, Cengage,2007.										
Reference Books										
1. Ritch & Knight,”Artificial Intelligence”, Third Edition, Tata Mc Graw Hill, 2009.										
2. Patterson, “Introduction to Artificial Intelligence & Expert Systems”, First Edition, Pearson,2015.										
3. Saroj Kaushik,“Logic & Prolog Programming”, First Edition, New Age International,2008.										
Web References										
1. https://nptel.ac.in/courses/106/105/106105077/										
2. https://www.javatpoint.com/artificial-intelligence-tutorial										
3. https://www.tutorialspoint.com/artificial_intelligence/index.htm										
4. https://www.guru99.com/artificial-intelligence-tutorial.html										
5. https://data-flair.training/blogs/ai-tutorials-home/										

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	1	-	2	-
2	2	3	-	1	-
3	3	3	-	1	-
4	3	3	-	1	-
5	3	3	-	2	3

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P20MSES09			Periods/Week		Credit	Maximum Marks				
				L	T	P	C	CAM	ESE	TM	
Course Name	Machine Learning			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Distinguish between, supervised, unsupervised and semi-supervised learning.								K3	
	CO2	Modify existing machine learning algorithms to improve classification efficiency.								K3	
	CO3	Build a basic neural network for real-time data.								K3	
	CO4	Use unsupervised models for clustering data.								K3	
	CO5	Design a system that uses the information mining models of machine learning.								K3	
UNIT-I	INTRODUCTIONTOMACHINELEARNING						Periods: 9				
Introduction to Machine Learning (ML); Relationship between ML and human learning; A quick survey of major models of how machines learn; Example applications of ML										CO1	
UNIT-II	SUPERVISEDLEARNING ALGORITHMS						Periods: 9				
Supervised Learning; The problem of classification; Feature engineering; Training and testing classifier models; Cross-validation; Model evaluation (precision, recall, F1-mesure, accuracy, area under curve); Statistical decision theory including discriminant functions and decision surfaces; Naïve Bayes classification; Bayesian networks; Decision Tree and Random Forests; k-Nearest neighbor classification; Support Vector Machines										CO2	
UNIT-III	CLASSIFICATIONANDTEMPORALMODELS						Periods: 9				
Artificial neural networks including back propagation; Applications of classifications; Ensembles of classifiers including bagging and boosting; Hidden Markov Models (HMM) with forward-backward and Vierbi algorithms; Sequence classification using HMM; Conditional random fields; Applications of sequence classification such as part-of-speech tagging Regression: Multi-variable regression; Model evaluation; Least squares regression; Regularization; LASSO; Applications of regression.										CO3	
UNIT-IV	UNSUPERVISEDLEARNINGALGORITHMS						Periods: 9				
Clustering:Average linkage; Ward’s algorithm; Minimum spanning tree clustering; K-nearest neighbor’s clustering; BIRCH; CURE										CO4	
UNIT-V	MININGALGORITHMS						Periods: 9				
Associationruleminingalgorithmsincludingapriori-Expectation-Maximization (EM) Algorithm for unsupervised learning anomaly and outlier detection methods.										CO5	
Lecture Periods: 45			Tutorial Periods:			Practical Periods: -		Total Periods: 45			
Text Books											
1. E.Alpaydin,“Introduction to Machine Learning”, Third Edition, Prentice-Hall,2014.											
2. A.Rostamizadeh,A.Talwalkar,M. Mohri,“Foundations of Machine Learning”, MIT Press.											
3. Andriy Burkov,The Hundred-Page Machine Learning Book, first edition											
Reference Books											
1. R.O.Duda, P.E.Hart, D.G. Stork,“Pattern Classification”, Second Edition, Wiley,2001.											
2. C.Bishop,”Pattern Recognition and Machine Learning”, Springer,2007.											
3. A. Webb, “StatisticalPatternRecognition”, Third Edition, Wiley,2011.											
Web References											
1. https://nptel.ac.in/courses/106/106/106106139/											
2. https://www.javatpoint.com/machine-learning											
3. https://www.geeksforgeeks.org/machine-learning/											
4. https://www.kaggle.com/learn/intro-to-machine-learning											
5. https://machinelearningmastery.com/start-here/											
6. https://intellipaat.com/blog/tutorial/machine-learning-tutorial/											

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	-	-
2	3	3	-	-	-
3	3	3	-	-	-
4	3	3	-	-	-
5	3	3	-	-	-

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSES10				Periods/Week			Credit	Maximum Marks			
					L	T	P	C	CAM	ESE	TM	
Course Name	Big Data Analytics				3	0	0	3	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to									BT Mapping (Highest Level)		
	CO1	Describe the fundamentals of big data.									K2	
	CO2	Perform big data analytics for the given dataset.									K3	
	CO3	Use of technology and tools for various big data related tasks.									K3	
	CO4	Create Big data environment with proper security policies.									K3	
	CO5	Use Big data on real time cases.									K3	
UNIT-I	INTRODUCTION TO BIG DATA							Periods: 8				
BigData–TheEvolutionofBigdata-Basics-BigDataAnalyticsanditsImportance–challenges-Issues-FutureofBigData.										CO1		
UNIT-II	BIG DATA ANALYTIC METHODS AND MODELING							Periods: 10				
Introduction to“R”,analyzing and exploring data with “R”-Modeling: Architecture-Hybrid Data Modeling –Data Computing Modeling										CO2		
UNIT-III	TECHNOLOGY AND TOOLS							Periods: 9				
Map Reduce/ Hadoop –NoS QL: Cassandra, HBASE– Apache Mahout–Tools										CO3		
UNIT-IV	BIG DATA SECURITY							Periods: 10				
Big Data Security, Compliance, Auditing and Protection: Pragmatic Steps to Securing Big Data,Classifying Data, Protecting Big Data Analytics, Big Data and Compliance, The Intellectual PropertyChallenge–BigDatainCyber defense										CO4		
UNIT-V	CASE STUDIES							Periods: 8				
MapReduce: Simplified Data Processing on Large Clusters- RDBMS to NoSQL: Reviewing SomeNext-Generation Non-Relational Database's - Analytics: The real-world use of big data - New AnalysisPracticesforBig Data										CO5		
Lecture Periods: 45			Tutorial Periods: -				Practical Periods: -			Total Periods: 45		
Text Books												
1. Frank.J.Ohlhorst,“Big Data Analytics:Turning Big Data into Big Money”, Wiley&SasBusinessSeries,2013.												
2. Paul C.Zikopoulos, Chris Eaton, DirkdeRoos, ThomasDeutsch, GeorgeLapis, “Understanding Big Data Analytics for Enterprise Class Hadoop and Streaming Data”, TheMcGrawHill,2012.												
Reference Books												
1. BigData Now Current Perspectives, O’ReillyMedia,2011.												
2. “PlanningforBigData”, O’ReillyRadarTeam,2012.												
Web References												
1. https://www.softwaretestinghelp.com/big-data-tutorial/												
2. https://www.tutorialspoint.com/hadoop/hadoop_big_data_overview.htm												
3. https://www.guru99.com/what-is-big-data.html												
4. https://towardsdatascience.com/tutorial-building-your-own-big-data-infrastructure-for-data-science-579ae46880d8?gi=a952fa69e354												
5. https://www.tutorialride.com/big-databases/big-database-tutorial.htm												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	-	-
2	3	3	-	-	-
3	3	3	-	-	-
4	3	3	-	-	-
5	3	3	-	3	2

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

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Department	Management Studies				Programme: MBA							
Semester	Fourth				Course Category Code: Functional Elective		*End Semester Exam Type: TE					
Course Code	P23MSES11				Periods/Week		Credit	Maximum Marks				
					L	T	P	C	CAM	ESE	TM	
Course Name	Predictive Analytics				4	0	0	4	50	50*	100	
Prerequisite												
Course Outcomes	On completion of the course, the students will be able to										BT Mapping (Highest Level)	
	CO1	Understand how to use predictive analytics tools to analyze real-life business problems.										K2
	CO2	Demonstrate case-based practical problems using predictive analytics techniques.										K2
	CO3	Construct regression models and interpret model outputs.										K3
	CO4	Understand concepts of decision tree.										K2
	CO5	Apply forecasting and time series analysis.										K3
UNIT-I	INTRODUCTION TO PREDICTIVE ANALYTICS							Periods: 9				
Introduction to Analytics, Analytics in Decision Making, Game changers & Innovators, Predictive Analytics, Experts view on Analytics.											CO1	
UNIT-II	SIMPLE AND MULTI LINEAR REGRESSION							Periods: 9				
Introduction to Regression, Model Development, Model Validation. Multiple Linear Regression, Estimation of Regression Parameters, Model Diagnostics, Dummy, Derived & Interaction Variables, Multi-collinearity, Model Deployment.											CO2	
UNIT-III	LOGISTIC REGRESSION							Periods: 9				
Logistic Regression, MLE Estimation of Parameters, Logistic Model Interpretation, Logistic Model Diagnostics, Logistic Model Deployment.											CO3	
UNIT-IV	DECISION TREES AND UNSTRUCTURED DATA ANALYSIS							Periods: 9				
Introduction to Decision Trees, CHI-Square Automatic Interaction Detectors (CHAID), Classification and Regression Tree (CART), Analysis of Unstructured data, Naive Bayes algorithm.											CO4	
UNIT-V	FORECASTING AND TIME SERIES ANALYSIS							Periods: 9				
Forecasting, Time Series Analysis, Additive & Multiplicative models, Exponential smoothing techniques, Forecasting Accuracy, Auto-regressive and moving average models.											CO5	
Lecture Periods:45			Tutorial Periods: -			Practical Periods: -			Total Periods: 45			
Text Books												
1. Barry Keating, J. Holton Wilson, Shovan Chowdhury and John Galt Solutions (2020). Forecasting and Predictive Analytics with Forecast. McGraw Hill												
2. Kumar, U. D. (2017). Business analytics: The science of data-driven decision making. Wiley.												
3. Ramanathan, R., Mathirajan, M., & Ravindran, A. R. (Eds.). (2017). Big data analytics using multiple criteria decision-making models. CRC Press.												
Reference Books												
1. Bari (2017). Predictive Analytics for Dummies. Wiley.												
2. Dean Abbott (2014). Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst. Wiley												
3. Daniel T. Larose (2015). Data Mining and Predictive Analytics. 2 nd Edition. Wiley												
Web References												
1. https://technologyadvice.com/blog/information-technology/top-predictive-analytics-tools/												
2. https://www.predictiveanalyticstoday.com/top-predictive-analytics-software/												
3. https://www.logianalytics.com/predictive-analytics/what-is-predictive-analytics/												
4. https://www.jigsawacademy.com/blogs/business-analytics/examples-of-predictive-analytics/												
5. https://www.omnisci.com/technical-glossary/predictive-analytics												
6. https://www.getapp.com/resources/how-to-use-predictive-analytics/												

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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	2	-
2	3	3	-	2	-
3	3	3	-	-	-
4	3	3	-	-	-
5	3	3	-	2	-

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

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Department	Management Studies			Programme: MBA							
Semester	Fourth			Course Category Code: Functional Elective			*End Semester Exam Type: TE				
Course Code	P23MSES12			Periods/Week			Credit	Maximum Marks			
				L	T	P	C	CAM	ESE	TM	
Course Name	Social Media Analytics			3	0	0	3	50	50*	100	
Prerequisite											
Course Outcomes	On completion of the course, the students will be able to								BT Mapping (Highest Level)		
	CO1	Understand the basic of Social Media Analytics.								K2	
	CO2	Demonstrate case-based practical problems using network model								K3	
	CO3	Apply web analytics tools to get deep insights into social data.								K3	
	CO4	Understand concepts of Facebook analytics.								K3	
	CO5	Apply visualizing techniques on social data.								K3	
UNIT-I	INTRODUCTION TO SOCIAL MEDIA ANALYTICS (SMA)						Periods: 8				
Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas										CO1	
UNIT-II	NETWORK FUNDAMENTALS AND MODELS						Periods: 9				
The social networks perspective - nodes, ties and influencers, social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization										CO2	
UNIT-III	MAKING CONNECTIONS AND WEB ANALYTICS TOOLS						Periods: 10				
Making Connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Web analytics tools: Clickstream analysis, A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis										CO3	
UNIT-IV	FACEBOOK ANALYTICS						Periods: 10				
Introduction, parameters, demographics. Analyzing page audience. Reach and Engagement analysis. Post- performance on FB. Social campaigns. Measuring and analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis.										CO4	
UNIT-V	VISUALISATION						Periods: 8				
Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification, Applications in Advertising and Game Analytics										CO5	
Lecture Periods: 45		Tutorial Periods: -			Practical Periods: -			Total Periods: 45			
Text Books											
1. Marshall Sponder (2014). Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics. McGraw-Hill Education											
2. Jim Sterne (2020). Social Media Metrics: How to Measure and Optimize Your Marketing Investment. Wiley											
3. Oliver Blanchard (2019). Social Media ROI: Managing and Measuring Social. Que Publishing											
Reference Books											
1. Marshall Sponder (2019). Social Media Analytics. McGraw Hill											
2. Tracy L. Tuten, Michael R. Solomon (2020). Social Media Marketing. Sage											
Web References											
1. https://www.ibm.com/in-en/topics/social-media-analytics											
2. https://www.springer.com/journal/13278											
3. https://www.sciencedirect.com/science/article/pii/S0268401217308526											
4. https://www.thejsms.org/index.php/JSMS											
5. https://www.henrystewartpublications.com/jdsm											

* TE – Theory Exam, LE – Lab Exam


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COs/POs/PSOs Mapping

COs	Program Outcomes (PO)				
	PO1	PO2	PO3	PO4	PO5
1	3	3	-	2	-
2	3	3	-	2	-
3	3	3	-	-	-
4	3	3	-	-	-
5	3	3	-	2	-

Correlation Level: 1 - Low, 2 - Medium, 3 – High

Evaluation Method

Assessment	Internal Assessment Marks (IAM)					End Semester Examination (ESE) Marks	Total Marks
	CAT 1	CAT 2	Model Exam	Assignment*	Attendance		
Marks	5	5	10	25	5	100*	100

* Application oriented / Problem solving / Design / Analytical in content beyond the syllabus

* The end semester examination will be conducted for 100 marks and converted into 50 marks for final computation



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