

**MOTHER TERESA WOMEN'S UNIVERSITY**

**KODAIKANAL**

**DEPARTMENT OF MANAGEMENT**

**MASTER OF BUSINESS ADMINISTRATION**



**SYLLABUS TO BE IMPLEMENTED FROM THE ACADEMIC  
YEAR**

**2021-2022**

**(CHOICE BASED CREDIT SYSTEM)**

**Mother Teresa Women's University, Kodaikanal**  
**Department of Management Studies**  
**Choice Based Credit System (CBCS)**  
**(2021-2022 onwards)**  
**MBA**

**1. About the Programme:**

The MBA Programme is a two year Programme which creates business leaders, outstanding managers and entrepreneurs. The Programme moulds the participants into managers and entrepreneurs to deal with complex situations in the organization. Emphasis is also given on Ethical leadership and a hands on experience in Information Technology. Apart from the formal coursework during the first year, the students can opt for a dual specialization from the four offered in the Programme. The Programme also provides a platform for acquiring knowledge about Human Resource Management, Finance, Marketing Management, and Systems. Candidates who successfully complete the Programme can find placements in any industry, government, non government organizations, research arena, and entrepreneurship in various disciplines and academics.

**2. Programme Educational Objectives (PEOs)**

**PEO 1:** To train the students to gain knowledge on critical functions of business and entrepreneurship

**PEO 2:** To equip the students with global competencies to perform outstandingly and contribute in a challenging business world

**PEO 3:** To groom the students to work in multi cultural and multi disciplinary teams for effective functioning and problem solving

**PEO 4:** To develop leadership skills with human values and ethics among the students to make themselves as business entrepreneurs and social leaders

**PEO 5:** To create managers to understand national and international business environment to solve complex business problems.

**3. Eligibility**

Any UG degree with 50% of marks. The students should have written the entrance exam for MBA programme like CAT, MAT, TANCET or the entrance exam conducted by the University.

**4. General Guidelines for PG Programme**

- i. **Duration:** The programme shall extend through a period of 4 consecutive semesters and the duration of a semester shall normally be 90 days or 450 hours. Examinations shall be conducted at the end of each semester for the respective subjects.
- ii. **Medium of Instruction:** English
- iii. **Evaluation:** Evaluation of the candidates shall be through Internal Assessment and External Examination.

• **Evaluation Pattern**

Evaluation Pattern	Theory		Practical	
	Min	Max	Min	Max
Internal	13	25	13	25
External	38	75	38	75

- **Internal (Theory): Test (15) + Assignment (5) + Seminar/Quiz(5) = 25**
- **External Theory: 75**

• **Question Paper Pattern for External examination for all course papers.**

**Max. Marks: 75**

**Time: 3 Hrs.**

S.No.	Part	Type	Marks
1	A	<b>10*1 Marks=10</b> Multiple Choice Questions(MCQs): 2 questions from each Unit	<b>10</b>
2	B	<b>5*4=20</b> Two questions from each Unit with Internal Choice (either / or)	<b>20</b>
3	C	<b>3*15=45</b> Open Choice: Any three questions out of 5 : one question from each unit	<b>45</b>
Total Marks			<b>75</b>

**\* Minimum credits required to pass: 90**

• **Project Report**

A student should select a topic for the Project Work at the end of the third semester itself and submit the Project Report at the end of the fourth semester. The Project Report shall not exceed 75 typed pages in Times New Roman font with 1.5 line space.

• **Project Evaluation**

There is a Viva Voce Examination for Project Work. The Guide and an External Examiner shall evaluate and conduct the Viva Voce Examination. The Project Work carries 100 marks (Internal: 25 Marks; External (Viva): 75 Marks).

**5. Conversion of Marks to Grade Points and Letter Grade  
(Performance in a Course/Paper)**

Range of Marks	Grade Points	Letter Grade	Description
90 – 100	9.0 – 10.0	O	Outstanding
80-89	8.0 – 8.9	D+	Excellent
75-79	7.5 – 7.9	D	Distinction
70-74	7.0 – 7.4	A+	Very Good
60-69	6.0 – 6.9	A	Good
50-59	5.0 – 5.9	B	Average
00-49	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

## **6. Attendance**

Students must have earned 75% of attendance in each course for appearing for the examination. Students with 71% to 74% of attendance must apply for condonation in the Prescribed Form with prescribed fee. Students with 65% to 70% of attendance must apply for condonation in the Prescribed Form with the prescribed fee along with the Medical Certificate. Students with attendance less than 65% are not eligible to appear for the examination and they shall re-do the course with the prior permission of the Head of the Department, Principal and the Registrar of the University.

## **7. Maternity Leave**

The student who avails maternity leave may be considered to appear for the examination with the approval of Staff i/c, Head of the Department, Controller of Examination and the Registrar.

## **8. Any Other Information**

In addition to the above mentioned regulations, any other common regulations pertaining to the PG Programmes are also applicable for this Programme.

## 9. PROGRAM OUTCOMES (PO)

On successful completion of the MBA program, students would have –

- PO1:** acquired knowledge of key management concepts and the different functional areas with a global perspective
- PO2:** obtained the ability to integrate the concepts learnt to business situations
- PO3:** widened their critical thinking ability and analytical skills for effective decision-making in the business context
- PO4:** imbibed entrepreneurial qualities and risk-taking abilities to successfully manage businesses
- PO5:** developed their creativity and innovation skills to enhance their stakeholders' interests
- PO6:** moulded themselves as leaders who can manage teams well to achieve set goals
- PO7:** prepared themselves to face future challenges in the corporate world

## 10. PROGRAM SPECIFIC OUTCOMES (PSO)

- PSO1:** Help students to explore the practical application of management concepts and to provide analytical foundations in key functional areas with a high degree of academic flexibility.
- PSO2:** Train students to acquire managerial skills and ethical values so that they can innovate and create value even in highly challenging business situations.
- PSO3:** Develop students to take up leadership positions for effective management of businesses in the competitive world.
- PSO4:** Expose students to real business situations through internships and projects in companies.
- PSO5:** Encourage students to continuously learn, improvise, adapt, energize, excel and shine in their career/profession.

**Master of Business Administration**

S.No	Course Code	Course Title	Credits	Hours		CIA	ESE	Total
				T	P			
<b>Semester I</b>								
1	P21MST11	Management Process and Business Models	4	4	-	25	75	100
2	P21MST12	Managerial Economics	4	5	-	25	75	100
3	P21MST13	Organizational Behaviour	4	4	-	25	75	100
4	P21MST14	Accounting for Management	4	5	-	25	75	100
5	P21MST15	Business Law & Ethics	4	4	-	25	75	100
6	P21MSE11	<b>Elective-I:</b> E-Business	4	4	-	25	75	100
7	P21MSS11	<b>Supportive Course I(Skill):</b> Executive Communication	2	-	2	25	75	100
8	P21MSB11	Business and Society – Paper-I Disaster Management	2	2	-	100	-	100
<b>Total</b>			<b>28</b>	<b>30</b>		<b>275</b>	<b>525</b>	<b>800</b>
<b>Semester II</b>								
9	P21MST21	Operations Management	4	4	-	25	75	100
10	P21MST22	Marketing Management	4	4	-	25	75	100
11	P21MST23	Financial Management	4	4	-	25	75	100
12	P21MST24	Human Resource Management	4	4	-	25	75	100
13	P21MST25	Operations Research	4	4	-	25	75	100
14		<b>Elective-II(NME):</b>	4	4	-	25	75	100
15	PP21CSS22	<b>Supportive Course II(Skill)II-</b> Computer Skills for Web Designing and Video Editing	2	-	4	25	75	100
16	P21MSB22	Business and Society – Paper-II Creativity & Innovation Management	2	2	-	100	-	100

			<i>Total</i>	<b>28</b>	<b>30</b>	<b>275</b>	<b>525</b>	<b>800</b>
<b>Semester III</b>								
17	P21MST31	Strategic Management	4	5	-	25	75	100
18	P21MST32	Business Research Methods	4	5	-	25	75	100
19	P21MSFT31-34/ P21MSHT31-34/ P21MSMT31-34/ P21MSST31-34	Subject Elective-I/ MOOC	3	4	-	25	75	100
20	P21MSFT31-34/ P21MSHT31-34/ P21MSMT31-34/ P21MSST31-34	Subject Elective-II/ MOOC	3	4	-	25	75	100
21	P21MSFT31-34/ P21MSHT31-34/ P21MSMT31-34/ P21MSST31-34	Subject Elective-III/ MOOC	3	4	-	25	75	100
28	P21MSE32	<b>Elective-III:</b> Women Entrepreneurship	3	4	-	25	75	100
22	P21WSS33	<b>Supportive Course III(Skill ):</b> Women Empowerment	2	2	-	25	75	100
23	P21MSB33	Business and Society – Paper-III Rural Management	2	2	-	100	-	100
		<b>Total</b>	<b>24</b>	<b>30</b>		275	525	<b>800</b>
<b>Semester IV</b>								
24	P21MSFT41-44/ P21MSHT41-44/ P21MSMT41-44/ P21MSST41-44	Subject Elective-IV/ MOOC	3	4	-	25	75	100
25	P21MSFT41-44/ P21MSHT41-44/ P21MSMT41-44/ P21MSST41-44	Subject Elective-V/ MOOC	3	4	-	25	75	100
26	P21MSFT41-44/ P21MSHT41-44/ P21MSMT41-44/ P21MSST41-44	Subject Elective-VI/ MOOC	3	4	-	25	75	100
27	P21MSR41	Project	7	-	18	25	75	100
		<b>Total</b>	<b>16</b>	<b>30</b>		<b>100</b>	<b>300</b>	<b>400</b>
<b>Total</b>			<b>96</b>	<b>120</b>		<b>925</b>	<b>1875</b>	<b>2800</b>

**Non Major Elective (NME)**

NME - **P21MSN22-MANAGEMENT OF SMALL BUSINESS**

**Value Added Program (First Semester)** (The students can choose one of the two papers offered)

Course Code	Title of the Paper
1. P21MSV111	Digital Advertising and Marketing
2. P21MSV112	Personality Development and Soft Skills

**Value Added Programme (Fourth Semester)** (The students can choose one of the two papers)

Course Code	Title of the Paper
1. P21MSV421	Export and Import Management
2. P21MSV422	Online Stock Market Trading

**Additional Credit Courses (Mandatory)**

1. **P21MSV11 - Value Added Program I**-Two Credits(First Semester)
2. **P21MSI21 - Internship/Industrial Training** – Two Credits- (Second Semester)
3. **P21MSO31 - Online Courses -MOOC Courses** - Two Credits- (Third Semester)
4. **P21MSV42 - Value Added Program II**-Two Credits (Fourth Semester)

**Outside class hours**

1. Health, Yoga & Physical Fitness
2. Library and Electronic Information Access
3. Employability Training



**SPECIALIZATION ELECTIVES**

III Semester			IV Semester		
No.	Code	Course	No.	Code	Course
<b>MARKETING</b>					
1	P21MSMT31	Integrated Marketing Communication	1	P21MSMT41	Services Marketing
2	P21MSMT32	Digital Marketing	2	P21MSMT42	Customer Relationship Management
3	P21MSMT33	Retail Management	3	P21MSMT43	Global Marketing
4	P21MSMT34	Rural Marketing	4	P21MSMT44	Supply Chain Management
<b>FINANCE</b>					
1	P21MSFT31	Financial Services & Institutions	1	P21MSFT41	Corporate Taxation
2	P21MSFT32	Security Analysis and Portfolio Management	2	P21MSFT42	Derivatives
3	P21MSFT33	Strategic Financial Management	3	P21MSFT43	Behavioural Finance
4	P21MSFT34	International Finance	4	P21MSFT44	Insurance Administration
<b>HUMAN RESOURCES</b>					
1	P21MSHT31	Human Resource Development	1	P21MSHT41	Advanced Behavioural Science
2	P21MSHT32	Counselling in the Workplace	2	P21MSHT42	Strategic HRM
3	P21MSHT33	Industrial Relations & Labour Legislations	3	P21MSHT43	International HRM
4	P21MSHT34	Organisational Culture & Development	4	P21MSHT44	Knowledge Management
<b>SYSTEMS</b>					
1	P21MSST31	Business Analytics	1	P21MSST41	System Analysis and Design
2	P21MSST32	Enterprise Resource Planning (ERP)	2	P21MSST42	Data Analytics
3	P21MSST33	Data Mining and Data Warehousing	3	P21MSST43	Decision Support System
4	P21MSST34	Software Project Management	4	P21MSST44	Internet and Web Applications

## SEMESTER - I

COURSE CODE	P21MST11	MANAGEMENT PROCESS AND BUSINESS MODELS	L	T	P	C
<b>CORE I</b>			<b>4</b>	-	-	<b>4</b>
<b>Cognitive Level</b>	K1: Recall K2: Understand K3: Apply K4: Analyse K5: Evaluate					
<b>Course Objectives</b>	The Course aims to <ol style="list-style-type: none"> <li>1. introduce students to the basic principles and practices of management.</li> <li>2. trace the evolution of management thought</li> <li>3. elaborate on the managerial functions.</li> <li>4. present new perspectives in management</li> <li>5. help students learn the theory and practice of business model innovation.</li> </ol>					

### UNIT 1 : Introduction and Planning

Management: Definition – Evolution of management thought - Goal – Functions of Management - Management skills – Levels of Management –Modern management.

Planning: Nature and importance of planning - Planning process– Components of planning – Planning premises - Strategic planning - Decision-making – Meaning – Types and process.

### UNIT 2 : Organizing

Organizing: Nature, purpose and kinds of organisation structure – Principles and theories of organisation – Departmentation – Span of control – Line and staff functions – Authority and responsibility – Centralization and decentralization – Delegation of authority – Committees – Informal organisation. Staffing: Nature – Scope – Functions – Selection, Training and Development.

### UNIT 3 : Directing

Directing: General principles, importance and techniques – Leadership: Theory, Styles – Controlling: Objectives and process of control –control techniques. Coordination: Need and techniques.

### UNIT 4: New perspectives

New Perspectives in Management: Strategic alliances and joint ventures – Core competence – Business process reengineering – Total quality management – Bench marking – Cross culture management

### UNIT 5 :Business Models

Business model innovation- Identification of new business models- Strategies for identifying market spaces- Creating market spaces- Theoretical and practical obstacles to business model innovation.

#### References:

1. Koontz, H., &Weihrich, H. Essentials of management. New Delhi: Tata McGraw Hill, 2010.
2. Harold Koontz & Heinz Weihrich, “Essentials of Management: An International and Leadership Perspective”McGraw Hill Education, 2012.
3. Prasad L. M, “Principles and practice of management”, Sultan Chand New Delhi, 2019.
4. Stoner, J., Freeman, R., & Gilbert, D. “Management” Prentice-Hall of India Pvt. Ltd. New Delhi 2018.
5. P C Tripathi, “Principles of Management”, McGraw Hill Education, 2012.

#### Course Outcomes

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

K1	CO1	define the basic principles and practices of management.
K5	CO2	evaluate the evolution of management thought
K2	CO3	describe the managerial functions.
K3	CO4	apply business model innovation to real life situations.
K4	CO5	critically comment on new perspectives in management

#### Mapping of Cos with POS & PSOs

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	M	M	S	M	S	M	S	M	M
CO2	S	M	S	M	S	M	S	M	S	M	S	M
CO3	S	S	M	S	M	S	M	S	S	S	M	S
CO4	S	M	S	S	M	M	S	M	S	M	S	S
CO5	S	S	S	M	S	M	M	S	M	S	S	M

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

COURSE CODE	P21MST12	MANAGERIAL ECONOMICS	L	T	P	C
CORE II				5	-	-
<b>Cognitive Level</b>	K2: Understand K3: Apply K5: Evaluate K6: Create					
<b>Course Objectives</b>	The Course aims to 1. introduce students to foundational concepts in managerial economics 2. discuss concepts related to demand and supply 3. provide an understanding of market structure and its implications 4. assist students in concept of profit and its applications 5. discuss key aspects of national income					

### UNIT 1 : Introduction

Managerial Economics: Meaning, nature and scope –Managerial economics and business decision making – Fundamental concepts of managerial economics – Role of Managerial Economist. Demand Analysis: Meaning – Determinants – Types of demand – Elasticity of demand.

### UNIT 2 : Demand and Supply

Supply: Meaning – Determinants – Law of supply – Supply elasticity – Production functions: Isoquants – Expansion path – Cobb Douglas function. Cost Concepts: Cost-output relationship – Economies and diseconomies of scale – Cost functions.

### UNIT 3 : Market Structure

Market Structure: Characteristics –Perfect, Monopoly, Oligopoly, Duopoly – Pricing and output decisions–Methods of pricing –Differential pricing – Government intervention and pricing.

### UNIT 4 : Profit

Profit: Meaning and nature of profit – Theories of profit – Accounting vs. Economic profit – Profit policy – Break-even analysis as a technique of profit planning and control.

### UNIT 5 : National Income

National Income: Business Cycle – Inflation and deflation – Balance of payments – Monetary and Fiscal policies.

### References:

1. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons, 2014.

2. PiyaliGhoshGeetika, Purba Roy Chowdhury, “Managerial Economics”, Tata McGraw-Hill. 2017.
3. Mehta P L, “Managerial Economics”, Sultah Chand and Sons, 2016.
4. Rangarajan L, “Principles of Macro Economics”, Tata McGraw-Hill, 2011.
5. D N Dwivedi, “Managerial Economics”,Vikas Publishing House, 2015.

**Course Outcomes**

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

K2	CO1	explain foundational concepts in managerial economics
K6	CO2	discuss concepts related to demand and supply
K2	CO3	describe the managerial functions.
K3	CO4	describe market structure and its implications
K5	CO5	critically comment on key aspects of national income

**Mapping of Cos with POS & PSOs**

CO/ PO	P O 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	S	M	M	S	S	S	M	M	S
CO2	S	S	M	S	S	S	S	M	S	S	S	M
CO3	S	M	S	S	S	S	S	M	S	S	M	M
CO4	S	S	S	S	M	M	S	M	M	S	S	S
CO5	S	S	M	M	S	M	S	S	M	M	S	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark

COURSE CODE	P21MST13	ORGANISATIONAL BEHAVIOUR	L	T	P	C
CORE III				4	-	-
<b>Cognitive Level</b>	K2: Understand K4: Analyze K5: Evaluate K6: Create					
<b>Course Objectives</b>	The Course aims to <ol style="list-style-type: none"> <li>1. enable students to learn the core concepts of organisational behaviour.</li> <li>2. discuss the foundations of individual behaviour.</li> <li>3. help students understand the foundations of group behaviour</li> <li>4. provide an understanding of organisational dynamics.</li> <li>5. help students to comprehend the impact of stress and change</li> </ol>					

**UNIT 1: Introduction**

Organisational Behaviour: Meaning – Elements – Need and importance – Approaches – Models – Levels – Global scenario – Socio-cultural, political and economic differences and their influence on International organizational behaviour – Future of organizational behaviour.

**UNIT 2 : Individual Behaviour**

Foundations of Individual Behaviour: Individual differences – Personality: Meaning – Personality factors – Learning: Components of learning process – Learning theories – Attitudes: Components – Formation – Perception: Perceptual process – Motivation: Types – Importance – Ability: Meaning – Types – Their relevance to organizational behaviour.

**UNIT 3: Group Behaviour**

Group Dynamics: Group: Definition – Reasons – Types – Formation and development – Group Norms: Meaning – Types – Reasons for enforcement of norms – Norm variation – Norm conformity – Group Cohesiveness: Meaning – Advantages – Group Conflict: Meaning – Reasons – Management of group conflict – Their impact on organisational behaviour. Power and Politics: Power: Definition – Power vs Authority – Types – Sources – Characteristics – Effective use of power – Politics: Definition – Political behaviour and organisational politics – Factors influencing political behaviour – Techniques of managing political behaviour.

**UNIT 4 : Organizational dynamics**

Organisational Dynamics: Organisational Design – Determinants – Forms – Organisational Effectiveness: Meaning – Approaches – Factors contributing effectiveness – Organisational Culture: Meaning – Significance – Organisational Climate: Meaning – Factors influencing climate – Implications on organisational behaviour.

**UNIT 5 : Change**

Stress: Meaning – Types – Sources – Impact and consequences of stress on behaviour – Management of stress – Organisational Change: Meaning – Nature – Causes of change – Resistance to change – Management of change – Organisational Development: Meaning – Need – OD interventions.

**References:**

1. Stephen P. Robbins, Timothy A Judge and NeharikaVohra, Organisational Behaviour, Pearson India, 18<sup>th</sup> edition, 2018
2. Fred Luthans, Organisational Behaviours, McGraw Hill Book Co., 12<sup>th</sup> edition , 2017
3. Ashwathappa K, Organisational Behaviour, Himalaya Publishing House, 2018
4. John W Newstrom, Organisational Behaviour- Human Behaviour at work , Tata McGraw Hill , 2017
5. Gregory Moorehead& R.S. Griffin, Organisational Behaviour: Managing People and Organisations, Cengage Learning 11<sup>th</sup> edition, 2014

**Course Outcomes**

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

K2	CO1	describe the core concepts of organisational behaviour.
K2	CO2	explain the foundations of individual behaviour.
K6	CO3	discuss foundations of group behaviour
K4	CO4	critically discuss the key aspects of organisational dynamics.
K5	CO5	evaluate the impact of stress and change and suggest suitable strategies to deal with them

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	M	M	M	M	S	S	S	S	M	M	S
CO2	S	M	M	S	S	S	S	M	M	S	S	S
CO3	S	M	S	M	S	S	M	S	S	S	M	M
CO4	S	S	S	M	M	M	S	S	S	S	M	M
CO5	S	S	M	M	S	S	S	S	M	M	S	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark



COURSE CODE	P21MST14	ACCOUNTING FOR MANAGEMENT	L	T	P	C
CORE IV				5	-	-
<b>Cognitive Level</b>	K2: Understand K3: Apply K4: Analyze					
<b>Course Objectives</b>	The Course aims to <ol style="list-style-type: none"> <li>1. learn the basic accounting concepts and principles and preparation of final accounts</li> <li>2. help students to do financial statement analysis and compute ratios of the organisation.</li> <li>3. elaborate on nature, scope and functions of management accounting, differentiate it from other branches of accounting viz., cost and financial accounting.</li> <li>4. prepare the students to compute the marginal cost; to fix the Break-Even Point and to solve problems on Material, Labour and Overhead Variances.</li> <li>5. practice the preparation of various types of budgets and budgetary control of business organisations.</li> </ol>					

### **UNIT 1 : Fundamentals of Accounting**

Introduction to Accounting: Definitions – Concepts and Conventions – Types of accounts – Preparation of Journal, Ledger, Trial Balance – Preparation of Final Accounts (simple problems)

### **UNIT 2 : Management Accounting**

Management Accounting: Meaning – Scope – Functions – Difference between Management Accounting, Financial Accounting and Cost Accounting. Financial Statement Analysis: Financial statements – Nature – Limitations – Analysis of interpretation – Types of analysis – External vs Internal analysis – Horizontal vs Vertical analysis – Tools of analysis: Common size statements – Comparative statements – Trend analysis’

### **UNIT 3 : Fund flow and Cash flow statements**

Fund Flow Statements – Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Managerial uses and limitation of fund flow statement. Cash Flow Statement – Need – Meaning – Preparation of cash flow statement – Managerial uses of cash flow statement – Limitations – Differences between fund flow and cash flow analysis.

**UNIT 4 : Ratio Analysis**

Ratio Analysis – Concept – Importance – Limitations – Classification of Ratios – Profitability Ratios – Turnover Ratios – Financial Ratios – Proprietary and Yield Ratios – Computation and Interpretation of Ratios. Budget: Budgeting and Budgetary Control – Types of budgets – Preparation of flexible and fixed budgets, Master budget and Cash budget.

**UNIT 5 : Marginal Costing**

Marginal Costing: Concepts – Break-Even Point Analysis – Contribution – PV Ratio – Margin of Safety – Problems on applications of Break-Even concept. Standard Costing – Meaning – Types of variances – Problems on Material, Labour, Overhead variances.

**Instruction for Examiners for Question Setting:**

60% of the questions shall be problems; 40% of the questions shall be theory based.

**References:**

1. Srinivasan NP &SakthivelMurugan M, Accounting for Management, 2<sup>nd</sup>edn, S.Chand, New Delhi, 2016.
2. Shukla M.C, Grewal T.S & Gupta P.C, Advanced Accountancy, 19<sup>th</sup>edn, S.Chand, New Delhi, 2016.
3. Jain S.P, &Narang K.L, Business Accounting, 4<sup>th</sup>edn.,KalyaniPubl, Delhi, 2013.
4. Maheswari SN, Principles of Management Accounting, Sultan Chand & Sons, New Delhi, 2014.
5. Maheswari SN, Problems and Solutions in Cost Accounting, 13<sup>th</sup>edn, Sultanchand& Sons, New Delhi, Reprint 2014.

**Course Outcomes**

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

K2	CO1	explain the basic accounting concepts and principles and prepare final accounts – Trading Account, Profit and Loss Account and Balance Sheet of an organisation.
K4	CO2	analyse and interpret the financial statements by application of tools – Common Size and Comparative Statements,
K4	CO3	examine the financial performance of the organisation by applying various sets of ratios on entire financial aspects.
K3	CO4	able to compute marginal cost; fix the Break-Even Point, and solve problems on Material, Labour and Overhead Variances.
K2	CO5	demonstrate their knowledge, understanding and application of basic accounting skills and managerial accounting theories to business organisation.

**Mapping of Cos with POS & PSOs**

<b>CO/ PO</b>	<b>P O1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO1</b>	S	S	M	S	S	M	M	S	S	S	M	M
<b>CO2</b>	S	S	S	M	S	S	M	S	S	M	S	S
<b>CO3</b>	S	S	S	M	M	S	M	S	S	S	S	M
<b>CO4</b>	S	M	S	S	S	M	M	S	S	M	M	S
<b>CO5</b>	S	S	M	M	S	S	S	S	M	M	S	M

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark

COURSE CODE	P21MST15	BUSINESS LAW & ETHICS	L	T	P	C
CORE V				4	-	-
<b>Cognitive Level</b>	K1: Recall K2: Understand K4: Analyze K5: Evaluate					
<b>Course Objectives</b>	The Course aims to 1. make the students learn about various laws which relate to setting up of business 2. elaborate on the laws relating to contract and sales in business 3. create awareness on negotiable instruments 4. teach the students on the newly introduced regulations and how they affect the business. 5. make the students learn about principles of personal as well professional ethics of business					

### UNIT 1 : Indian Contract Act

Indian Contract Act 1872 : Contract – Meaning – Essential Elements – Offer and Acceptance – Consideration – Capacity – Pre-consent – Legality of object – Quasi contract – Discharge of Contract – Performance of Contract – Breach of Contract – Remedies.

### UNIT 2 : Sales of Goods Act

Sale of Goods Act, 1930: Contract of Sale: Essentials – Sale and Agreement to Sell – Conditions and Warranties: Caveat Emptor – Transfer of Property: Sale by non-owners – Performance of the Contract – Delivery of Goods – Rights and Duties of the Buyer and Seller – Rights of an unpaid seller. Companies Act, 1956: Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association – Prospectus – Management and Administration – Director – Appointment, Powers and Duties.

### UNIT 3 : Negotiable Instruments Act

Negotiable Instruments Act, 1881: Nature – Characteristics – Presumptions – Classification – Parties to Negotiable Instruments – Capacities of parties – Negotiation methods – Endorsements – Assignments – Dishonour and Discharge of Negotiable Instruments.

### UNIT 4: Companies Act 2013

Companies Act, 2013, Companies (Amendment ) Act, 2019, Insolvency and Bankruptcy code, recent acts. Recent Acts: Goods and Services Tax – Intellectual Property Rights: Patents – rights – copy rights – trademarks – registration of trademarks – geographical indication – protection – industrial design – Intellectual Property Policy.

**UNIT 5 : Business Ethics**

Business Ethics: An Overview - Principles of Personal Ethics - Principles of Professional Ethics - Code of Conduct and Ethics for Managers - Values and Ethics in Business - Ethical Decision Making - Concepts and theories of Business Ethics - Ethics of Consumer Protection – Corporate Social Responsibility – Corporate Governance.

**References:**

1. Pillai R.S.N. & Bagavathi, Legal Aspects of Business, S.Chand, New Delhi, 2011.
2. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi, 2020
3. Kapoor N.D, Industrial Laws, 2011
4. Venkataraman. M., An introduction to Intellectual Property Rights, Paperback publications, 2015
5. Fernando A. C., Muraleedharan K. P., Satheesh E. K., Corporate Governance: Principles, Policies and Practices, Pearson Education, 2018

**Course Outcomes**

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

K1	CO1	list out the laws which have an impact on the business
K2	CO2	describe Sale of Goods Act and Companies Act
K2	CO3	understand the Negotiable Instruments Act
K4	CO4	discuss the amendments to Companies Act, 2013 and the recent Acts applicable to business
K5	CO5	know the ethical business functioning

**Mapping of Cos with POS & PSOs**

<b>CO/ PO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>
<b>CO1</b>	S	M	S	S	S	M	S	S	M	S	S	M
<b>CO2</b>	S	M	M	S	S	S	M	S	S	M	S	S
<b>CO3</b>	S	M	M	S	M	M	S	S	S	S	M	M
<b>CO4</b>	S	S	M	M	S	S	M	M	M	S	M	M
<b>CO5</b>	S	S	M	S	M	S	S	S	M	S	M	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

COURSE CODE	P21MSE11	E-BUSINESS			
ELECTIVE-I		L	T	P	C
		4	-	-	4
<b>Cognitive Level</b>	K1: Recall K3: Apply K4: Analyse				
<b>Course Objectives</b>	The Course aims to <ol style="list-style-type: none"> <li>1. teach the students about the impact of electronic communication and traditional businesses</li> <li>2. train the students on concept of management issues in creating a new customer</li> <li>3. help the students to learn about supply chain management</li> <li>4. help the students understand the e-business strategy</li> </ol>				

**UNIT – 1: Introduction**

**Introduction to E-Business and E-Commerce:** Impact of Electronic Communications on Traditional Businesses - Difference between E-Business and E-Commerce - E-Business: Opportunities, Risks and Barriers - Marketplace Analysis for E-Commerce - Location of Trading in the Marketplace - Business Models for E-Commerce

**UNIT –2 : Managing E- Business Infrastructure**

**Managing E-Business Infrastructure:** Components - Internet Technology - Management Issues in Creating a New Customer-Facing internet service - Managing Digital Communications - E-environment - Social and Legal factors - Economic and Competitive factors – Political factors – Technological factors.

**UNIT –3 : E- Procurement**

**E-Procurement:** Drivers, Barriers, Risks, and Implementation - Future of E-Procurement.  
**Supply Chain Management:** Using E-Business to Restructure the Supply Chain - SCM Implementation - Goal-Setting and Performance Management for E-SCM.

**UNIT – 4: E- Business Strategy**

**E-Business Strategy:** Strategic Analysis - Strategic Objectives - Strategy Decision - Strategy Implementation. **e-CRM:** Conversion Marketing - Online Buying Process - Customer Acquisition Management - Customer Retention Management - Customer Extension - Technology Solutions for CRM.

**UNIT – 5: Change Management**

**Change Management:** Challenges of E-Business Transformation - Planning Change - HR Requirements - Managing Change - E-Business Service Implementation – Optimization of digital business services.

**References:**

1. Chaffey D., Digital Business and E-Commerce Management, Pearson, 2014
2. Schneider G., Electronic Commerce, Cengage Learning, 2016
3. Whiteley D., E-Commerce: Strategy, Technologies and Applications, McGraw Hill, 2017
4. Joseph P. T., E-Commerce: An Indian Perspective, PHI, 2015
5. Laudon K. C., Traver C. G., E-Commerce 2017: Business, Technology, Society, Pearson, 2018

**Course Outcomes**

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

K1	CO1	know how to apply e-Business strategy
K4	CO2	discover the correct technique in e-Business
K3	CO3	make use of digital e-Business services
	CO4	develop E-Strategy

**Mapping of Cos with POS & PSOs**

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	S	S	M	S	M	S	S	M
CO2	S	M	M	S	S	M	S	M	M	S	S	M
CO3	S	M	S	M	M	S	S	S	M	M	S	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark



COURSE CODE	P21MSS11	EXECUTIVE COMMUNICATION			
SUPPORTIVE COURSE I		-	-	2	2
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate K6: Create				
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. make the students learn about executive communication</li> <li>2. understand on oral communication and presentations &amp; speeches in business</li> <li>3. give practice to the students to enable them to write business letters &amp; reports</li> <li>4. create awareness on technology in executive communication</li> </ol>				

### UNIT1 : Introduction

Introduction to Executive communication: Meaning – Importance – Objectives – Principles of Communication – Forms of communication – Communication Process – Barriers to effective communication.

### UNIT 2 : Oral Communication

Oral Communication: Body Language – Gestures – Postures – Facial expressions – Dress codes – Listening & Speaking: Techniques of eliciting response – Probing questions – Observation – Business and social etiquettes. Presentations & Speeches: Principles of effective speech and presentations – Technical & Non-technical presentations – Speech of introduction – Speech of thanks – Occasional speech – Theme speech – Use of audio-visual aids

### UNIT 3: Written Communication

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Writing process: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process. Business Letters – Types – Writing routine and persuasive letters – Positive and Negative messages.

### UNIT 4: Preparation of Business Reports

Business Reports: Types of Business Reports – Format – Checklist for compiling reports – Executive Summary – Compiling a Press Release – Organization Reports by Individual, Committee –

### UNIT 5: Meetings

Conducting Meetings: Procedure – Preparing Agenda, Minutes and Resolutions – Conducting Seminars and Conferences.

Technology in Communication: Fax – Mobile Phones – Intercom – Email – Video Conferencing – Internet – Websites.

**References:**

1. Rajendra Pal & J S Korlahalli, *Essentials of Business Communication*, Sultan Chand & Sons, New Delhi. 2012.
2. Lesikar, Flatley, Rentz&Pande, *Business Communication*, 11<sup>th</sup> ed., TMH, 2010.
3. Chaturvedi P. D, & Mukesh Chaturvedi, *Business Communication : Concepts, Cases And Applications*, 2<sup>nd</sup> ed., Pearson Education, 2011.
4. Andrea J. Rutherford, *Basic Communication Skills for Technology*, 2<sup>nd</sup> edition, Pearson Education Asia, New Delhi, 2010.
5. RK Madhukar, *Business Communication*, 3<sup>rd</sup> edition, Vikas Publishing House Pvt Ltd, 2018.

**Course Outcomes**

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

K2	CO1	understand the communication process and barriers
K3	CO2	develop Presentation & speeches way of oral communication in business
K6	CO3	create knowledge on written communication in business
K5	CO4	evaluate Business letters and reports
K4	CO5	analyse uses of technology in communication

**Mapping of Cos with POS & PSOs**

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	M	S	S	S	M	S	M	S	M	S	S
CO2	S	M	M	S	M	M	M	S	M	S	S	S
CO3	S	S	S	M	S	M	S	M	S	S	M	S
CO4	S	S	M	S	S	S	M	S	S	S	S	S
CO5	S	S	S	M	S	S	S	M	S	S	S	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark

COURSE CODE	P21MSB11	DISASTER MANAGEMENT	L	T	P	C
BUSINESS AND SOCIETY PAPER – I				2	-	-
Cognitive Level	K1: Recall K2: Understand K3: Apply K5: Evaluate K6: Create					
Course Objectives	The Course aims to <ol style="list-style-type: none"> <li>1. introduce students to the basic principles of disaster management.</li> <li>2. examine the attributes and impact of disasters</li> <li>3. classify and elaborate natural and man-made disasters</li> <li>4. identify disaster management strategies</li> <li>5. create awareness among the students on preparedness, response, rehabilitation and mitigation of disasters</li> </ol>					

### UNIT 1: Introduction to Disaster Management

Understanding disasters – Impact of disasters – Concepts of Hazard, Risk, Vulnerability, Resilience and Capacity – Disaster Management: Meaning – Objectives – Principles – Tools and methods of disaster management – Issues in disaster management.

### UNIT 2: Natural Disasters:

Disaster: Definition – Attributes of disasters – Impact of disasters – Classification of disasters: Natural disasters: Meaning – Types – Earthquakes, Volcanic eruptions, Cyclones, Hurricanes, Torandos, Tsunamis, Floods, Landslides, Snowstorms, Droughts, Wild Fires – Prevention and preparedness.

### UNIT 3: Man-made Disasters:

Meaning – Types – Accidents: Industrial, Structural failures, Road and Rail, Aircraft, Space and Maritime; Wars and Terror strikes; Blasts and Fire accidents, Acid rains and Radiation hazards – Prevention and preparedness.

### UNIT 4: Disaster Management Strategies:

Basic steps: Creating organisational structure – Hazard mapping and risk assessment – Vulnerability analysis – Skill Sets of Disaster Manager: Leadership, Problem solving, Communication, Team-work, Technological, Social, Learning, Adaptability and Responsibility skills – Attitude and spirit of Service – Professionalism.

### UNIT 5: Disaster Preparedness, Response and Mitigation:

Preparedness: Disaster Management Plan – Early warning system – Evacuation and Sheltering plans – Education and training of personnel – Public awareness programmes –

Response: Search and rescue – Medical care – Damage assessment – Reconstruction – Economic rehabilitation – Mitigation Measures.

**References:**

1. Subramanian R, Disaster Management, Vikas, 2018.
2. Srivastava A.K, Textbook of Disaster Management, Scientific Pub, 2021.
3. Shekhawat R.S and Bhatnagar Harshul, Fundamentals of Disaster Management (with Case Studies), Himanshu Pub, 2013.
4. Kumar P, Disaster Management, Oak Bridge Pub, 2021.
5. Vaidyanathan S, An Introduction to Disaster Management: Natural Disasters and Man Made Hazards, CBS Pub, 2020.
6. Modal D and Basu D, Disaster Management: Concepts and Approaches, CBS Pub, 2020.

**Course Outcomes**

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

K1	CO1	define the basic principles of disaster management.
K5	CO2	evaluate the impact of disaster management
K2	CO3	classify disasters and its types
K3	CO4	apply disaster management strategies
K6	CO5	create disaster management and mitigation plans for rehabilitation

**Mapping of Cos with POS & PSOs**

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	M	M	S	M	S	M	S	M	M
CO2	S	S	S	M	S	M	S	M	S	M	S	M
CO3	S	S	M	S	M	S	S	S	S	S	M	S
CO4	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	M	S	S	M	S	M	S	S	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark

## SEMESTER- II

COURSE CODE	P21MST21	OPERATIONS MANAGEMENT	L	T	P	C
<b>CORE VI</b>			<b>4</b>	-	-	<b>4</b>
<b>Cognitive Level</b>	K2: Understand K3: Apply K4: Analyse K5: Evaluate					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. introduce students to the production and operation function</li> <li>2. give a broad overview of capacity planning</li> <li>3. discuss the pertinent aspects of process planning</li> <li>4. explain the importance of layouts, and PPC</li> <li>5. introduce material requirement planning and control</li> </ol>					

### UNIT 1 : Introduction

Introduction to Production and Operation Functions: Types of Manufacturing Systems: Job Shop, Batch/Intermittent, Continuous/Assembly Line, Process and Project Systems. Designing the Product – Standardization: Modularization: Reliability: Reverse Engineering.

### UNIT 2 : Capacity Planning

Capacity Planning – Importance, Capacity Determination for Manufacturing and Service Industry: Capacity Planning Strategies: Capacity Measurement. Facility Planning: Location of Facilities, Locational Flexibility, Facility Design Process and Techniques, Locational Break Even Analysis.

### UNIT 3 : Process Planning

Process Planning – Procedure, Characteristics of Production Process Systems, Process form Selection with PLC Phases. Introduction to Study Methods – Work-study, Time – Study and Method-Study, Evolution of Normal/Standard Time, Job Design and Rating.

### UNIT 4 : Layout

Layout, Importance and Function, Objectives, Flow patterns, Layout types – Product, Process, Group Technology/Cellular Layout, Factors for Good Layout, layout Design Procedure, GRAFT, ALDEP, REL Chart, Assembly Line Balancing. PPC: Functions – Planning Phase, Action Phase, Control Phase. Aggregate Production Planning, Line of balance – Forecasting Methods.

### UNIT 5 : Material Planning

Material Requirement Planning (MRP-1) and Control, Inventory, Inventory Control, EOQ, Purchase Inventory models – P System & Q System. Stores Management – ABC, VED, FSN, Techniques.

**References:**

1. Jay Heizer, Barry Render, Operations Management Pearson Education, 2017.
2. Ashwathappa K & Bhatt K, Production and Operations Management, Himalaya Pub House. 2015.
3. Chary S.N., Production and Operation Management, TMH Publications, 2019.
4. R. Paneerselvam, Production and Operation Management, PHI Publications, 2012.
5. KanishkaBedi, Production and Operation Management, Oxford University Press, 2013.

**Course Outcomes**

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

K2	CO1	explain the importance of the production and operation function
K3	CO2	present a broad overview of capacity planning
K4	CO3	analyze pertinent aspects of process planning
K5	CO4	discuss the importance of layouts, and PPC
K5	CO5	critically discuss material requirement planning and control

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	M	S	S	S	M	S	M	S	M	S	S
CO2	S	M	M	S	M	M	S	S	S	M	S	S
CO3	S	M	M	S	M	M	S	S	S	S	M	M
CO4	S	M	M	M	S	S	S	S	M	S	S	M
CO5	S	S	M	S	S	M	M	M	S	S	M	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

COURSE CODE	P21MST22	MARKETING MANAGEMENT	L	T	P	C
CORE VII				4	-	-
<b>Cognitive Level</b>	K1: Recall K2: Understand K4: Analyse K5: Evaluate K6: Create					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. learn the marketing concepts, planning and environment and forecasting the market.</li> <li>2. examine the opportunities, threats and changes in the competitive environment to prepare suitable marketing mix for different businesses.</li> <li>3. understand the forces driving the consumer behaviour for decision-making, relationship and retention of customers.</li> <li>4. identify the market segments to devise strategies and to fix the target consumers for positioning the products.</li> <li>5. provide an understanding of the elements in marketing mix and its application to create satisfied customers.</li> </ol>					

### UNIT 1 : Introduction

Modern Marketing Concept: Conceptual Evolution – Societal Marketing Concept – Relevance of Marketing in the Indian Context before and after Liberalization Policy – Features of Consumer, Industrial Marketing and Services Marketing – Marketing Planning Process – Marketing System: Marketing Environment – External and Internal Factors – Marketing Strategies by Leaders, Challengers, Followers and Niches – Marketing Mix: Four P’s of Marketing.

### UNIT 2 : Consumer Behaviour

Consumer Behaviour: Meaning and Importance – Consumer buying Process – Indian Consumer Profile. Market Segmentation: Meaning – Segmentation Vs Aggregation – Differentiated Vs Undifferentiated Marketing – Bases for Segmentation – Targeting and Positioning – Demand Forecasting: Tools used – Marketing Information System and Methods.

### UNIT 3 : Product Decisions

Product Mix Decisions: Components of a Product – Product Line and Mix Decisions – New Product Development: Need and Steps – New Product Successes and Failures – Product Market Strategies – Product Differentiation and Positioning –Branding –Packaging – Labelling – Pricing: Factors Influencing Pricing – Pricing Objectives – Procedure – Policies – Methods.

**UNIT 4 : Promotion**

Promotion: Kinds – Personal Selling Vs Impersonal Selling – Personal Selling Process – Advertising: Meaning, Importance, Objectives – Deciding Advertising Budget – Advertising Copy/Layout – Media Planning, Selection and Scheduling – Advertising in the Indian Context – Measuring Advertising Effectiveness – Sales Promotion: Methods and Strategies – Direct Marketing – Tele Marketing – Event Marketing – Public Relations – Promotion through Internet.

**UNIT 5 : Distribution**

Distribution Management: Designing a Physical Distribution System – Designing Channels of Distribution – Types of Intermediaries – Intensity of Distribution – Managing Middlemen – Consumer Movement in India – Consumer Protection Act: Objectives – Rights of consumers – Procedure for filing complaints – Redressal agencies: Functions – Settling the claims.

**References**

1. Philip Kotler, Marketing Management, 15<sup>th</sup>edn, Pearson Education India, Delhi, 2015.
2. Ramasamy VS & Namakumari, Marketing Management: Indian Context with Global Perspective, 5<sup>th</sup>edn, MacGraw Hill India, New Delhi, 2013.
3. Philip Kotler, Marketing 4.0: Moving from Traditional to Digital, Wiley, 2017.
4. Gupta Prachi et-al, Marketing Management: Indian Cases, Pearson Education, 2017.
5. Russ Winer, Marketing Management, 4<sup>th</sup>edn., Pearson Education, 2015.

**Course Outcomes**

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

K1	CO1	focus on marketing concepts, planning and environment and forecast the market for healthier segmentation for targeting and positioning.
K2	CO2	understand the pulses of the consumer to build customer relationship and market share and segment the market for devising strategies.
K6	CO3	develop the need based products, fix the price based on various methods, design the distribution channels, promote the products by proper advertising, sales promotion and manage the sales force for efficient marketing and predict the future of direct and online marketing.
K4	CO4	examine the application of Consumer Protection Act and the modus operandi of the Act to solve the problems of consumers on marketing activities by the organisations
K5	CO5	demonstrate professional written and interpersonal communication skills that will enable them to collaboratively interact with customers, employees and suppliers

**Mapping of Cos with POS & PSOs**



<b>CO/ PO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>
<b>CO1</b>	S	S	M	M	S	M	S	S	S	M	S	S
<b>CO2</b>	S	M	M	S	M	S	S	M	S	M	S	S
<b>CO3</b>	S	M	M	S	M	M	S	S	M	S	M	M
<b>CO4</b>	S	M	S	M	S	S	S	S	M	S	S	M
<b>CO5</b>	S	S	M	S	S	M	M	S	S	S	M	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

COURSE CODE	P21MST23	FINANCIAL MANAGEMENT	L	T	P	C
CORE VIII				4	-	-
<b>Cognitive Level</b>	K2: Understand K3: Apply K4: Analyse K5: Evaluate K6: Create					
<b>Course Objectives</b>	<p><b>The Course aims to</b></p> <ol style="list-style-type: none"> <li>1. describe the functions and goals of financial management and time value of money</li> <li>2. list out various sources and instruments of finance and classify them.</li> <li>3. critically observe the capital structure and theories and working capital requirements of an organisation.</li> <li>4. discuss the dividend theories and policies of organisations.</li> <li>5. apply the capital appraisal tools and evaluate the profitable capital investments and projects for the organisation.</li> </ol>					

### UNIT 1 : Introduction

Financial Management – Functions – Goals of Financial Management – Maximization Vs. Optimization – Risk-return trade off – Environment of Finance: Institutions and issues – Concepts of time value of money, discounting and compounding.

### UNIT 2 : Financing function

Financing function: Long term financing sources and instruments – Shares and Debentures – Convertible securities & Term Loans – Foreign equity and debt securities – Capital Issue management: Functions and functionaries – Current practices. Working Capital: Components & Estimation – Financing – Sources and approaches.

### UNIT 3 : Capital Structure

Capital structure planning: Cost of capital: Equity, Debt, Retained earnings – Weighted average cost of capital – Capital structure theories – Net income, Net operating income, MM and Traditional theories – Leverage – Types and significance.

### UNIT 4 : Capital Investment

Capital investment Proposals: Nature and types – Evaluation techniques: Payback period – ARR – IRR – NPV – CAPM – Capital Rationing – Concept of adjusted NPV for Global Projects.

### UNIT 5 : Dividend Decision

Dividend Policy and Practices – Dividend policies – Factors affecting dividend decision – Dividend theories – Graham, Gordon, Walter and MM theories – Ploughing back of earnings for expansion, diversification and modernization.

#### References:

1. Pandey I.M, Financial Management, 12<sup>th</sup>edn, Pearson, 2021.
2. Rustagi R P, Taxmann’s Fundamentals of Financial Management, 15<sup>th</sup>edn, Taxmann Pub, 2020.
3. Khan and Jain, Financial Management: Text, Problems and Cases, 8<sup>th</sup>edn, McGraw Hill, 2018.
4. Robert C Higgins, Analysis for Financial Management, 10<sup>th</sup>edn, McGraw Hill, 2017.
5. Prasanna Chandra, Financial Management, 10<sup>th</sup>edn, McGraw Hill, 2019.

#### Course Outcomes

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

K2	CO1	describe the functions and goals of financial management, and application of time value of money under compounding and discounting methods
K3	CO2	review the merits and demerits of various financial instruments, its application in the business
K4	CO3	analyse the capital structure and working capital requirements of an organization.
K6	CO4	discuss the dividend theories and policies of organisations
K5	CO5	evaluate the profitable capital investments and projects for the organisation

#### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	M	M	S	S	M	S	S	S	M	S	S
CO2	S	M	S	S	M	S	S	M	S	M	M	S
CO3	S	M	M	S	M	S	S	S	M	S	S	M
CO4	S	M	M	M	S	S	S	M	M	S	S	M
CO5	S	S	S	M	S	M	M	S	M	S	S	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

COURSE CODE	P21MST24	HUMAN RESOURCE MANAGEMENT	L	T	P	C
CORE IX				4	-	-
<b>Cognitive Level</b>	K2: Understand K4: Analyse K5: Evaluate K6: Create					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. trace the evolution and development of the human resource management function.</li> <li>2. discuss the impact of environment on human resource management and the human resource management process</li> <li>3. introduce recruitment, selection, induction, promotion, transfer, separation functions</li> <li>4. give a broad overview of HRD, Appraisal and Compensation</li> <li>5. give a brief introduction to industrial relations</li> </ol>					

### UNIT 1 : Introduction

Introduction – Evolution and Development of Human Resources Management – Functions – Scope – Difference between Personnel Management and Human Resource Management – Changing environment of Human Resource Management – Role and Qualities of Human Resource Manager. Strategic Human Resource Management – Creating a Strategy – Oriented Human Resource System

### UNIT 2 : Job Analysis

Human Resource Management and the Environment: Factors influencing – Functions of Human Resource – Job Design and Analysis – Approaches to Job Design – Process of Job Analysis – Types and Sources of Job Analysis – Information – Methods of collecting Job Analysis Information – Recent developments in Job Analysis – Human Resource Planning and Forecasting – Process – Supply and Demand Forecasting – Strategies for Manpower plan.

### UNIT 3 : Recruitment and Selection

Recruiting: Process of Recruitment and Recruitment Policies and Procedures – Sources of Recruitment – Methods of Recruitment – Measuring recruitment effectiveness – Selection: Process – Types of Tests – Types and Process of Interview – Placement and Induction – Placement process, Making placement effective – Problems in Placement – Process of Induction – Promotion – Demotions – Transfers – Separation.

**UNIT 4 : Training**

Need for Human Resource Development – Training – Analyzing training needs – Techniques – Performance Appraisal: Steps – Methods – Potential Appraisal – Introduction to Wages and Salary Administration – Objectives and Components.

**UNIT 5 : Industrial Relations**

Introduction to Industrial Relations: Definition – Objectives – Empowerment of employees through industrial relations – Human Resource Information System: Need – Objectives and Development of Human Resource Information System – Ethics in Human Resource Management –Recent Trends in Human Resource Management – Knowledge Management – e-HRM.

**References:**

1. Gary Desslor, BijuVarkkey, Human Resource Management, Pearson Education 15<sup>th</sup> Edition, 2018
2. Ashwathappa, K Human Resource Management, McGraw Hill Education, 8<sup>th</sup> Edition,2017
3. SeemaSanghi, Human Resource Management , Vikas Publishing House Pvt. Ltd., 2014
4. Sharon Pande&SwapnalekhaBasak, Human Resource Management-Test and cases, Vikas Publishing, 2<sup>nd</sup> edition, 2016
5. SubbaRao P, Personal and Human Resource Management: Text & Cases, Himalaya Publishing House, 2015

**Course Outcomes**

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

K2	CO1	explain the evolution and development of the human resource management function.
K6	CO2	discuss the impact of environment on human resource management and the human resource management process
K2	CO3	describe recruitment, selection, induction, promotion, transfer, separation functions
K4	CO4	examine the HRD Techniques, Appraisal and Compensation
K5	CO5	explain important aspects of industrial relations

**Mapping of Cos with POS & PSOs**

<b>CO/ PO</b>	<b>P O1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PSO 1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>
<b>CO1</b>	S	S	M	S	M	S	S	S	S	M	M	S
<b>CO2</b>	S	S	S	M	M	S	M	M	S	S	M	S
<b>CO3</b>	S	M	S	S	M	M	S	S	S	S	M	M
<b>CO4</b>	S	S	M	S	S	S	S	M	M	S	M	S
<b>CO5</b>	S	S	M	S	S	M	S	S	M	M	S	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark

COURSE CODE	P21MST25	OPERATIONS RESEARCH			
CORE X		4	-	-	4
Cognitive Level	<b>K2: Understand</b> <b>K3: Apply</b> <b>K5: Evaluate</b>				
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. create awareness about the tools and techniques of Operations Research</li> <li>2. train the students on concept of optimization</li> <li>3. help the students to learn the methods to minimize cost</li> <li>4. help the students understand the critical path and duration to complete projects</li> <li>5. train the students to make better decisions</li> </ol>				

**UNIT 1: Introduction and Linear Programming**

Concept – Scope of operations research – Different phases of operations research – Models in Operations Research. Concepts of Optimization – Solving L.P. using Graphical and Simplex Method – Other types of simplex methods.

**UNIT 2: Transportation**

Transportation – Structure of the problem – Minimization – Optimality solution – Degeneracy in transportation problem – Unbalanced transportation problem – Maximization. Assignment Model – Formulation of an assignment – Minimization – Multiple optimal solutions – Non square matrix – Maximization problem.

**UNIT 3 : Queuing Theory**

Elements of Queuing Theory –Kendall’s notation – Single channel infinite population – Problems. Game Theory: Basic Concepts – Two Persons Zero Sum Games – Saddle Points , dominance property

**UNIT 4 : Networking Technique**

PERT and CPM: Network diagram representation – Time calculation and critical path in network – Critical path method – Performance Evaluation Review Techniques – Finding critical path. Crashing techniques

**UNIT 5 : Decision Theory**

Introduction to Decision Theory: Pay- off and Loss Tables – Expected value of Pay-off Expected Value of Perfect Information: Decision Tree Approach to Choose Optimal Course of Action – Criteria for Decision: Mini-Max, Maxi – Max, Minimizing Maximal Regret and their Implications.

**References:**

1. Pannerselvam R., Operations Research - Methods & Practice, Wiley & Sons, 2010
2. Hamdy A. Taha, Operations Research – An Introduction, 2014
3. P .K. Gupta & D.S. Hira, Operations Research, 2015
4. Col. D. S. Cheema, Operations Research, Firewall Media., 2017..
5. S. Jaisankar, Operations Research : Decision Models Approach, Excel Books, 2014.

**Course Outcomes**

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

K2	CO1	describe the mathematical techniques in business
K3	CO2	choose the correct technique to solve the problem arising in business
K5	CO3	prioritize better decisions using mathematical techniques
K5	CO4	assess the objectives of the company with regard to competition and cost
K5	CO5	critically evaluate and take decisions

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	S	M	M	S	M	S	M	M
CO2	S	M	M	S	S	M	S	S	S	S	S	S
CO3	S	S	S	M	M	S	S	M	S	M	M	S
CO4	S	M	M	S	S	S	S	M	M	M	M	S
CO5	S	S	S	S	M	M	S	S	S	S	S	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark



COURSE CODE	P21MSN22	MANAGEMENT OF SMALL BUSINESSES	L	T	P	C
ELECTIVE-II(NME)				4	-	-
Cognitive Level		<b>K1: Recall</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K5: Evaluate</b> <b>K6: Create</b>				
Course Objectives		<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. understand the Indian start up ecosystem</li> <li>2. generate business ideas</li> <li>3. associate their business ideas with right opportunities</li> <li>4. write business plans</li> <li>5. identify sources of funding, and launch and grow successful ventures</li> </ol>				

### UNIT 1 : Introduction

Entrepreneurial Perspective: Entrepreneurial Mind-Set - Indian Startup Ecosystem - Corporate Entrepreneurship - Generating and Exploiting New Entries

### UNIT 2 : Identification of Opportunity

From Idea to the Opportunity: Creativity and the Business Idea - Identifying and Analysing Domestic and International Opportunities - Protecting the Idea and Other Legal Issues for the Entrepreneur

### UNIT 3 : Business Plan

From the Opportunity to the Business Plan: Creating and Starting the Venture guided by the Business Plan - Marketing Plan - Organisational Plan - Financial Plan

### UNIT 4: Identifying the source of Funds

From the Business Plan to Funding the Venture: Sources of Capital - Informal Risk Capital, Venture Capital, and Going Public

### UNIT 5 : Growth of the business

From Funding the Venture to Launching, Growing, and Ending the New Venture - Strategies for Growth and Managing the Implications of Growth - Accessing Resources for Growth from External Sources - Succession Planning - Harvesting and Ending a Venture

### References

1. Hisrich, R. D., Peters, M. P., Shepherd, D. A., Sinha S, Entrepreneurship 11e), McGraw Hill Education (India) Pvt. Ltd., Chennai, (2020)
2. Charantimath P. M., Entrepreneurship Development and Small Business Enterprises 3e), Pearson, Chennai,2018.
3. Rickman C. D., Rupa, Small Business Start-Up Workbook, 2010.
4. Drucker P. F., Innovation and Entrepreneurship: Practice and Principles (2009),
5. Harper Collins, Harvard Business Review Entrepreneur's Handbook: Everything You Need to Launch and Grow Your New Business, Harvard Business Review Press2018.

### Course Outcomes

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

K1	CO1	define an entrepreneurial mindset.
K5	CO2	evaluate different business ideas and opportunities
K6	CO3	develop a business plan.
K3	CO4	identify sources of capital
K4	CO5	launch new ventures

### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	M	M	M	M	M	S	M	M	M	M
CO2	S	M	M	M	S	M	S	M	M	M	S	M
CO3	S	S	M	S	M	S	M	S	S	M	M	S
CO4	S	M	S	S	M	M	S	M	M	M	S	S
CO5	S	S	S	M	S	M	M	S	M	S	S	M

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

COURSE CODE	P21MSB22	CREATIVITY AND INNOVATION MANAGEMENT	L	T	P	C
BUSINESS AND SOCIETY PAPER - II				2	-	-
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate K6: Create					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. Introduce students to the process of creative thinking</li> <li>2. Promote ideation in students</li> <li>3. Train students in decision making and evaluation</li> <li>4. create awareness on intellectual property rights</li> </ol>					

### UNIT1 : Introduction to Creative Thinking

Creative thinking :science or art; Valuing diversity in thinking : Thinking preferences, Creativity styles; Setting the stage for success

### UNIT 2: Creativity in Problem Solving

Creativity in problem solving: Problem Definition, Pattern Breaking, Thinking differently, Changing your point of view, Watching for paradigm shift, Challenging conventional wisdom, Lateral thinking, provocation, Mind stimulation;

### UNIT 3: Ideation

Eight-Dimensional (8D) Approach to Ideation; Systematic Inventive Thinking.

### UNIT 4: Decision and Evaluation

Focused thinking framework, Six thinking hats, Ethical considerations; Design for Interaction

### UNIT 5: Intellectual Property

Introduction, Patents, Copyrights , Trademarks , Trade Secret, Unfair Competition.

### References:

1. Ashwini Kumar Singh, *Creativity & Innovation*, Notion Press, 2021
2. Prateek Goorha, Jason Potts, *Creativity and Innovation: A New Theory of Ideas*, Springer International Publishing, 2018
3. *Managing Creativity and Innovation*, Harvard Business Review Press, 2003

### Course Outcomes

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

K2	CO1	understand the creative thinking process
K3	CO2	develop a creative approach to problem solving
K6	CO3	create knowledge through eight-dimensional approach to ideation
K5	CO4	evaluate alternatives in their decision making processes
K4	CO5	analyse the application of Intellectual Property Rights

### Mapping of Cos with POS & PSOs

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	M	S	S	S	M	S	M	S	M	S	S
CO2	S	M	M	S	M	M	M	S	M	S	S	S
CO3	S	S	S	M	S	M	S	M	S	S	M	S
CO4	S	S	M	S	S	S	M	S	S	S	S	S
CO5	S	S	S	M	S	S	S	M	S	S	S	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

**SEMESTER III**

COURSE CODE	P21MST31	STRATEGIC MANAGEMENT	L	T	P	C
CORE XI				5	-	-
Cognitive Level		<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K5: Evaluate</b> <b>K6: Create</b>				
Course Objectives		<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. create awareness about the environment in which the business is functioning.</li> <li>2. help the students gain knowledge on how the companies would formulate vision, mission and objectives</li> <li>3. help the students understand on what decisions to take based on the analysis of the company</li> <li>4. train the students on implementation issues of strategy</li> <li>5. gain knowledge on Business on Business Ethics and various issues relating to Business Ethics</li> </ol>				

**UNIT 1: Strategic Planning**

Overview – Understanding strategy – Strategic planning and strategic management: Levels of strategic planning – Process of strategic planning – Dimensions of strategic decisions – issues in strategic decision making – Strategic Intent: Vision, Mission, Goals and objectives.

**UNIT 2 : Environmental Analysis**

Environmental Analysis: Environmental scanning – Sources and factors affecting environmental scanning – Types of Environment: Economic, Market, Technological, Supplier, Political, Regulatory, Socio cultural and International environment – Internal analysis – Dynamics.

**UNIT 3: Strategy Formulation**

Strategy Formulation/ Alternatives: Corporate strategies – Stability(Blue Ocean and Red Ocean Strategy), Expansion, Retrenchment and Combination strategy.  
 Business level strategies: Types – Industry structure – Generic business strategy – Cost leadership – Differentiation – Focus – Tactics.

**UNIT 4: Strategic Analysis and Choice**

Strategic Analysis and Choice: Process – at corporate level – at business level – Factors affecting strategic choice – Strategic Implementation: Components of strategic

implementation – Project implementation – Procedural implementation and Resource allocation. Strategic Alignment

### UNIT 5: Implementation

Structural Implementation: Types of structure – Dimensions – Behavioral Implementation: Types and issues – Role of strategic leaders – Business Ethics – Corporate Social Responsibility – Functional and Operational Implementation: Importance – Areas and issues – Strategic Evaluation and Control: Techniques – Role of organizational system in evaluation.

### References:

1. AzharKazmi, Strategic Management, 5<sup>th</sup>Ed., TMH, New Delhi, 2020.
2. M. Jeyarathnam, Strategic Management, 6ed., Himalaya Publishing House, 2015.
3. W. Chan Kim, Blue Ocean Strategy, Havard Business Review Press, 2015
4. C. B. Gupta, Strategic Management, Text and Cases, S Chand New Delhi., 2016
5. Srinivasan. R, Strategic Management: The Indian Context, 5<sup>th</sup> Ed., PHI, 2014.

### Course Outcomes

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

K2	CO1	know the environment the company is operating in
K3	CO2	apply the techniques to be followed when the business is not profitable
K5	CO3	assess the type of internal dynamics that are best suited for business
K4	CO4	examine the ethical issues pertaining to business
K6	CO5	discuss the issues in strategic implementation

### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	S	S	S	S	M	M	S
CO2	S	M	M	M	S	S	S	S	M	S	S	M
CO3	S	M	S	M	S	M	S	S	M	M	S	S
CO4	S	S	M	M	M	S	S	S	M	S	M	S
CO5	S	M	M	S	S	S	S	M	M	M	S	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

COURSE CODE	P21MST32	BUSINESS RESEARCH METHODS	L	T	P	C
CORE XII				5	-	-
Cognitive Level		<b>K3: Apply</b> <b>K5: Evaluate</b> <b>K6: Create</b>				
Course Objectives		<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. identify the research problems and prepare a research design.</li> <li>2. develop the methodology and test the research instruments for the research.</li> <li>3. describe the methods of data collection and to fix the sample to collect the data</li> <li>4. analyse the data by applying suitable statistical tools and interpret the results.</li> <li>5. describe the mechanism of writing good report with required contents.</li> </ol>				

### UNIT 1 : Introduction

**Research:** Types of Research – Significance of Research in Business Sciences – Research Problem: Identification – Selection and Formulation – Review of Literature – Collection of background literature – Hypothesis – Meaning – Sources – Types of hypothesis – Framing of research hypotheses.

### UNIT 2 : Research Design

**Research Design:** Components of a Research Design – Drafting research designs – **Sampling:** Principles of Sampling – Probability and Non-probability Sampling Methods – Sources of Information – Choice between Primary and Secondary Data – Generation of sources and data.

### UNIT 3 : Data Collection

**Methods of Data Collection:** Collection of Primary Data: Observation, Interview and Questionnaires – Essentials of a Good Schedule and Questionnaire – Selection of appropriate Method for Data Collection – Pretesting – Pilot Study.

**Scaling Techniques:** Meaning – Importance – Methods of their construction. Measurement in Research: Test of sound measurement – Techniques of developing measurement tools – Developing research tools – Conducting reliability and validity tests.

### UNIT 4 Data Processing

**Processing of Data:** Editing, Coding, Classification and Tabulation – **Statistical Analysis:** Measures of Central Value: Arithmetic mean, Median and Mode – Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation – Measures of

Relationship: Correlation and Regression Analysis – Association of Attributes. **Multivariate analysis:** Factor, Cluster, MDS, Discriminant analysis (theory only). **Hypothesis Testing:** Testing for Means: One and Two populations – One way and Two way ANOVA – Testing of Proportions: One and Two populations – Chi-square Test.

**UNIT 5: Report preparation**

**Report Writing and Interpretation:** Importance of Interpretation – Precautions in Interpretation – Report Writing – Different Steps in Report Writing – Lay out of the Research Report – Types of Reports – Mechanics of Writing a Research Report – Citation – Pagination – Norms for Indexing and Bibliography.

**References:**

1. CR. Kothari, Research Methodology: Methods and Techniques, New Age Publishers, 2017.
2. Sekaran & Roger Bougie, Research Methods for Business: A Skill Building Approach, John Wiley & Sons, 2016.
3. S. Shajahan, Introduction to Business Research Methods, Jaico Publishing House, 2014.
4. Srivastava T.N & Shailaja Rego, Business Research Methodology, McGraw Hill, New Delhi, 2011.
5. Deepak Chawla & Neena Sondhi, Research Methodology: Concepts & Cases, Edn2, Vikas, New Delhi, 2016.
6. SP. Gupta, Statistical Methods, Sultan Chand & Sons, 2012.

**Course Outcomes**

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

K3	CO1	identify contemporary research problems and apply appropriate research design.
K3	CO2	construct the research methodology, and develop and test the research instruments for the research.
K6	CO3	compose data from respective sources, by fixing appropriate sampling techniques.
K5	CO4	interpret the raw data into analytical format and assess the data by applying appropriate statistical tools and interpret the results.
K6	CO5	discuss the outcomes of the results in the prescribed format of Research Report.



**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	S	S	S	S	M	M	S
CO2	S	M	M	S	S	M	S	S	S	S	M	M
CO3	S	M	S	S	S	S	M	S	S	S	M	M
CO4	S	M	S	S	S	M	S	S	S	M	S	M
CO5	S	M	M	S	S	S	S	S	M	S	S	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark

<b>COURSE CODE</b>	<b>P21MSE32</b>	<b>WOMEN ENTREPRENEURSHIP</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>ELECTIVE-III</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K3: Apply K5: Evaluate K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. introduce women students to entrepreneurship</li> <li>2. help students understand HRM system in the context of entrepreneurship</li> <li>3. enable students, comprehend the role of strategic management in entrepreneurship</li> <li>4. present the importance of leadership in entrepreneurial organizations</li> <li>5. discuss cases on women entrepreneurship</li> </ol>					

### UNIT 1 : Introduction

Entrepreneurship: Meaning – Definition – New entrepreneurial imperative – Unique nature of entrepreneurship – Entrepreneurship Vs Managers – Forms of Entrepreneurship: Corporate venturing – Strategic entrepreneurship – Entrepreneurship in NGO and Government organizations – Dimensions of entrepreneurship – Concept of entrepreneurial intensity -Role of entrepreneurship in economic development – Future and drawbacks of entrepreneurship. Advantages and drawbacks of pursuing entrepreneurship as a career.

### UNIT 2 : Functions

Classification and functions of women entrepreneur – characteristics and traits of women entrepreneur. Women entrepreneurial process, factors responsible for emergence of entrepreneurship. Rural entrepreneurship – Social entrepreneurship

### UNIT 3 :Intrapreneurship

Intrapreneurship – Climate for Intrapreneurship – Establishing Intrapreneurship in organisation -Entrepreneurial personality – Motivating entrepreneurial behaviour. SSI & Women Entrepreneurs -sources of finances, institutions supporting women entrepreneurs - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT etc evaluation of sickness of SSI, assessment of viability of sick industries and their rehabilitation.

### UNIT 4 : Business Plan

Barriers to Women Entrepreneurship / Innovation, Creativity and Entrepreneurship Business Plan & Functional Plan / Business Planning Process / Drawing Functional Plan-I: Marketing Plan / Drawing Functional Plan-II: Production/Operation Plan / Drawing Functional Plan-III: Organizational Plan / Drawing Functional Plan-IV: Financial Plan

### UNIT 5 : Innovation

Innovation and the Market- Assessing the risk- The Innovation Process-Where are we now?- The Diagnosis the marketing problem – Consultation of Group-Selecting a strategy-preparing the organization-setting up the Investment. Case studies on women entrepreneurs.

**References:**

1. CharantimathPoornima M, “Entrepreneurship Development and Small Business Enterprises” Pearson Publication Third Edition Jan 2018.
2. Dr.G.K.VashneyFundamentals of Entrepreneurship, SahityaBhawan Publications. 2019.
3. Nandan H, Fundamentals of Entrepreneurship, PHI Publications, 2013.
4. Dr. D. Kesavan, “Entrepreneurship Development” Notion press publications 2019.
5. Dr.Vasant Desai “The Dynamics of Entrepreneurial Development and Management”, Himalaya Publishing House 2011.

**Course Outcomes**

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

K3	CO1	understand the role of women in entrepreneurship
K3	CO2	appreciate the importance of HRM system in the context of entrepreneurship
K6	CO3	comprehend the role of strategic management in entrepreneurship
K5	CO4	explain the importance of leadership in entrepreneurial organisations
K6	CO5	discuss cases on women entrepreneurship and learn key lessons from them

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	S	S	S	M	M	S	S
CO2	S	M	M	S	S	S	S	S	M	M	S	M
CO3	S	M	S	S	S	M	M	S	S	S	S	M
CO4	S	M	M	S	S	S	M	S	M	S	S	S
CO5	S	M	M	S	S	S	S	S	M	M	M	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

COURSE CODE	P21MSB33	RURAL MANAGEMENT	L	T	P	C
<b>BUSINESS AND SOCIETY PAPER-III</b>			2		-	2
<b>- Cognitive Level</b>		K2: Understand K3: Apply K4: Analyse K5: Evaluate K6: Create				
<b>Course Objectives</b>		The Course aims to 6. introduce students to the basic concepts and dimensions of Rural Management. 7. know about rural resources 8. elaborately study about rural banking & infrastructure. 9. help students to learn the rural administration practices and principles 10. Identify the mechanism for resource conservation for sustainable development				

**Unit: 1 Rural Development:** Concepts and Dimensions – rural urban dichotomy – trickle down theory, dualistic theory, Myrada’s backwash effect theory – system approach to Rural Development – strategies and programmes of rural development under Five Year Plans.

**Unit: 2 Rural Resources :** Population: Growth of population – Poverty – feminization of poverty – gender and development – HDI – HPI – poverty alleviation measures – changing paradigm – new economic reforms and rural development, social safety nets for poor – Land related issues, water related issues.

**Unit: 3 Rural Banking &Infrastructure :** Development banking – social banking – banking structure: commercial banks, cooperative, RRBS constraints in credit delivery system - NABARD and rural development – micro finance. Infrastructure Centred: Health, education, sanitation, drinking water, rural connectivity, housing – depletion of natural resources – ground water management.

**Unit: 4 Rural administration:** New Panchayati Raj System – NGOs in rural development – Information technology and village development – Village Resource Centres, e-governance – people’s participation in rural development – participatory planning / micro level planning.

**Unit: 5 Sustainable development:** Agriculture, types of agriculture, impact of agriculture on Rural Development, Impact of Agriculture on Environment, Sustainable agriculture. Resources of Conservation and Management, Sustainable development and Environmental Protective measures.

**Text Book**

1. Gupta KB & Faizia Siddiqui, Rural Management, CBS Publication, Jan.2014.

**References:**

2. Sujit Kumar Paul, Rural Development Concept and Recent Approaches, Concept Publishing Company Pvt. Ltd. Jan 2015.
3. Gullybaba Com Panel, Rural Development: Indian Context, Gully baba Publishing house, Jan. 2015.
4. M.L.Dhawan, Rural Development Priorities, Gyan book pvt ltd, 2017.
5. Katar Singh & Anil Shishodia, Rural Development: Principles, Policies and Management, Sage Publications, Oct-2016.

### Course Outcomes

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

K2	CO1	focussed understanding on the social and economic context of rural society
K3	CO2	Address the economic resources and infrastructural challenges of rural management
K4	CO3	Analyse problems in the management of rural financing for the rural community organisations
K5	CO4	evaluate village development planning and village resource management functions
K6	CO5	Create modern mechanism for resource conservation for sustainable development

### Mapping of Cos with POS & PSOs

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	S	M	S	S	M	S	M	S	S	M
CO2	S	S	S	M	S	M	S	S	S	M	S	S
CO3	S	S	M	S	M	S	M	S	S	S	M	S
CO4	S	M	S	S	M	S	S	M	S	S	S	S
CO5	S	S	S	M	S	M	S	S	M	S	S	M

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

COURSE CODE	P21MSFT31	FINANCIAL SERVICES AND INSTITUTIONS	L	T	P	C
FINANCE SPECIALIZATION PAPER– I ( III SEMESTER)				4	-	-
Cognitive Level	<b>K1: Recall</b> <b>K2: Understand</b> <b>K4: Analyse</b> <b>K5: Evaluate</b> <b>K6: Create</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. create an awareness about various financial services and institutions available in India</li> <li>2. elaborate on the functioning of various financial markets</li> <li>3. help to gain knowledge on recent developments in the banking and NBFCs</li> <li>4. train the methods of credit management using factoring or bills discounting</li> <li>5. give awareness on investor returns and risk</li> </ol>					

### UNIT 1 : Indian Financial System

Financial service sector – Indian financial system – Overview – Role of financial sector in economy – Institutional framework. Financial markets – Primary and secondary – Money market – Call money – Treasury bill market.

### UNIT 2: Banks

**Banks:** Types: Public Sector banks – Private sector banks– Foreign banks– Regional Rural Banks – Cooperative banks – RBI: Functions – Role.

**Development Banks:** IFCI, NABARD, EXIM, SIDBI, IRBI, SFC, SIDC – Objectives and scope of development banks.

**Merchant Banking:** Nature and scope – Functions – Regulations.

### UNIT 3 : Fund Based Financial Services

Factoring: Concept – Types – Benefits – Factoring vs. forfeiting – Factoring vs. bills discounting – Types of bills – Procedure for discounting and rediscounting.

Leasing: Theoretical and regulatory framework – Financial evaluation of leasing – Hire purchase – Financial evaluation.

**UNIT 4 : Venture Capital**

Venture capital: Meaning – Origin – Growth – Stages of venture capital financing – Evaluation of projects and start ups of Venture capital firms – Venture capital scenario in India.

**UNIT 5: Mutual Funds**

Mutual funds: Concepts – Functions – Schemes/products – Evaluation – Regulatory mechanism – Role of SEBI and AMFI.

Credit Rating: Definition – Credit rating symbols – Process and methodology – Credit rating agencies

**References:**

1. M.Y. Khan, Indian Financial System, 11<sup>th</sup> ed., Tata McGraw Hill, 2019
2. BharathiPathak, Indian Financial System, 4<sup>th</sup> ed., Pearson, 2014
3. Suresh. P and Paul.J, Management of Banking and Financial Services, 3<sup>rd</sup>ed, Pearson, 2014.
4. Siddhartha Shankar, Indian Financial System: Financial Markets, Institutions and Services, 2<sup>nd</sup>ed, McGraw Hill, 2020
5. Subash Chandra Dhas, The Financial System in India: Markets, Institutions, Services and Regulations, PHI Publishers, 2015

**Course Outcomes**

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

K1	CO1	name the financial services and institutions and their functioning
K2	CO2	explain the role of financial services in the development of economy
K4	CO3	analyze the problems faced by the banks and take necessary steps
K5	CO4	evaluate the performance of factoring and bills discounting in India
K6	CO5	improve the wealth of the investors by investing in the right scheme of mutual funds

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	S	M	M	S	M	S	M	S	S
CO2	S	S	S	M	S	S	S	M	S	S	M	S
CO3	S	M	S	S	S	S	M	S	S	M	S	M
CO4	S	S	S	M	S	S	S	S	M	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S	S	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark



COURSE CODE	P21MSFT32	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
FINANCE PAPER - II			4	-	-	3
Cognitive Level	<b>K2: Understand</b> <b>K4: Analyse</b> <b>K5: Evaluate</b> <b>K6: Create</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. help the students know the investment avenues to make profit</li> <li>2. teach the students about various types of analysis that is need to invest in shares</li> <li>3. help students understand the meaning and investment methods of portfolio</li> <li>4. train the students on the bond market and its importance</li> <li>5. help the students create an investment portfolio</li> </ol>					

### UNIT 1 : Primary and Secondary Markets

Investment environment & Corporate Securities: Objectives - Risk & return - Investment alternative and strategies. Securities – types – Features - Making a trade at market place: Primary & Secondary markets – recent trends in primary and secondary market DEMAT – Role of SEBI in primary and secondary Market.

### UNIT 2 : Fundamental Analysis

Security Analysis: Fundamental – Economic – Industry and company analysis – Sources of information for analysis.

### UNIT 3: Technical Analysis

Technical Analysis: Theory of technical analysis, Dow theory, Bar chart, Odd-lot theory, Breadth of market, relative strength analysis – Volume of share traded, moving average analysis – Efficient market Hypothesis.

### UNIT 4: Portfolio Management

Portfolio analysis & Management: Portfolio & Security returns – Portfolio risk – Diversification – Insurance – Markowitz model – Sharpe model – CAPM – Factor models – Arbitrage pricing theory.

### UNIT 5: Portfolio Analysis

Portfolio investment & Evaluation: Planning, Implementation, Monitoring, Portfolio types, Needs – investment timing, measures to return, types, risk-adjusted measures of performance.

## References

1. Fischer and Jordan, Security Analysis and Portfolio Management, 6<sup>th</sup>edn, Pearson, 2016
2. PunithavathyPandian, Security Analysis and Portfolio Management, 2<sup>nd</sup>ed, Vikas Publishing house, 2013
3. Warren Buffet, The Intelligent Investor, 2<sup>nd</sup> ed. John Wiley, 2020
4. Sasidharan, Mathews, Security Analysis and Portfolio Management, McGraw Hill, 2011
5. Fabozzi Frank J, Bond Markets, Analysis and Strategies, 8<sup>th</sup>edn, Pearson Education, 2013

## Course Outcomes

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

K2	CO1	describe the process of investing in shares and bonds
K5	CO2	evaluate the risk and return associated with investment in shares and bonds
K5	CO3	determine fundamental and technical analysis for investments
K4	CO4	analyse investment avenues
K6	CO5	create a portfolio that will maximize the profit for the investors

## Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	S	S	M	S	S	S	M	S	M
CO2	S	M	S	S	S	S	S	M	S	M	M	S
CO3	S	S	S	S	M	S	M	S	S	S	S	M
CO4	S	S	M	M	S	S	S	M	S	S	M	S
CO5	S	S	S	S	M	S	S	M	S	S	S	M

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

COURSE CODE	P21MSFT33	STRATEGIC FINANCIAL MANAGEMENT	L	T	P	C
FINANCE PAPER - III				4	-	-
Cognitive Level	<b>K1: Recall</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K5: Evaluate</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. elaborate on techniques on financial forecasting</li> <li>2. make students aware on types of capital structure and the structure which will increase shareholders' wealth</li> <li>3. know the sources of long term finance from Indian and overseas markets</li> <li>4. train the students on financial forecasting techniques</li> <li>5. teach the students on methods to financially restructure the business</li> </ol>					

### UNIT 1: Introduction

Strategic approach to financial management - Financial Planning and Forecasting – planning process - forecasting techniques - Use of Financial Models, Simulation and Probabilities in Financial Forecasting.

### UNIT 2 : Risk Return Concepts

Evaluation of risky investment – Measurement of risk – Sensitivity analysis of NPV – Selection of a project – Risk adjusted discount rate method – certainty equivalent methods - simulation – standard deviation and coefficient of variation - decision tree analysis- other risk management models.

### UNIT 3 : Leverages

Leverages – activity leverage – structured leverage – gearing in relation to financial risk - Designing the Financial Mix – Probability aspects – EBIT / EPS Analysis – Factors determining capital structure – Quantitative assessment of debt capacity – Timing of issue – Capital structure of new company.

### UNIT 4: Long Term Finance

Sources of long term finance – risks associated with project financing – issue of ADR and GDR – FCCBs and FCEBs – ECBs and FDIs – Foreign capital markets and instruments – QIBs and FIIs – Multi lateral agencies – other international financial sources - MNCs – commercial banks having international operations.

### UNIT 5: Mergers and Acquisitions

Mergers and acquisitions – types – motives – stages – tax planning through mergers- take over and defensive measures – financial evaluation of mergers and acquisition with cases.

Business restructuring – corporate and financial restructuring – techniques – industrial sickness – measures to overcome sickness, Disinvestment – objectives – strategies – process – procedures – disinvestment of PSUs with cases.

#### References:

1. Prasanna Chandra, Strategic Financial Management: Managing for Value Creation, McGraw Hill, 2017
2. Saravanan, Sugavanam and Jayaprakash, Strategic Financial Management, Oxford University Press, 2014
3. Van Horne, Dhamji, Financial Management and Policy, 12<sup>th</sup>ed Pearson Education, 2012
4. Taillard Micheal, Corporate Finance for Dummies, John Wiley & Sons, 2013
5. Khan and Jain, Financial Management: Text, Problems and Cases, McGraw Hill, 2017

#### Course Outcomes

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

K1	CO1	define the techniques of financial forecasting
K3	CO2	choose the best investment strategies
K5	CO3	assess capital structure to increase customer value
K4	CO4	examine the optimum method of capital structure
K5	CO5	critically evaluate the method restructuring of business

#### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	S	M	M	S	S	S	S	S	M
CO2	S	S	M	S	S	M	S	M	S	S	S	M
CO3	S	M	S	S	S	S	M	S	S	S	S	S
CO4	S	S	S	M	S	S	S	S	S	M	M	M
CO5	S	S	M	S	S	S	M	M	S	S	S	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

COURSE CODE	P21MSFT34	STRATEGIC FINANCIAL MANAGEMENT	L	T	P	C
FINANCE PAPER - IV				4	-	-
Cognitive Level		<b>K1: Recall</b> <b>K2: Understand</b> <b>K4: Analyse</b> <b>K5: Evaluate</b> <b>K6: Create</b>				
Course Objectives		<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. learn the theories of foreign exchanges</li> <li>2. understand the role of bank and financial institutions in foreign trades</li> <li>3. elaborate on risk and returns of Foreign Exchange Management</li> <li>4. help the students understand the nuances of international trade</li> <li>5. train the students on international investments and international portfolio</li> </ol>				

### UNIT 1 : History and introduction

An overview of International Finance – Importance, Uniqueness, Rewards and Risks, Balance of trade, Balance of Payments, Theories of Foreign Exchange mechanism, Brettonwood System, Various exchange rates, Exchange control regulations in India, Foreign Exchange Dealers Association of India (FEDAI), Foreign Exchange Management Act (FEMA), Reserve Bank of India (RBI), LERMS.

### UNIT 2 : Letter of Credits

Letter of credits, INCO Terms, Methods of payments used in Foreign Trade, Shipping documents in foreign trade: Various types of invoices, marine insurance policy, Bill of lading, Certificate of Origin, Analysis Certificate, Packing list, Weight list and such other relevant documents.

### UNIT 3 : International Financial Institutions

International Financial Institutions: International Parity Conditions – Fundamental Principles, Purchasing Power Parity, Managing Foreign Exchange Risk and Exposure – Accounting, Real Operating exposures, Risks speculation, Market efficiency.

### UNIT 4: International Investment Decisions

International Investment decisions – Cost of capital of Foreign investment – International Working Capital Management. Foreign Exchange Risk – Types of Exposure – Management of exposure - Currency Market Hedges – Insuring Currency Risks.

### UNIT 5 : International Diversification

International Investment and Financing – Multinational diversification – GDR – American Depository receipts – Global Investment companies – International Investment strategies – Forming International Portfolios. Future of International Financial Systems.

#### References:

1. C. Jeevanandam , Foreign Exchange: Practice, Concepts and Control, S. Chand, 2016
2. Kevin S, Fundamentals of International Financial Management, , PHI, 2010
3. Bhalla, VK, International Financial Management, Text and Cases, S. Chand, 2010
4. Apte, PG, International Financial Management, 7<sup>th</sup> ed. McGraw Hill, 2014
5. Shapiro & Moles, International Financial Management, Wiley & Sons, 2016

#### Course Outcomes

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

K1	CO1	list out the theories of foreign exchange
K2	CO2	describe the role of financial institutions and banks in foreign exchange management
K4	CO3	assess the returns associated with risk
K6	CO4	develop a portfolio for foreign investors
K5	CO5	evaluate the cost of capital for foreign currencies.

#### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	S	S	M	S	S	M	S	S	S
CO2	S	M	S	S	S	M	S	S	S	S	M	S
CO3	S	S	S	S	M	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	M	S	S	M	S	S
CO5	S	S	S	M	S	S	S	M	S	S	M	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

COURSE CODE	P21MSHT31	HUMAN RESOURCE DEVELOPMENT	L	T	P	C
HR SPECIALIZATION PAPER – I ( III SEMESTER)				4	-	-
Cognitive Level	<b>K2: Understand</b> <b>K3: Apply</b> <b>K5: Evaluate</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. present the role of human resource development</li> <li>2. discuss the importance of performance appraisals and development</li> <li>3. introduce students to potential appraisal and career development</li> <li>4. help students comprehend organizational effectiveness</li> <li>5. trace the recent trends in HRD</li> </ol>					

### UNIT 1 : Introduction

Introduction: Meaning – Scope – Importance – Difference between traditional personnel management and HRD – Role Analysis and HRD – Key performance Areas – Critical attributes – Role Effectiveness – Role analysis Methods.

### UNIT 2 : Performance Appraisal

Performance Appraisals and Performance Development – objectives of Performance Appraisal – Methods – Basic considerations in Performance Appraisal – Development oriented appraisal system – Interpersonal Feedback and Performance Counselling – Giving and receiving feedback – Developing dyadic relationship through effective counselling.

### UNIT 3 : Potential Appraisal

Potential Appraisal and Development – Career planning and Development – Training – Learning principles – Identification of training needs – Determination of training objectives – Training programme design – Training Methods and their selection criteria – Evaluation and Follow-up training.

### UNIT 4 : Organizational Effectiveness

Organizational Effectiveness – HRD Climate – Organization Development – Characteristics – HRD & OD interface – Managing change through OD.

### UNIT 5 : Human Resource Development

Human Resource Development – Current Status and Future Directions – Human Resource Development experiences in India – Human Resource Development Strategies for Higher Organisational Performance.

**References:**

1. Jon M. Werner & Randy L. DeSimone, Human Resource Development, Cengage Learning, 6<sup>th</sup> edition, 2016
2. T V Rao, Readings in Human Resource Development, Oxford & IBH Publishing Co Pvt.Ltd, 2010
3. David McGuire, Human Resource Development, Sage publications Ltd, 2<sup>nd</sup> edition, 2014
4. Pareek Udai And T V Rao, Designing and Managing Human Resource Systems, Oxford & IBH, 2010
5. Rathan Reddy, Effective Human Resource Training and Development Strategy, Himalaya Publishing House, 3<sup>rd</sup> edition, 2012
6. Neal E. Chalofsky, Tonnette S. Rocco, Michael Lane Morris, Handbook of Human Resource Development, Wiley, 2014

**Course Outcomes**

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

K2	CO1	explain role of human resource development in successful organisations
K3	CO2	identify the importance of performance appraisals and development
K2	CO3	describe the key aspects of potential appraisal and career development
K5	CO4	importance of organizational effectiveness and climate
K5	CO5	critically evaluate the recent trends in HRD

**Mapping of Cos with POS & PSOs**

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	S	M	S	S	M	M	S
CO2	S	M	S	S	M	S	S	M	S	S	S	M
CO3	S	S	M	S	S	S	M	S	S	M	S	M
CO4	S	S	S	M	S	M	S	S	M	S	M	S
CO5	S	S	S	M	S	S	M	S	S	M	S	M

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark



COURSE CODE	P21MSHT32	COUNSELING IN THE WORKPLACE	L	T	P	C
HR PAPER – II				4	-	-
Cognitive Level	<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K5: Evaluate</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. trace the role and importance of counselling at the workplace</li> <li>2. enable students understand the roles of counsellors</li> <li>3. help students learn the key aspects of preparation</li> <li>4. introduce students to the usefulness of evaluation</li> <li>5. discuss the methods of training counsellors</li> </ol>					

### UNIT 1 :Introduction

Workplace today: History of counselling – Importance of counselling – Dimensions of counselling – Basics of workplace counselling – Common criticisms. Orientation models – Brief therapy models – Problem focused models – Work oriented models – Manager based models – Externally based models – Internally based models – Welfare based models – Organization change models.

### UNIT 2 : Role of Counselling

Multiple roles of counsellors – Counselling values Vs Business values – Training for counsellors – Ethical issues in counselling – Stress and counselling – Impact of organizations – Systematic approaches - Organisation Culture: Different cultures and counselling.

### UNIT 3 : Preparation of Counselling

Preparation for counselling – Assessing workplace counselling – Contracting for counselling – Introducing counselling in the workplace – Terminating counselling.Preparation of employee – Assessment of employee – Contracting/ referring – Engaging in counselling and Terminating counselling.

### UNIT 4 : Counselling Evaluation

Usefulness of evaluation – Record keeping – Formative and Summative evaluation – Different methods of counselling evaluation – Training in ethical decision-making – Making ethical decisions – Ethical responsibilities for and to clients and organizations – Employee counsellors – Ethical responsibilities for and to themselves – Organisation’s ethical responsibilities

### UNIT 5 : Training Methods

Methods of training counsellors – Dynamics of training – The training team, facilities, context, student group, curriculum, assessment, learning community.

Supervision: Definition – Supervisory relationships – Supervision for counsellors parallel process in workplace counselling – Helping counsellors for supervision.

**References:**

1. Michael Carroll, Workplace Counselling, Sage Publications, 2010
2. Richard Welson-Jones, Introduction to Counselling Skills: Texts and Activities, Sage Publications, 2000.
3. Adrian Coles, Counselling in the Workplace, Tata McGraw Hill Education, 2007

**Course Outcomes**

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

K2	CO1	describe the role and importance of counselling at the workplace
K5	CO2	explain the roles of counsellors
K2	CO3	outline the key aspects of preparation for counselling
K4	CO4	examine the usefulness of evaluation
K3	CO5	develop the training methods for counsellors.

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	S	S	S	M	M	S	S
CO2	S	M	S	S	M	M	S	S	S	M	S	M
CO3	S	M	S	M	S	M	S	M	M	S	S	S
CO4	S	M	M	S	M	S	S	S	M	S	S	M
CO5	S	M	M	M	S	S	S	S	M	S	S	S

- Strongly Correlating (S) - 3 marks
- Moderately Correlating (M) - 2 marks
- Weakly Correlating (W) - 1 mark
- No Correlation (N) - 0 mark

<b>COURSE CODE</b>	<b>P21MSHT33</b>	<b>INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>HR PAPER – III</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K2: Understand K4: Analyse K5: Evaluate</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. introduce students to the concepts and systems of industrial relations.</li> <li>2. discuss concepts and practices related to industrial disputes</li> <li>3. enable students to understand the concept of collective bargaining and its implications</li> <li>4. help students understand important provisions of Factories Act, Industrial Disputes Act, Industrial Employment Act</li> <li>5. help students understand important provisions of Payment of Wages Act, Minimum Wages Act and Workman’s Compensation Act</li> </ol>					

**UNIT 1 : Introduction**

Industrial Relations: Concepts and systems – IR at National and International levels – Conditions for good IR– Trade Unionism: Theory – Policy – Its influence on HRM – Objectives and functions – Structure – Functions – Indian Trade Union Movement – Its strength and weakness.

**UNIT 2 : Industrial Disputes**

Industrial Disputes: Causes – Handling and settling disputes – Employee grievances – Steps in grievance handling.

**UNIT 3 : Collective Bargaining**

Collective Bargaining: Concept – Function and importance – Principles and forms of collective bargaining – Procedure – Conditions for effective collective bargaining – Workers’ Participation in management – Role and methods of worker’s participation.

**UNIT 4 : Acts**

Factories Act, 1948 – The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act,1946 .

**UNIT 5 : Acts**

Payment of Wages Act, 1936 – Minimum Wages Act, 1948 –Workman’s Compensation Act, 1923.

**References:**

1. AnjuAgarwal and Dr.Satish Kumar, *Industrial Relation & Labour Law*, SBPD Publication, 2020
2. Sharma R C, *Industrial Relations and Labour Legislation*, PHI Private Limited, 2016
3. S. C. Srivastava, *Industrial Relations and Labour Laws*, Vikas Publishing House, 2012
4. ArunMonappa, *Industrial Relations and Labour Laws*, Tata Mcgraw Hill , 2012
5. N D Kapoor, *Elements of Industrial Law*, Sultan Chand and Sons, 2013

**Course Outcomes**

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

K2	CO1	explain the concepts and systems of industrial relations.
K5	CO2	discuss the concepts and practices related to industrial disputes
K2	CO3	describe the concept of collective bargaining and its implications
K5	CO4	importance of Labour Legislations - Factories Act, Industrial Disputes Act, Industrial Employment Act
K4	CO5	examine the provisions of Payment of Wages Act, Minimum Wages Act and Workman’s Compensation Act

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	M	S	S	S	S	M	S	S
CO2	S	S	M	M	S	M	M	S	S	S	S	M
CO3	S	S	S	M	M	S	M	S	S	S	S	M
CO4	S	M	M	S	S	S	M	S	S	M	S	S
CO5	S	M	M	S	S	M	S	S	S	M	S	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

COURSE CODE	P21MSHT34	ORGANISATIONAL CULTURE AND DEVELOPMENT	L	T	P	C
HR PAPER - IV			4	-	-	3
<b>Cognitive Level</b>	<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K5: Evaluate</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. introduce the characteristics and dimensions of organisational culture.</li> <li>2. discuss the key features of organizational change</li> <li>3. explain the significant aspects of organizational development.</li> <li>4. help students learn about O.D. interventions</li> <li>5. discuss the key issues in the implementation and assessment of O.D.</li> </ol>					

### UNIT 1 : Organizational Culture

Organizational Culture: Characteristics – Dimensions – Developing Organizational Culture – Changing Organizational Culture – Effects of Culture on Work – Managing Organizational Culture.

### UNIT 2 : Organizational Change

Organizational Change: Causes – Objectives – Kinds – Types – Process of Change – Resistance to Change – Strategies for Managing Change.

### UNIT 3 : Organizational Development

Introduction to Organization Development: Concepts – Nature and Scope of O.D. – Historical Perspective of O.D. – Operational Components of O.D – Diagnostic, Action and Process.

### UNIT 4 : Interventions

O.D. Interventions: Team Interventions – Inter-group Interventions – Personal, Interpersonal and Group process interventions – Comprehensive interventions – Structural Interventions.

### UNIT 5 : Implementation of OD

Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. – Issues in consultant - Client relationship -The future of O.D. – Indian experience in O.D

### References:

1. Ramnarayan S & Rao TV, Organisational Development, Sage publishers, 2011
2. Donald L. Anderson, Organisational Development, Sage publications 2019
3. Wendell I French, Cecil H Bell Jr. Organisation Development, 4ed, PHI

4. J. N. Jain & P. P. Singh, Modern Organizational Development and Change: Principles and Practices, Regal Publications, 2010
5. Julie Hodges, Organisation Development, Red Globe Press, 2020
6. Linda Holbeche and Mee-Yan Cheung-Judge, Organisational Development, Kohan Page, 2011

### Course Outcomes

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

K2	CO1	explain the characteristics and dimensions of organisational culture.
K5	CO2	examine the key features of organizational change
K3	CO3	identify the significant aspects of organizational development.
K4	CO4	analyse O.D. interventions
K5	CO5	discuss the key issues in the implementation and assessment of O.D.

### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	M	S	S	S	S	M	S
CO2	S	M	M	S	S	S	M	S	S	S	S	M
CO3	S	M	S	M	M	S	S	S	M	S	S	S
CO4	S	M	M	S	S	S	M	S	M	M	S	M
CO5	S	S	S	M	M	M	S	S	S	S	M	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

COURSE CODE	P21MSMT31	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
MARKETING SPECIALIZATION PAPER– I (III SEMESTER)				4	-	-
Cognitive Level	<b>K2: Understand</b> <b>K3: Apply</b> <b>K5: Evaluate</b> <b>K6: Create</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. help students to understand the concepts, principles and tools of Integrated Marketing Communication</li> <li>2. identify organizational challenges to IMC campaigns and the elements of strategic communications plan.</li> <li>3. learn to structure, classify and create ads to reach the target consumers</li> <li>4. formulate media strategy, devise media plans, prepare budget for effective ads</li> <li>5. integrate IMC tools to design the promotional strategies</li> </ol>					

### UNIT 1: IMC introduction

Basics of Communication: Source, Message and Channel factors – Role of Integrated Marketing Communication (IMC) in marketing process – IMC Planning – Participants in IMC process – Clients – Advertising and Specialized Services agencies.

### UNIT 2 : Creative Process

Creative Process: Planning and development of creative strategy – Appeals and execution styles – Creative tactics, creative brief and approval – Copywriting for Print, Broadcast and Web media – Design and production for Print, Broadcast and Web media.

### UNIT 3 : Media Plan

Media planning - Development of a media plan - Market identification and media strategy - Budgeting for advertisement programs – Evaluating the effectiveness of advertising.

### UNIT 4 : Direct Marketing

Direct Marketing and IMC: Objectives – Tools and Strategies – Internet and IMC: Objectives – Web participants – Developing and maintaining a website – Sales promotion: Growth – Objectives – Types – Integration and effectiveness.

### UNIT 5 : Public Relations

Public Relations: Planning process – Tools and effectiveness – Personal selling and IMC: Scope – Role and evaluation – Social, ethical and economic effects of advertising and promotion – Regulation of advertising and promotion.

#### References:

1. George E Belch & Michael A Belch, Advertising and Promotion: IMC Perspective, 11<sup>th</sup>edn, TMH, 2018.
2. Chunawalla S.A, Advertising, Sales and Promotion Management, 6<sup>th</sup>edn, Himalaya, 2015.
3. Luke Sullivan, Hey, Whipple, Squeeze This: The Classic Guide to Creating Great Ads, Wiley, 2016.
4. Kenneth E Clow and Donald E Baack, Integrated Advertising, Promotion and Marketing Communications, 6<sup>th</sup>edn, Pearson 2013.
5. Terence Shimp, Advertising, Promotion and other aspects of Integrated Marketing Communications, 9<sup>th</sup>edn, Cengage, 2012.

#### Course Outcomes

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

K2	CO1	describe and explain Integrated Marketing Communication (IMC) guiding principles
K3	CO2	identify organizational challenges to IMC campaigns and device strategic communications plan.
K6	CO3	create different kinds of advertisement appeals and styles to attract potential consumers
K3	CO4	develop media strategy, media scheduling, prepare budget for effective ads
K5	CO5	determine integrated marketing communications plan based on research and analysis of a brand, its competitors, and consumer behaviour, using appropriate IMC tools and strategies.

#### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	M	S	S	S	S	M	S	S
CO2	S	M	M	S	S	S	S	S	M	M	S	M
CO3	S	M	S	S	S	M	M	S	S	S	S	M
CO4	S	M	M	S	S	S	M	S	M	S	S	S
CO5	S	M	S	S	S	M	M	M	S	S	M	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark



COURSE CODE	P21MSMT32	DIGITAL MARKETING	L	T	P	C
MARKETING PAPER - II				4	-	-
Cognitive Level	<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K6: Create</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. teach the students to predict the factors contributing to the digital market</li> <li>2. help the students to identify profitable digital market segments and develop market entry strategies</li> <li>3. enable the students to apply ethical decision making and consumer behaviour in digital markets</li> <li>4. train the students to design and implement a digital marketing plan to market the products in the global market</li> <li>5. train the students to manage the challenges faced in digital marketing</li> </ol>					

### UNIT 1 : Introduction

**Introduction to Digital Marketing:** Evolution of Digital Marketing from traditional to modern era – Role of Internet – Implications for business and society – Emergence of digital marketing as a tool – Drivers of the new marketing environment – Digital marketing strategy – Digital landscape – Digital marketing plan – Digital marketing models.

### UNIT 2 : Digital Marketing Mix

Digital marketing framework – Opportunities and challenges – Digital Marketing mix – Impact of digital channels on IMC. **Search Engine Advertising:** Pay for Search Advertisements – Ad Placement, Ad Ranks – Creating Ad Campaigns – Campaign report generation. **Display marketing:** Types of Display Ads – Buying Models – Programmable Digital Marketing – Analytical Tools – YouTube marketing.

### UNIT 3 : Social Media Marketing

**Role of Influencer Marketing, Tools & Plan:** Introduction to social media platforms – Penetration and characteristics – Building a successful social media marketing strategy. **Facebook Marketing:** Business through Facebook Marketing – Creating Advertising Campaigns – Adverts – Facebook Marketing Tools. **Linkedin Marketing:** Introduction and Importance of Linkedin Marketing – Framing Linkedin Strategy – Lead Generation through Linkedin – Content Strategy – Analytics and Targeting.

**UNIT 4 : Social Media Marketing ( 9 hours)**

**Twitter Marketing:** Introduction to Twitter Marketing – Differentiating Twitter Marketing from other forms of digital marketing – Framing content strategy – Twitter Advertising Campaigns. **Instagram and Snapchat:** Digital Marketing Strategies through Instagram and Snapchat. **Mobile Marketing:** Mobile Advertising – Forms of Mobile Marketing – Features – Mobile Campaign Development – Mobile Advertising Analytics.

**UNIT 5 : Digital Advertising ( 9 hours)**

**Introduction to SEO, SEM, Web Analytics, Trends in Digital Advertising:** Introduction and need for Search Engine Optimisation (SEO) – Using internet and search engines – Search engine and its working pattern – On-page and off-page optimization – SEO Tactics – Introduction to Search Engine Marketing (SEM) – SEM vs SEO – **Web Analytics:** Google Analytics and Google AdWords – Data collection for web analytics – Multichannel attribution – Universal analytics – Tracking code – Trends in digital advertising.

**References:**

1. Damian Ryan & Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page, London, 2009.
2. Seema Gupta, Digital Marketing, Mc-Graw Hill, 2<sup>nd</sup>edn, 2020.
3. Simon Kingsnorth, Digital Marketing Strategy: An Integrated Approach to Online Marketing, 2<sup>nd</sup>edn, Kogan, 2019.
4. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson, 2<sup>nd</sup>edn, 2019.
5. Melissa S. Barker, et-al, Social Media Marketing: A Strategic Approach, Cengage, 2019

**Course Outcomes**

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

K3	CO1	identify the factors contributing to the digital market
K2	CO2	describe digital market segments and develop market entry strategies
K3	CO3	apply ethical decision making and consumer behaviour in digital markets
K6	CO4	design and implement a digital marketing plan to market the products in the global market
K4	CO5	analyse the challenges faced in digital marketing

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	M	M	S	S	S	S	M	S
CO2	S	S	M	S	S	M	S	S	M	M	S	S
CO3	S	S	M	S	S	S	M	S	S	M	S	S
CO4	S	S	M	M	M	S	S	S	M	S	S	S
CO5	S	M	M	S	S	S	M	S	S	S	M	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

COURSE CODE	P21MSMT33	RETAIL MANAGEMENT	L	T	P	C
MARKETING PAPER - III				4	-	-
Cognitive Level	<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K5: Evaluate</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. help students understand retailing concepts, functions, theories and types.</li> <li>2. help students list out various Retail Formats and operations and management of Retail Stores.</li> <li>3. create awareness on the merchandise planning, stores layout and store aesthetics of retail outlets.</li> <li>4. enable the students to examine the fixation of retail pricing and recruitment and training of retail personnel.</li> <li>5. elaborate the use technology effectively for customer service.</li> </ol>					

### UNIT 1 : Introduction

**Introduction to Retail Management:** Definition – Meaning – Characteristics – Functions – Role of retailing – Trends in retailing – Types of retailing – Forms of retailing based on ownership – Non-store retailing – Service and product retailing – Retail theories – Wheel of retailing – Retail Planning.

### UNIT 2 : Store Layout and Location

**Store Location, Design and Layout:***Store Site Selection:* Types of retail locations – Steps in choosing retail location –Development of private labels: Concept – Need – Process of private label creation – Retail Store Operations: Concept – Role of store manager – 5S’s of retail operations –*Store Design and Layout:*Concept – Principles of store design – Elements of exterior & interior store design – Retail Store Layout – Circulation plan – space mix and effective retail space management – Floor space management – Store Ambience: Managing exterior and interior ambience – **Growth of Retail Malls in India:** Factors to be considered in setting up malls – Stages in mall development process.

### UNIT 3 : Merchandise Management

Functions – Role of Merchandiser and Buyer – Merchandise Procurement: Sources – Types – Process of merchandise sourcing – **Category Management:** Concept – Reasons – Components – Drawbacks – **Visual Merchandising:** Meaning – Types of display – Display planning – Characteristics of effective display – Selling power of display – Methods of display – window display and interior display – Space management – Planning layout.

#### UNIT 4 : Customer Services

**Managing Customer Service:** Definition – Significance – Elements – Challenges – Types of retail customers – Customer service strategies – Customer loyalty – Facilities for parking, multiple payment options, Kids keeping, Quick counter service – Customer satisfaction: Importance – Determinants and level of satisfaction.

**HR Management:** Types of job positions in Retail Stores/ Malls: Retail Store Manager, Retail Sales Associate, Merchandiser, Floor Manager, Cashier and Brand Manager etc. – Job description, job requirements, duties and responsibilities – Selection, recruitment and training.

#### UNIT 5 : Retail Expansion

Franchising: Meaning – Evolution – Need – Franchising in the domestic market – Advantages and limitations of franchising – **Role of Technology in Retail:** Factors influencing the use of technology – Applications of technology: Bar codes & Radio Frequency Identification (RFID) – Electronic Data Interchange (EDI) – Database management, Data warehousing, Data mining – E-commerce and Mobile commerce as channel of retail.

#### References:

1. SwapnaPradhan, Retailing Management: Text and Cases, 6<sup>th</sup>edn, McGraw Hill, 2012.
2. Barry Bermans and Joel Evans, Retail Management: A Strategic Approach, 13<sup>th</sup>edn, Pearson, 2017.
3. David Gilbert, Retail Marketing Management, 2edn, Pearson, Chennai, 2017.
4. Levy and Weitz, Retail Management, 8edn, Tata McGraw Hill, New Delhi, 2012.
5. Suja Nair, Retail Management, Himalaya, 2012.

#### Course Outcomes

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

K2	CO1	understanding retailing concepts, functions, theories and types.
K5	CO2	discuss various Retail Formats, their operations and management of Retail Stores.
K3	CO3	organise merchandise planning, stores layout, aesthetics of retail outlets.
K4	CO4	analyse retail pricing and recruitment and training of retail personnel.
K3	CO5	develop effective communication and use technology effectively for customer service.

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	M	S	S	S	S	M	M	S
CO2	S	S	M	M	S	S	S	S	M	M	S	M
CO3	S	M	S	M	M	S	S	S	S	M	S	M
CO4	S	M	M	S	M	S	S	S	M	S	S	M
CO5	S	S	M	M	M	S	S	S	S	M	S	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark

COURSE CODE	P21MSMT34	RURAL MARKETING			
MARKETING PAPER - IV		L	T	P	C
		4	-	-	3
<b>Cognitive Level</b>	<b>K1: Recall</b> <b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K5: Evaluate</b>				
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. understand the core concepts of rural marketing and classify the rural markets.</li> <li>2. enable the students to segment the rural market and apply proper marketing mix.</li> <li>3. examine the role and functions of financial/ cooperative institutions in promotion of products/ services in rural markets.</li> <li>4. understand the pricing objectives and fix appropriate price and distribution channels for rural markets.</li> <li>5. apply appropriate marketing strategies to market various sectoral products and services to increase rural market share.</li> </ol>				

### UNIT 1 : Introduction

Introduction: Definition – Scope of rural marketing – Concepts – Components of rural markets – Classification of rural markets – Rural vs. Urban markets –Regulated markets.

### UNIT 2 : Rural Marketing Environment

Rural Marketing Environment: Population – Occupation pattern – Income generation - expenditure pattern – Literacy level – Infrastructure facilities – Rural credit institutions – Rural retail outlets – Print media in rural areas – Rural demand

### UNIT 3 : Marketing Strategies

Rural Marketing Strategies: Rural Marketing Segmentation – Product strategies – Pricing strategies – Distribution strategies – Self-help groups – Promotions strategies – Social marketing – Public distribution systems

### UNIT 4 : Rural Marketing Sector

Rural Sector Marketing: Marketing of agricultural produce – Marketing of rural and cottage industry products – Consumer durable goods market in rural areas – Marketing of FMCG products to rural consumers – Marketing of health and financial services in rural markets

## UNIT 5 : Rural Financing

Role of financial institutions, commercial banks and cooperative institutions in rural marketing – Marketing Boards – Cooperative Marketing: Objectives – Advantages – Case Studies in Indian Context – Agricultural Insurance: Introduction, Types and Scope.

### References:

1. PradeepKashyap, Rural Marketing, 3<sup>rd</sup>edn, Pearson, 2016.
2. Sarabjit Singh Puri, Rural Market Unleashed: Position yourself in the Rural Market effectively, Notion Press, 2020.
3. Ravindranath V Badi&Narayansa V Badi, Rural Marketing, Himalaya, 2014.
4. SawaliaBihariVerma, et-al, Rural Marketing, Scientific Publ, 2014.
5. Dinesh Kumar &Punam Gupta, Rural Marketing: Challenges and Opportunities, Sage, 2017.

### Course Outcomes

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

K1	CO1	define and classify the rural markets.
K2	CO2	classify rural market segments and apply proper marketing mix.
K4	CO3	analyse the role and functions of financial/ cooperative institutions in promotion of products/ services in rural markets.
K3	CO4	select rural market by fixing appropriate price and distribution channels.
K6	CO5	propose different marketing strategies to market various sectoral products and services to increase rural market share.

### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	M	S	S	M	M	M	S	S
CO2	S	S	M	S	S	M	S	S	S	M	M	S
CO3	S	M	S	S	M	M	S	S	S	M	S	M
CO4	S	M	M	S	S	S	M	M	S	M	S	S
CO5	S	S	M	M	M	S	S	S	S	M	M	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark



<b>COURSE CODE</b>	<b>P21MSST31</b>	<b>BUSINESS ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SYSTEMS SPECIALIZATION PAPER – I (III SEMESTER)</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K1: Recall</b> <b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. create an awareness about Business Analytics</li> <li>2. enable the students to learn the nuances of data management</li> <li>3. elaborate on the process of Marketing and strategic analytics</li> <li>4. teach on the uses of analytics in different business areas</li> <li>5. study the future of analytics</li> </ol>					

### UNIT 1 : Introduction

Introduction to data – and data Analytics –Basic tools for data Analytics – enterprise unigrating across organisation. Leadership – the steps for analytics

### UNIT 2 : Data

Introduction to bring data- data in retail, data in Financial services, data in customer’s relations Data science and unstructured data analyse

### UNIT 3 : Analytics Process

The Internal Process of analytics-Financial Analytics-Human resource analytics-improving and quality-External process-Marketing and Strategic analytics, Suppliers-processes – Customer based analytics- retail analytics – System analytics.

### UNIT 4: Risk analysis

High risk analytics – Applications in Risk domains – Retail – System analytics – Digital Marketing and strategy.

### UNIT 5 : Future Trends

Future trends and Industry focus in Data sciences – Decision Making in analytics- Privacy issues –Predictive and Prescriptive Analytics

### References:

1. Dinesh Kumar, U., Business Analytics: The Science of Data – Driven Decision Making, Wiley Publications, 2017
2. Prasad, R.N, AcharyaSeema, Fundamentals of Business Analytics, 2<sup>nd</sup> edition, 2016

3. Raj, Sahil., Business Analytics, Cengage learning, 2015
4. Laursen, Gret.,Thorlund, Jesper., Business Analytics for Managers – taking Business Intelligence beyond Reporting, Wiley Publications, 2013.
5. James Evans “ Business Analytics”, 2<sup>nd</sup> edition, Pearson Publications, 2017.

**Course Outcomes**

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

K2	CO1	explain the concepts of Business Analytics
K1	CO2	study the nuances of data management
K4	CO3	elaborate on the process of Marketing and strategic analytics
K3	CO4	utilize analytics in different business areas
K4	CO5	analyse the future of analytics

**Mapping of Cos with POS & PSOs**

CO/ PO	P O 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	S	M	S	S	M	S	S	S	M
CO2	S	S	S	M	S	S	S	M	M	S	S	S
CO3	S	M	S	S	S	M	M	S	S	S	S	M
CO4	S	M	S	S	S	S	M	S	S	M	S	M
CO5	S	S	M	S	M	S	S	M	S	M	S	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

<b>COURSE CODE</b>	<b>P21MSST32</b>	<b>ENTERPRISE RESOURCE PLANNING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SYSTEMS PAPER - II</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K2: Understand</b> <b>K3: Apply</b> <b>K5: Evaluate</b> <b>K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. elaborate the students on creating the centralized module for the entire organization</li> <li>2. make the students know the technology behind ERP</li> <li>3. create awareness about various vendors of ERP</li> <li>4. teach the students on ERP modules</li> <li>5. train the students on implementation issues</li> </ol>					

**UNIT 1: Introduction**

Introduction to ERP – enterprise Overview – Integrated Management Information – Business Modelling – Integrated Data Model – Risks and Benefits of ERP.

**UNIT 2 : Evolution of ERP**

Evolution of ERP: MRP I - MRP II – DRP – JIT and Kanban – Make to Order – Make to Stock – Assemble to Order – Engineer to Order – Configure to Order – Comparison of ERP Vendors and their ERP Suits (SAP, BaaN, Ramcoe.Applications, PeopleSoft)

**UNIT 3 : ERP Modules**

ERP Modules – Finance – Manufacturing (Production) – Human Resources – Plant Maintenance – Materials Management – Quality Management – Sales and Distribution.

**UNIT 4 : ERP Life Cycle**

ERP Implementation Life Cycle – Pre Evaluation Screening – Package Evaluation – Project Planning Phase – Re-Engineering – Implementation – Team Training – Going Live – End User Training – Post Implementation.

**UNIT 5 : Technology and Future trends**

ERP – Present and Future – Enterprise Integration Applications (EIA) – ERP and e-Commerce – ERP and Internet – Future Directions in ERP.

**References:**

1. Alexis Leon, Enterprise Resource Planning, 4<sup>th</sup> Edition, Tata Mcgraw Hill, 2019.
2. BansalEnterprise Resource Planning, Pearson Publications, 2013.

3. Ganesh, K. Mohapatra, S. Anbuudayasankar, Enterprise Resource Planning: Fundamentals of Design and Implementation, Springer Publishing, 2014.
4. EllenMonk, Concepts in Enterprise Resource Planning, 4<sup>th</sup> Edition, Cengage Learning, 2012

**Course Outcomes**

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

K2	CO1	explain the development of ERP software
K3	CO2	make use of the modules of the ERP package
K5	CO3	compare the related technology like Supply Chain Management, Procurement etc with ERP
K6	CO4	develop a ERP package
K5	CO5	assess and procure the ERP software.

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	M	S	S	S	M	M	S	S	S	M	S
CO2	S	S	S	M	M	S	S	S	S	S	M	S
CO3	S	S	M	S	S	M	S	S	S	M	S	S
CO4	S	S	S	M	S	S	M	S	M	M	S	S
CO5	S	S	S	M	M	S	S	S	S	M	S	M

- Strongly Correlating (S) - 3 marks
- Moderately Correlating (M) - 2 marks
- Weakly Correlating (W) - 1 mark
- No Correlation (N) - 0 mark

COURSE CODE	P21MSST33	DATA MINING AND DATA WAREHOUSING	L	T	P	C
SYSTEMS PAPER - III			4	-	-	3
Cognitive Level	<b>K2: Understand</b> <b>K4: Analyse</b> <b>K6: Create</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>enable the students to know the importance of Data Mining and warehousing.</li> <li>help the students understand the technology of data mining</li> <li>elaborate on various technologies related to data mining.</li> <li>teach the architectural design of data warehousing</li> <li>make the students understand the Online Analytical Processing techniques</li> </ol>					

### UNIT 1 : Introduction

Data Mining: Process – Applications – Techniques – Guidelines for successful data mining – Association Rules Mining – Apriori Algorithm – Data mining software

### UNIT 2 : Mining and Algorithm

Classification and Decision Tree – Tree Induction Algorithm – Split Algorithm – Naïve Bayes Method – Evaluation criteria for classification methods – Web data mining: Content mining – structure mining – usage mining – search engine functionality – search engine architecture

### UNIT 3 : Data Warehouses

Data Warehouse: Data Marts – Why and How to build a Data Warehouse – Data Content – Metadata – Tools to design a warehouse

### UNIT 4 :Warehousing

Data Warehousing Architectural Strategies – Organizational Issues – Design considerations – performance considerations – National Data Warehouses and Case Studies.

### UNIT 5 : Technology used in Data Mining

Online Analytical Processing (OLAP): OLTP and OLAP systems – Data Modelling: Star schema – Snow Flake Schema – Categories of OLAP tools – Managed Query Environment.

### References:

- Gupta G. K., Introduction to Data Mining with Case Studies, PHI, New Delhi, 2014.
- Han, Jiawei, Data Mining: Concepts & Techniques, CBSPD Publications, 2010.
- S.K.Mourya, Data Mining and Data Warehousing, Alpha Science International Ltd, 2013.

4. Parteek Bhatia, Data Mining and Data Warehousing: Principles & Practical Techniques, Cambridge University Press, 2019.

**Course Outcomes**

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

K2	CO1	understand the concepts of data mining and data warehousing
K4	CO2	examine the issues in the creation of data warehouse
K2	CO3	outline the details of online analytical programming
K4	CO4	analyse the issues on data warehousing
K6	CO5	design a data warehouse

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	S	M	S	S	S	M	M	S
CO2	S	S	S	M	S	S	S	S	M	S	M	M
CO3	S	S	S	S	M	M	S	S	S	M	S	S
CO4	S	M	S	M	S	S	S	S	M	S	S	M
CO5	S	S	S	M	M	S	S	S	M	M	S	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

<b>COURSE CODE</b>	<b>P21MSST34</b>	<b>SOFTWARE PROJECT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SYSTEMS PAPER - IV</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K1: Recall</b> <b>K2: Understand</b> <b>K4: Analyse</b> <b>K5: Evaluate</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. create awareness about what Software project means.</li> <li>2. know the importance of software maintenance</li> <li>3. help the students identify the risk involved in software projects and methods to minimize them</li> <li>4. help the students to know the quality issues of software management</li> <li>5. enhance their skills on handling multiple projects</li> </ol>					

**UNIT 1 : Introduction**

Introduction to Software Project Management (SPM): Definition – components of SPM – challenges and opportunities – tools and techniques – managing human resource and technical resource – costing and pricing of projects – training and development.

**UNIT 2 : Software Development Life Cycle**

Software Development Life Cycle ( SDLC): Meaning - Stages – Models. Software Metrics: Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects.

**UNIT 3 : Software Quality**

Software Quality: Quality in SW development – quality assurance – quality standards and certifications – the process and issues in obtaining certifications – the benefits and implications for the organization and its customers – change management.

**UNIT 4: Risk Management**

Risk Management: the risk issues in SW development and implementation – identification of risk – resolving and avoiding risks – tools and methods for identifying risk management.

**UNIT 5 : Multiple Projects and Implementation**

Emerging issues: Multiple projects – off-shore development issues – managing human resources – pricing and payments across countries – remote development and implementation.

**References:**

1. Rober K. Wysocki, Effective Project Management, 8<sup>nd</sup> Edition Prentice Hall. (2019)
2. Bob Hughes & Mike Cotterell, Software Project Management, 6<sup>th</sup> edition, McGraw Hill Education, 2017.
3. PankajJalote, Peter Gordon, Software Project Management in Practice, Pearson Publications, 2010.

4. Robert K. Wysocki, Effective Software Project Management, Wiley Publications, 2010.

**Course Outcomes**

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

K1	CO1	list down the project management techniques
K2	CO2	explain the metrics of software development
K4	CO3	analyse the quality issues
K2	CO4	compare the risk associated with projects and to manage the risk
K5	CO5	estimate skills of multiple project management

**Mapping of Cos with POS & PSOs**

CO/ PO	P O 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	M	S	S	S	M	S	M	S	M	S	S
CO2	S	S	S	M	M	S	S	S	S	S	M	S
CO3	S	S	M	S	S	M	S	S	S	S	S	M
CO4	S	S	S	M	S	S	M	S	M	S	S	S
CO5	S	S	S	M	S	S	M	S	M	S	S	S

- Strongly Correlating (S) - 3 marks
- Moderately Correlating (M) - 2 marks
- Weakly Correlating (W) - 1 mark
- No Correlation (N) - 0 mark



## SEMESTER IV

COURSE CODE	P21MSFT41	CORPORATE TAXATION			
<b>FINANCE PAPER - V (IV SEMESTER)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K1: Recall</b> <b>K4: Analyse</b> <b>K5: Evaluate</b> <b>K6: Create</b>				
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. create awareness about various concepts in taxation.</li> <li>2. elaborate on investments and methods to minimize taxation</li> <li>3. teach on corporate issues and corporate taxation</li> <li>4. teach the nuances of tax structure in India</li> <li>5. equip the students with the details of other taxes like GST</li> </ol>				

### UNIT 1: Income Tax rules

Introduction to Taxation & Tax Planning: Role of direct taxes and indirect taxes in the revenue of the government – Legislative framework for the levy of income tax: Brief introduction to Income Tax Act, Income Tax Rules, Finance Act and Income Tax Authorities – Concept of tax planning – Tax planning Vs. Tax avoidance, Tax evasion and Tax management strategies.

### UNIT 2 : Tax Incentives

Different forms of business organisation from income tax point of view – Various tax incentives - Nature of business including agriculture and tax provisions – Implications of method of accounting and inventory valuation - Setting up and commencement of manufacture.

### UNIT 3 :Taxable Income

Business – Computation of taxable income from Business – Allowable and disallowed expenditures – Capital Vs. Revenue receipts and expenditures – Deduction for depreciation, Scientific research expenditure, Advertisement, Entertainment, Travel expenditure – Donation – Tax planning for Salary, perquisites and Retirement benefits.

### UNIT 4: Taxes for collaborations

Carry forward and set off of loss – Tax implication of Amalgamations – Foreign Collaborations – Double Taxation Treaties – Joint Ventures abroad - Tax Havens.

### UNIT 5 : Duties

Excise duty – types of Excise duty – Principles of levy of Excise duty – Exemptions from Excise duty – Brief account of Customs duty: Types, Basis of levy – Brief account of Sales tax: Types, principles of computation.

#### References:

1. Vinod K Singhania & Jewan Singania, Direct Taxes Law and Practice.
2. Atal Kumar, Taxation Laws, 3<sup>rd</sup>ed, Central Law Publications, 2016
3. Singhania and Singhania, Students' Guide to Income Tax including GST 62<sup>nd</sup>ed, Taxman Publications, 2019

#### Course Outcomes

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

K1	CO1	define the concepts related to taxation
K4	CO2	examine the purpose of collecting taxes and the utilization methods
K6	CO3	compile the tax for companies in such a way that it is beneficial for the company and the country
K5	CO4	evaluate the taxation for levies for excise duty and customs duty
K6	CO5	develop as a tax consultant

#### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	S	M	S	S	S	M	S	M
CO2	S	M	S	S	S	M	S	S	M	S	S	S
CO3	S	S	S	M	S	S	S	M	S	S	S	M
CO4	S	S	S	S	M	S	S	S	M	S	M	S
CO5	S	M	S	S	S	S	M	S	S	S	S	M

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

<b>COURSE CODE</b>	<b>P21MSFT42</b>	<b>DERIVATIVES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>FINANCE PAPER - VI</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K2: Understand</b> <b>K4: Analyse</b> <b>K5: Evaluate</b> <b>K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. elaborate on the derivatives system in the Indian markets</li> <li>2. create awareness on trading on financial and commodity derivatives</li> <li>3. know the latest developments in derivatives markets</li> <li>4. teach the techniques of pricing of derivatives</li> <li>5. enhance the student to become a trader in the derivatives segment of the stock exchanges / derivatives exchanges</li> </ol>					

### **UNIT 1 : Introduction and Types**

Introduction to derivatives – history – types of derivatives: financial, commodity and currency derivatives – instruments available for trading - forwards, futures and options – players in the derivatives market – hedgers, speculators and arbitrageurs – functions of derivatives – derivative exchanges in India – regulations governing derivatives trading.

### **UNIT 2 : Financial Derivatives**

Introduction to financial derivatives – futures and options- types: based on shares and index – payoff for futures – payoff for options – pricing of futures –pricing of options using Black Scholes model. Using futures and options for hedging, speculation and arbitrage with problems.

### **UNIT 3 : Commodity Derivatives**

Introduction to commodity derivatives – types – users of commodity derivatives - payoff for commodity derivatives with examples, pricing of futures and options – using commodity futures and options for hedging, speculation and arbitrage- list of commodity exchanges.

### **UNIT 4 : Trading in Derivatives**

Trading – trading cycle, order types and trading parameters – margins for trading in futures and options – trading strategies using derivatives – clearing mechanism, bank settlement mechanism – methods. Risk management – taxation aspects of derivative trading.

### UNIT 5: New Instruments

New innovations in derivatives products – currency derivatives – payoffs – trading on currency derivative – swaps – types – swaps in the international markets – interest rate swaps – currency swaps – foreign exchange swaps - substitution swaps – gains from swaps – international swaps

### REFERENCES:

1. Somanathan, Nageswaran and Gupta, Derivatives, 2<sup>nd</sup>ed, Cambridge University Press, 2017
2. Kevin S, Commodity and Financial Derivatives,
3. Sundaram and Das, Derivatives: Principles and Practice, McGraw Hill, 2017
4. Gupta, SL, Financial Derivatives: Theory, Concepts and Problems,
5. Hull and Basu, Options, Futures and other Derivatives, 10<sup>th</sup>ed, Pearson, 2018

### Course Outcomes

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

K2	CO1	explain the functioning of the derivatives segment
K2	CO2	compare the performance of derivatives both financial and commodity
K4	CO3	analyse the trade in the derivatives exchange, on behalf of the client
K5	CO4	estimate the trade in such a way that the profit is maximized and risk is minimized.
K6	CO5	develop new product in derivatives segment

### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	S	S	S	M	S	M	S	S	S
CO2	S	S	S	M	S	M	S	S	S	S	S	M
CO3	S	S	M	M	S	S	S	M	S	M	S	M
CO4	S	S	M	S	M	S	S	S	S	S	M	S
CO5	S	S	S	S	M	S	M	S	M	S	S	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

COURSE CODE	P21MSFT43	BEHAVIOURAL FINANCE			
FINANCE PAPER - VII		L	T	P	C
		4	-	-	3
<b>Cognitive Level</b>	<b>K2: Understand</b> <b>K3: Apply</b> <b>K5: Evaluate</b>				
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. elaborate on behavioural finance and its relationship with the standard finance</li> <li>2. held the students to know the blockages of investment behaviour</li> <li>3. elaborate on how personality affects financial behaviour</li> <li>4. teach the personality types and the investors' behaviour</li> <li>5. give a practical exposure on trading behaviour of investors</li> </ol>				

### UNIT 1 : Introduction

Behavioural finance – Meaning, Concept, and Definition; Differences between Behavioural finance micro versus Behavioural finance macro; Behavioural finance versus Standard finance; Efficient markets versus irrational markets; Rational economic man versus Behaviourally biased man. A study on the historical trace of behavioural finance.

### UNIT 2 : Asset Allocation Behaviour

Incorporating investor behaviour into the asset allocation process – How do identify behavioural biases with investors? How to apply bias diagnoses when structuring asset allocation? Quantitative guidelines for incorporating behavioural finance in asset allocation.

### UNIT 3 : Investor Biases

Investor biases discussion – Overconfidence bias – Representativeness bias – Anchoring and adjustment bias – Cognitive dissonance bias – Availability Bias – Self attribution bias – Regretaversion bias.

### UNIT 4 : Investor Biases

Investor biases discussion continuation – Illusion of control bias – Conservatism bias – Ambiguity aversion bias – Endowment bias – Self control bias – Optimism bias – Mental accounting bias – Loss aversion bias – Status quo bias.

### UNIT 5: Investor Behaviour and Personality

Gender, personality type and investor behaviour – Psycho-graphic models used in behavioural finance – MBT Indicator and behavioural bias testing; Investor personality types – recent developments in investor personality types – Diagnostic testing; Neuro economics – the next frontier for explaining investor behaviour.

**References:**

1. Chandra, Prasanna, Behavioural Finance, 2<sup>nd</sup>ed McGraw Hill, 2020
2. Sulphrey M M, Behavioural Finance, PHI, 2014
3. Ranjit Singh, Behavioural Finance, PHI, 2019
4. Burton and Shsh, , Behavioural Finance, Understanding the social, cognitive and economic debates, Wiley, 2013
5. Ackert and Deaves, Understanding Behavioural Finance, Cengage Learning, 2012

**Course Outcomes**

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

K2	CO1	compare between traditional finance and behavioural finance
K5	CO2	assess the behaviour of investors during stock market trading
K3	CO3	identify the bias of investors during trading
K2	CO4	classify the type of bias the investor has
K5	CO5	explain the reason for investor behaviour using neuro economics

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	S	M	S	S	S	M	S	M	S
CO2	S	S	M	M	S	S	S	S	S	M	S	S
CO3	S	M	S	S	S	M	S	M	S	S	S	M
CO4	S	S	S	M	M	S	S	S	M	S	M	S
CO5	S	M	S	S	S	S	S	S	M	S	M	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

<b>COURSE CODE</b>	<b>P21MSFT44</b>	<b>INSURANCE ADMINISTRATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>FINANCE PAPER - VIII</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K1: Recall</b> <b>K2: Understand</b> <b>K4: Analyse</b> <b>K5: Evaluate</b> <b>K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. make the students aware of the terms used in insurance</li> <li>2. teach them on types of insurance</li> <li>3. elaborate on issues and methods of claims</li> <li>4. introduce the concepts of agency and licensing</li> <li>5. help the students acquire knowledge on issues of collection and claims management</li> </ol>					

### UNIT 1 : Introduction

Life Insurance Contracts – Basis Of Contract – Representation And Contracts – Principle Of Indemnity –Human Life Value – Insurance Interest – Contracts Of General & Group Insurance.

### UNIT 2 : Life Insurance

Life Insurance Underwriting – Methods Of Underwriting –Rating Up Age – Factors Affecting Rates Of Mortality – Methods Of Providing For Extra Mortality –New Business, General Insurance Underwriting – Practice In India (Rating Practice And Methods Of Premium Calculation) - Co-Insurance & Re-Insurance Practice - New Business and Renewal Procedure

### UNIT 3 : Claims

Assignment, Nomination, Loans – Surrenders – Foreclosure – Revival In Life Insurance. Claims – Types Of Claims, Procedures In Claims Settling – Important Ratios, Revenue Account And Balance Sheet Of Insurance Companies.

### UNIT 4 : General Insurance

General Insurance – Claims Procedure – Survey By Professional Surveyors- Role Of Surveyors – Settlement Of Claims And Recovery Procedures. Risk Management and Risk Control – Role Of Insurance Brokers In Risk Management.

### UNIT 5 : Agency

Agency Contract – Licence To Act As Insurance Agent – IRDA Rules Governing Insurance Agency Force. Exchange Control Regulations – Collection Of Premiums And Claims Procedural Of Policies Issued To NRI's.

#### References

1. Handbook on Insurance , IRDA, 2015
2. Gupta, LP, Indian Insurance Guide- Handbook of Insurance Policies, Claims and Law, Paperback 2014
3. Mishra, Kaninika, Fundamentals of Life Insurance, 2<sup>nd</sup>ed, PHI, 2016
4. DayalHargovind, The Fundamentals of Insurance, Notion Press, 2017
5. Rejda& McNamara, Principles of Risk Management and Insurance, Pearson, 2017

#### Course Outcomes

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

K1	CO1	define the basic concepts of life insurance
K2	CO2	describe the methods of underwriting
K6	CO3	formulate the balance sheet of the insurance companies
K4	CO4	examine the risk management techniques
K5	CO5	asses the requirements for Insurance Agent job

#### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	S	S	S	S	M	S	S	M	M
CO2	S	S	S	M	S	M	S	S	S	S	M	S
CO3	S	M	S	M	S	S	S	M	S	M	S	S
CO4	S	S	S	S	M	S	S	S	M	S	M	S
CO5	S	M	S	M	S	S	S	S	S	S	M	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark



<b>COURSE CODE</b>	<b>P21MSHT41</b>	<b>ADVANCED BEHAVIOURAL SCIENCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>HR SPECIALIZATION PAPER-V (IV SEMESTER)</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K2: Understand K3: Apply K4: Analyse K5: Evaluate</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. introduce students to advanced behavioral science and its contribution to organisational life.</li> <li>2. help students understand and apply transactional analysis to work situations.</li> <li>3. introduce key concepts related to performance review</li> <li>4. enable students learn the principles and practices of behaviour modification</li> <li>5. enable students learn the principles and practices of managerial counselling</li> </ol>					

### **UNIT 1 Introduction**

Relationship between Behavioural Science and other functional areas of Management – Role of advanced Behavioural Science in organisational Life – Advanced Behavioral Science Vs Organisation Development – Interventions and Strategies.

### **UNIT 2 : Transactional Analysis**

Transactional Analysis and its importance – Use of strokes, stamps, Sweatshirts and rackets. Assertiveness – Nature – Importance – Relevance in organisational Life – Individual Assertiveness and communication.

### **UNIT 3 : Performance Review**

Performance Review, TA tips for Performance interview – Goal setting – Development planning with subordinates – Analysing performance problems.

### **UNIT 4 : Behaviour Change**

Behaviour Modification Principles & Practice: Objectives - Formulation of Behavior Change Goals - Intervention Planning - Classification of Behavior Change Techniques - Developing the Intervention Plan - Implementing the Behavior Change - Evaluating the Effectiveness of the Behavior Change Program

### **UNIT 5 : Counselling**

Managerial counselling – Elements of Counselling – Developing the organisation – Helping and Predicting people's problem – Anxiety and Stress at work – Training for counselling.

**References:**

1. Phillip L. Hunsaker and Stephen P. Robbins, Training in Interpersonal skills, Pearson education, 2012
2. Suzanne de Janasz and Karen Dowd and Beth Schneider, Interpersonal skills in Organisations, Tata McGraw , 2019
3. Charlotte Sills and Helena Hargaden, Transactional Analysis: A relational Perspective, Kobo Press, 2012
4. Martin Sundel, Sandra Sundel, Behavior Change in the Human Services: Behavioral and Cognitive Principles and Applications, 5edn, Sage Publications , 2018
5. Robert Lussier, Human Relations in Organizations: Applications and Skill Building, Tata McGraw Hillpvt Ltd., 2021

**Course Outcomes**

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

K2	CO1	explain the importance of behavioral science and its contribution to organisational life.
K3	CO2	apply transactional analysis to work situations.
K5	CO3	appraise performance reviews
K4	CO4	analyse the principles and practices of behaviour modification
K4	CO5	examine the principles and practices of managerial counselling.

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	M	M	S	S	S	M	M	S
CO2	S	M	S	S	M	S	M	S	S	S	S	M
CO3	S	M	M	S	S	S	M	S	S	M	S	S
CO4	S	S	M	S	S	S	S	S	S	M	M	S
CO5	S	S	M	M	S	S	S	S	M	M	S	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

<b>COURSE CODE</b>	<b>P21MSHT42</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>HR PAPER - VI</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K2: Understand K3: Apply K5: Evaluate K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. discuss the importance and role of strategic HRM.</li> <li>2. help students design strategic human resource systems</li> <li>3. enable students to understand compensation and development systems</li> <li>4. discuss the importance of performance management systems.</li> <li>5. introduce students to strategic downsizing and strategic HRIS.</li> </ol>					

**UNIT 1 : Importance**

Strategic importance of HRM – Theoretical foundations – International Strategy – Human Resource contributions to strategy – Human Resource Manager and Strategic Planning.

**UNIT 2 : Strategic HR system**

Designing Strategic human resource systems: Strategic Human Resource Planning – Forecasting the supply and demand for HR – Strategic recruitment and selection – special implementation challenges.

**UNIT 3 : Compensation**

Strategic compensation and development system: Strategic compensation system – Employee development.

**UNIT 4 : Performance Management**

Performance Management: Individual high performance HR practices – System at high performance HR Practices – Universal Practices Vs Contingency perspectives.

**UNIT 5 : Strategic Issues**

Downsizing: Need for downsizing approach to a strategic downsizing – A Strategic HR information system and its contribution to the SHRM.

**References:**

1. Thomas N. Garavan, Clare Kelliher, David Mankin, Catherine Bailey, Oxford University press, 2<sup>nd</sup> edition, 2018
2. Ananda Das Gupta, Strategic Human Resource Management: Formulating and Implementing HR Strategies for a Competitive Advantage, Routledge, 2020
3. Gary Rees, Paul Smith, Strategic Human Resource Management, Sage Publishers, 2014
4. Prasad K, Strategic Human Resource Management: Text & Cases, Macmillan, 2011.
5. Karen Beaven, Strategic Human Resource Management: An HR Professional's Toolkit, Kogan Page Limited, 2019

**Course Outcomes**

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

K2	CO1	explain the importance and role of strategic HRM.
K6	CO2	design strategic human resource systems
K6	CO3	formulate compensation and development systems
K5	CO4	appraise performance management systems.
K3	CO5	apply key aspects of strategic downsizing and strategic HRIS.

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	S	S	S	M	S	S	M
CO2	S	S	M	S	S	M	M	S	S	M	S	S
CO3	S	M	M	S	S	S	M	S	S	M	S	S
CO4	S	M	S	M	M	S	M	S	S	S	S	S
CO5	S	M	M	S	S	M	S	S	M	M	S	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark

<b>COURSE CODE</b>	<b>P21MSHT43</b>	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>HR PAPER - VII</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K2: Understand K3: Apply K5: Evaluate</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. discuss the various approaches to IHRM.</li> <li>2. elaborate on the impact of culture on human resources practices in the international context.</li> <li>3. introduce students to the recruitment, selection, training and development in the global context</li> <li>4. enable students to understand performance management and compensation management in global organisations.</li> <li>5. help students comprehend the industrial relations practices of MNCs.</li> </ol>					

### **UNIT 1 : Introduction**

International Human Resource Management: Approaches to IHRM – IHRM model – difference between Domestic and International Human Resource Management – expanding role of HRM in International firms – Managing people in International context.

### **UNIT 2 : International Culture**

Defining Culture in International context – Cultural values – Human Resource Practices in different cultures (America, Japan, Russia & Middle east)

### **UNIT 3 : Recruitment and Selection**

Recruitment and Selection Practices in MNC's: Staffing policies – Issues in staff selection - expatriate selection - Repatriation. Training and Development: expatriate training - components of effective pre-departure training.

### **UNIT 4 : Performance Management**

Performance Management: Factors affecting individual performance appraisal – Criteria used for performance appraisal of International employees. Compensation: Objectives – Key components of international compensation – Approaches to compensation management.

### **UNIT 5 : Industrial Relations**

Industrial relations – Labour relations policies and practices of multinational firms – Industrial relations comparative practices (USA, Japan, India, Europe) – Impact of globalization on Industrial relations.

**References:**

1. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management Cengage Learning, 2017
2. P. SubbaRao, International Human Resource Management, Himalaya Publishing House, 2017
3. S.K. Bhatia, International practices in Industrial Relations – Global Comparative Industrial Relations Systems (Multinational Context), Deep & Deep Publications P. Ltd, New Delhi, 2006
4. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, Hyderabad: Universities Press, 2010
5. David C. Thomas, Mila B. Lazarova, Essentials of International Human Resource Management - Managing People Globally, Sage Publishing, 2013

**Course Outcomes**

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

K2	CO1	explain the various approaches to IHRM.
K5	CO2	assess the impact of culture on human resources practices in the international context.
K2	CO3	describe recruitment, selection, training and development in the global context
K5	CO4	appraise the performance management and compensation management in global organisations.
K3	CO5	develop the industrial relations practices of MNCs

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	M	S	M	S	S	S	M	M
CO2	S	S	M	M	M	S	S	S	S	S	M	S
CO3	S	M	S	M	S	S	M	S	S	S	S	M
CO4	S	M	S	S	S	M	M	S	S	S	S	M
CO5	S	M	M	S	S	S	S	S	M	M	S	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

COURSE CODE	P21MSHT44	KNOWLEDGE MANAGEMENT	L	T	P	C
HR PAPER - VIII			4	-	-	3
Cognitive Level	<b>K2: Understand</b> <b>K4: Analyse</b> <b>K5: Evaluate</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. help students understand the importance of creating organisational knowledge.</li> <li>2. introduce to students the importance of managing organisational knowledge.</li> <li>3. discuss the issues related to the transferring of organisational knowledge.</li> <li>4. enable students appreciate the role of technology and leadership</li> <li>5. discuss the value of intangible assets in knowledge management.</li> </ol>					

### UNIT 1 : Introduction

Knowledge Management: Meaning – Creating Organisational Knowledge – Bench marking – Meaning – Methods – Types – Benefits – Ways of obtaining information – Best practices transfer.

### UNIT 2 : Managing Knowledge

Creating Organisational Knowledge of External Changes: Business and Globalisation – Importance of Managing Knowledge – Strategy to gain and sustain superior performance – Reluctance to manage knowledge management.

### UNIT 3 : Creating and Transferring knowledge

Creating and transferring knowledge in the organisation: Focusing on employees and customers – Understanding process of knowledge transfer and knowledge sharing – Interpersonal communication – Building the staff knowledge – Focus on customers.

### UNIT 4 : Technology and Knowledge Management

Technology and Knowledge Management: Impact of e-business – Using internet in knowledge management – Technology and knowledge creation – Creating customer knowledge.

Leadership and Knowledge Management: Leadership and Pygmalion effect – Leadership in 21<sup>st</sup> Century – Leadership and culture – Empowerment.

### UNIT 5 : Knowledge as asset

Knowledge, Intangible Assets and Superior Performance: People as the greatest asset – Customers – Culture – Brands – Processes – Proprietary technology and innovation – Measuring Intangible Assets: Business Excellence model – Balanced Scorecard – Skandia

Navigator – Intangible Assets Monitor – Customize your method – Continuous improvement – Valuing brands.

Knowledge Management in Practice: Making a start – Best practice approach – Organisational audit – A to Z of managing knowledge.

### References:

1. Todd R. Groff and Thomas P. Jones Introduction to Knowledge Management: KM in Business, Routledge, 2011
2. Anthony J Rhem, Knowledge Management in Practice, CRC Press, Routledge 2016
3. A.B. Kar, Knowledge Management- New Horizons, Viva Books, 2018
4. Irma Becerra- Fernandez, Rajiv Sabherwal, Knowledge Management , CRC Press, Routledge, 2015.
5. Emil Hajric, Knowledge Management: A Theoretical and Practical Guide for Knowledge Management in Your Organization, Sage Publishers, 2018

### Course Outcomes

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

K2	CO1	explain the importance of creating organisational knowledge.
K5	CO2	discuss the importance of managing organisational knowledge.
K2	CO3	describe the issues related to the transferring of organisational knowledge.
K4	CO4	analyse the role of technology and leadership
K5	CO5	critically assess the role of intangible assets in knowledge management

### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	S	S	M	M	S	M	S
CO2	S	M	S	S	S	M	M	S	S	S	M	S
CO3	S	M	S	S	S	M	M	S	S	M	S	S
CO4	S	M	M	S	S	S	M	S	M	S	S	M
CO5	S	S	M	S	S	S	M	M	M	S	S	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark



<b>COURSE CODE</b>	<b>P21MSMT41</b>	<b>SERVICES MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MARKETING PAPER (IV SEMESTER) – V</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K5: Evaluate</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. teach the service marketing concepts and distinguish services marketing from product marketing and understand the service marketing mix.</li> <li>2. train the students to examine the customer expectations and perceptions of service quality and response.</li> <li>3. describe the standards of service needed for building customer relationships.</li> <li>4. comprehend the importance of internalization in services marketing and develop appropriate promotional mix for marketing of services.</li> <li>5. study the extended marketing mix for various service industries.</li> </ol>					

**UNIT 1 : Introduction**

Services: Definition, characteristics, classification – Relationship Marketing – Service Mission: Meaning – Service mission statements – Developing a service mission – Services Market Segmentation: Meaning – Process – Bases and purpose of market segmentation.

**UNIT 2 : Services Marketing Mix**

Services Marketing Mix: Marketing mix elements – Service Product – Pricing the service – Service location and channels – Promotion and communication of services – Processes – Physical evidence – Developing a marketing mix strategy.

**UNIT 3 : Service Positioning**

Services Positioning and Differentiation: Evolution of positioning – Positioning and services – Levels of positioning – Process of positioning – Importance of positioning.

Customer-focused Services: Customer service, quality and marketing – Service Quality – Assessment - Improving service quality – Customer retention – The relationship marketing programme.

**UNIT 4 : Services Marketing**

Marketing of Hotel – Travel and Tourism – Leisure and entertainment – Transport: Passenger and Cargo – Telecommunication services.

### UNIT 5 : Services Marketing

Marketing of Banking – Insurance – IT enabled services – Consultancy – Healthcare – Education – Charity and Social Marketing.

#### References :

1. Christopher Lovelock & Jochen Wirtz, Services Marketing: People, Technology, Strategy, 8<sup>th</sup> edn, Pearson, 2017.
2. Zeithmal, et-al, Services Marketing: Integrating Customer Focus Across the Firm, 7<sup>th</sup> edn, McGraw Hill, 2018.
3. Vinnie Jauhari & Kirti Dutta, Services Marketing: Text and Cases, 2<sup>nd</sup> edn, Oxford University Press, 2017
4. Jochen Wirtz, Services Marketing Communications, World Scientific Publishing Co., 2017.
5. Karunakaran K, Services Marketing: Text and Cases in Indian Context, Himalaya, 2014.

#### Course Outcomes

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

K4	CO1	define and distinguish services marketing from product marketing and understand the service marketing mix.
K4	CO2	analyse customer expectations and perceptions of service quality and response and manage the service quality gap.
K2	CO3	describe the standards of service needed for building customer relationships.
K5	CO4	critically analyse the internalization in services and appropriate promotional mix for marketing of services.
K3	CO5	develop STP and suitable marketing mix for marketing of different kinds of services.

#### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	S	S	S	S	M	S	M
CO2	S	M	S	M	M	S	S	S	S	M	S	S
CO3	S	M	S	M	S	S	S	S	S	M	M	S
CO4	S	M	M	S	S	S	M	S	S	S	S	M
CO5	S	M	M	S	S	S	S	S	M	S	S	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

<b>COURSE CODE</b>	<b>P21MSMT42</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MARKETING PAPER - VI</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. teach the basic concepts related to customer relationship management.</li> <li>2. elaborate on Relationship Indices by measuring CRM with quantitative and qualitative methods.</li> <li>3. train the students to conduct customer relationship survey and produce results with recommendations.</li> <li>4. train the students to establish relationship management by customers and suppliers partnerships to increase market share and value.</li> <li>5. make the students develop databases of customers for retention of customers by the organisation.</li> </ol>					

### **UNIT 1 : Introduction**

Customer Relationship Management – Management requires Measurement – Qualitative Measurement Methods – Quantitative Measurement Methods – Calculating Relationship Indices.

### **UNIT 2 : Customer Relations**

Customer Relationship Survey Design – Statistical Analysis of Customer Survey – Using Customer Relationship Survey Results.

### **UNIT 3 : Relationship Marketing**

Relationship Marketing – Relationship Concepts – Relationship Drivers – Lasting Relationships

### **UNIT 4 : Partnerships**

Customer Partnerships – Internal Partnerships – Supplier Partnerships – external partnerships – Customer Satisfaction – Components of Customer Satisfaction – Measuring Customer Satisfaction

### **UNIT 5: Innovations in CRM**

The Technological Revolution – Relationship Management – Changing Corporate Cultures

**References:**

1. Jagdish N Sheth, et-al, Customer Relationship Management: Emerging Concepts, Tools and Applications, McGraw Hill, 2017.
2. Francis & Stan MaklanButtle “ Customer Relationship Management: Concepts and Technologies, 4<sup>th</sup> edition, Routledge Publishing.,2019
3. SIA Experts “Customer Relationship Management”, SIA Publishers & Distributors., 2019
4. Martin Christopher “Relationship Marketing”, Routledge 1<sup>st</sup> edition. 2015,
5. Shainesh G &Jagdish N Sheth, Customer Relationship Management: A Strategic Perspective, LaxmiPubl, 2016.

**Course Outcomes**

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

K2	CO1	explain the basic concepts of customer relationship management.
K4	CO2	prepare Relationship Indices by measuring CRM with quantitative and qualitative methods.
K6	CO3	formulate customer relationship survey and produce results with recommendations to top management for policy decisions.
K4	CO4	examine relationship management by customers and suppliers partnerships to increase market share and value.
K3	CO5	develop databases of customers to build sustainable customer relationships for the organisation.

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	S	S	S	M	M	S	S
CO2	S	S	S	S	S	M	M	S	S	M	S	M
CO3	S	M	S	M	S	M	S	S	S	S	S	M
CO4	S	M	M	S	S	S	M	S	S	S	S	M
CO5	S	M	S	S	S	M	S	S	S	S	M	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

<b>COURSE CODE</b>	<b>P21MSMT43</b>	<b>GLOBAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MARKETING PAPER VII</b>			<b>3</b>	<b>-</b>	<b>-</b>	<b>4</b>
<b>Cognitive Level</b>	<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. teach the students to predict the factors contributing to the global market and understand the basic marketing functions within the global organisation.</li> <li>2. enable the students to identify the profitable global market segments and develop market entry strategies.</li> <li>3. help the students to apply ethical decision making and consumer behaviour in global markets.</li> <li>4. elaborate on design and implement a global marketing plan to market the products in the global market.</li> <li>5. train the students to manage the challenges faced in global marketing.</li> </ol>					

### **UNIT 1 : Introduction**

Introduction to Global Marketing; The Global Economic Environment; Regional Market Characteristics and Preferential Trade Agreements; Social and Cultural Environments; The Political, Legal, and Regulatory Environments.

### **UNIT 2 : Global Information System**

Global Information Systems and Market Research; Segmentation, Targeting, and Positioning; Importing, Exporting, and Sourcing.

### **UNIT 3 : Market Entry Strategies**

Global Market Entry Strategies: Licensing, Investment, and Strategic Alliances; Brand and Product Decisions in Global Marketing – Pricing Decisions – Global Marketing Channels and Physical Distribution.

### **UNIT 4 : Marketing Communications**

Global Marketing Communications Decisions: Advertising and Public Relations –Sales Promotion – Personal Selling – Special Forms of marketing communication.

### UNIT 5 : Digital Revolution

Digital Revolution: Strategic elements of Competitive Advantage – Leadership, Organization, and Corporate Social Responsibility.

#### References:

1. Warren J. Keegan, Mark C. Green, *Global Marketing, 5edn, Prentice Hall, 2007.*
2. Phillip R Cateora, et-al, *International Marketing, 18<sup>th</sup>edn, McGraw Hill, 2019.*
3. John Daniels, et-al, *International Business: Environments and Operations, Pearson, 2017.*
4. KristiaanHelsen , *Global Marketing Management: A Thought Provoking Book, 5<sup>th</sup>edn, Wiley, 2012.*
5. Marieke de Mooij, *Global Marketing and Advertising: Understanding Cultural Paradoxes, 3edn., Sage Pub Inc., 2010.*

#### Course Outcomes

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

K4	CO1	analyze the factors contributed the global market and assess the basic marketing functions within the global organisation.
K3	CO2	identify profitable global market segments and develop market entry strategies.
K3	CO3	apply ethical decision making and consumer behaviour in global markets.
K6	CO4	design and implement a global marketing plan to market the products in the global market.
K2	CO5	examine the challenges of global market

#### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	M	M	S	S	S	S	S	M	S	M
CO2	S	S	M	M	S	S	S	S	S	M	M	S
CO3	S	S	M	S	M	S	S	S	S	M	S	M
CO4	S	S	S	M	M	S	S	S	M	S	S	S
CO5	S	S	S	M	S	M	S	S	S	S	M	S

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

COURSE CODE	P21MSMT44	SUPPLY CHAIN MANAGEMENT	L	T	P	C
MARKETING PAPER - VIII				4	-	-
Cognitive Level	<b>K1: Recall</b> <b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. teach the core concepts and components of Supply Chain Management (SCM).</li> <li>2. train the students to interpret customer focus on demand forecasting, purchase planning and negotiation.</li> <li>3. train the students to review the scheduling, material handling, warehousing and transportation design of SCM.</li> <li>4. describe the importance and functions of 3PL and 4PL players in supply chain</li> <li>5. enable the students to operate the technology efficiently to implement SCM in organisations to increase profit.</li> </ol>					

### UNIT 1 : Introduction

Supply Chain Management (SCM): Concept – Features of SCM – Components of SCM – Strategic issues in SCM – Value chain management and Customer relations management.

### UNIT 2 : Purchasing

Customer Focus in SCM: Demand planning – Purchase planning – Make or buy decision – Indigenous and global sourcing – Development and management of suppliers – Legal aspects of buying – Cost management – Negotiating for purchasing/ sub-contracting – Purchase insurance – Evaluation of purchase performance: Purchase performance indices – Inventory management – Financial impact on inventory.

### UNIT 3 : Manufacturing Schedule

Manufacturing Scheduling: Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system, design and decision – Warehousing and store keeping – Space management.

### UNIT 4 :Logistics Management

Logistics management: Role of logistics in SCM – Integrated logistics management – Transportation design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/ Airport/ ICDs) – Channels of distribution – Logistics and customer service.

**UNIT 5 : IT and SCM**

Information Technology and SCM: Internet and intranet – E-commerce – ERP –Advanced planning system – Bar coding – Telecommunication network – Video conferencing – Best practices in SCM – Organizational issues to implement SCM.

**References:**

1. Sahay B S, Supply Chain Management for Global Competitiveness, Laxmi Publ1, 2007.
2. Reguram G, Rangaraj N, Logistics and Supply Chain Management: Cases and Concepts, Laxmi, 2015.
3. Coyle, Bradi&Longby, The Management of Business Logistics: A Supply Chain Perspective, 7ed., South Western, 2002.
4. Sunil Chopra & Peter Meindal, Supply Chain Management: Strategy Planning and Operations, 3edn, PHI, 2007.
5. Simchi-Levi &Kaminsky, Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, 2edn, TMH, 2007.

**Course Outcomes**

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

K1	CO1	define the concepts and components of Supply Chain Management (SCM).
K4	CO2	analyse customer focus on demand forecasting, purchase planning and negotiation.
K2	CO3	describe the scheduling, material handling, warehousing and transportation design of SCM.
K4	CO4	examine the role of 3PL and 4PL players in supply chain management.
K3	CO5	utilize technology efficiently to implement SCM in the organisation effectively and increase profits.

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	S	M	M	S	S	S	M	S	S
CO2	S	S	S	M	M	S	S	S	S	M	M	S
CO3	S	S	M	S	S	S	M	S	S	M	S	M
CO4	S	S	S	S	M	S	M	S	M	S	S	S
CO5	S	M	S	S	S	M	S	S	S	M	M	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark



<b>COURSE CODE</b>	<b>P21MSST41</b>	<b>SYSTEM ANALYSIS AND DESIGN</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SYSTEMS PAPER (IV SEMESTER) - V</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K1: Recall</b> <b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. enable the students to know the techniques to system design</li> <li>2. equip them with the knowledge of the role of system analyst</li> <li>3. elaborate on system design and life cycle</li> <li>4. teach the nuances of System Design</li> <li>5. enable the students to understand the issues of implementation design and life cycle</li> </ol>					

**UNIT 1 : System Concepts**

System Concepts – Definition, Characteristics of a System – Elements of a System, Types of Systems, Introduction to systems analysis and design – Systems analysis, System design, System development life cycle.

**UNIT 2 : System Analyst**

System Analyst: Preparing for career as system analyst, general business knowledge, technical skills, communication skills – Role of system analyst – Change agent – Investigator and monitor – Psychologist – Sales person – Motivator – Politician – Place of the system analyst position in the MIS organisation.

**UNIT 3: Systems Analysis**

System Analysis: Problems with system development life cycle approach – Need for structured approach – information gathering – a problem solving approach – Data flow diagrams, data modelling with logical entity relationship, Process modelling with logical data flow diagrams, data dictionary, decision tree, decision tables, structured English.

**UNIT 4: System Design**

System Design: Introduction – The process of design logical and physical – Designing conventional computer files and controls, modern computer data base, computer outputs and controls, computer inputs and control - Code design, Computer based methods, Procedures and controls.

### UNIT 5 : System Implementation

System Implementation : System testing conversion – Combating resistance to change – Post testing conversion – Combating resistance to change – Post-implementation review - Software maintenance – Hardware / Software selection – Security : Disaster / recovery and ethics in system development.

#### References:

1. Jeffrey Whitten & Lonnie Bentley, System Analysis and Design methods, 7<sup>th</sup> edition, McGraw Hill, 2017.
2. Alan Dennis, Systems Analysis and Design, Wiley Publications, 2015.
3. Elias M Awad, System Analysis and Design, McGraw Hill, 2010.
4. John W. Satzinger, System Analysis and Design in a Changing World, CoursenTechnology Inc. 2015.
5. Kenneth E.Kendall, Julie E.Kendall, System Analysis and Design, 9<sup>th</sup> edition, Pearson, 2015.

#### Course Outcomes

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

K1	CO1	define the concept, life cycle, elements and types of systems
K2	CO2	describe the role of systems analyst
K6	CO3	create a system design
K4	CO4	analyse post implementation issues
K3	CO5	develop a career as a systems analyst

#### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	M	S	S	S	M	S	S	S	S	M	S
CO2	S	S	M	M	S	S	S	M	S	S	S	S
CO3	S	M	M	S	S	M	S	S	S	S	S	S
CO4	S	S	S	S	S	S	S	S	S	M	S	M
CO5	S	M	S	M	M	S	S	S	S	S	M	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

<b>COURSE CODE</b>	<b>P21MSST42</b>	<b>DATA ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SYSTEMS PAPER - VI</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K2: Understand K3: Apply K4: Analyse</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. create an awareness about Business Analytics</li> <li>2. enable the students to learn nuances of data management</li> <li>3. elaborate on the process of analytics</li> <li>4. teach on the uses of analytics in different business areas</li> <li>5. study future of analytics</li> </ol>					

### UNIT 1: Introduction

Overview of data - types of data – data collection – data analysis – descriptive statistics – measures of central tendency – dispersion – probability distribution – correlation and regression – ANOVA

### UNIT 2 : Statistical Aspects

Advanced statistical tools – inferential statistics through hypothesis test – permutation and randomization tests - other tests.

### UNIT 3: Data Analysis

Overview of data analysis – and big data – Data Analysis and Business Intelligence – Data Mining – concept – techniques

### UNIT 4: Data Management

Issues in managing Big Data – data Governance – Data Privacy – Data Integration – Data Visualization

### UNIT 5 : Applications of data analytics

Predictive Analytics - Behavioural Analysis – using Behavioural Analysis to find hidden patterns Data Analytics in Performance Analysis – Data Analytics in Stock Market – Data Analytics in Banking – Data Analytics in Insurance – Data Analytics in Retail – recent issues

### References:

1. Anil Maheshwari , Data Analytics, McGraw Hill, July 2017
2. Jeff Reed, Data Analytics: Applicable to Advance any Business, Paperback, March 2017
3. Robert J. Woz, Data Analytics for Beginners, Paperback, October 2017.

4. Richard Dorsey, Data Analytics: Become a Master in Data Analysis, 2017
5. Marr, Bernard, Data Driven Human Resource: How to use Analytics and metrics to drive Performance, 2018

### Course Outcomes

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

K3	CO1	apply the Nuances of business Analytics
K2	CO2	understand the importance of Data in various sectors
K4	CO3	analyze the data using analytics
K4	CO4	examine the issues in managing Big Data
K2	CO5	describe behavioural analytics

### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	S	S	S	S	M	S	S	S
CO2	S	M	M	S	S	M	S	S	S	S	M	S
CO3	S	S	S	M	S	S	S	S	M	S	S	M
CO4	S	M	S	S	S	M	S	S	S	S	S	S
CO5	S	S	S	S	M	S	S	S	M	S	S	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

COURSE CODE	P21MSST43	DECISION SUPPORT SYSTEM	L	T	P	C
SYSTEMS PAPER - VII				4	-	-
Cognitive Level	<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K5: Evaluate</b>					
Course Objectives	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. teach the students on the Decision Support System and the technology behind it</li> <li>2. help the students learn the software and architecture</li> <li>3. elaborate on the technology of Artificial Intelligence</li> <li>4. help the students to build and implement the Decision Support System</li> <li>5. equip the students with knowledge on Artificial Intelligence and related technology</li> </ol>					

**UNIT 1 : Introduction and History**

Introduction: Information systems in Business, Types of information systems, components of information system resources and activities. MIS and DSS

Decision Support System: Evolution – Meaning – Benefits – Decision-making process: Phases – Types – Kepner- Tregoe method – DSS as information system – Types of DSS: DSS hierarchy – Seven DSS types – Matching DSS to decision maker’s type – Individual and group DSS – Matching benefits to the DSS user community.

**UNIT 2 : Architecture**

DSS Architecture: DSS on Central corporate system – Internet and Client/Server computing in DSS – DSS using shared data on separate system, stand-alone system, open system – Choosing CSS hardware environment.

DSS Software Tools: Software categories – Standard packages – Specialized tools and generators – DSS user interfaces.

**UNIT 3 : Implementation**

Building and Implementing DSS: DSS development process – DSS development project participants – Implementation stage – System conversion – Ethical issues in DSS implementation.

**Models in DSS:** Types of models – Discrete-event Simulation models – Random numbers, Pseudo-random numbers and Statistical distributions – Static Distribution models.

**UNIT 4 : Models**

Mathematical Models and Optimization: Queuing models – Markov Process models – Theory concepts and their calculations on computer – Comparison of Simulation, Queuing theory and Markov Process models – Optimization: Complete enumeration – Random search – Calculus approach – Linear programming – Numerical methods.

**UNIT 5 : Expert System**

Expert System: Artificial intelligence – Expert system basic idea – Confidence factors – Fuzzy logic – Expert System Development Tools: Shells – Languages – Choosing a good expert system – Expert System and DSS.

**References:**

1. Douglas Schwartz, Decision Support Systems, Clanrye International Publications 2015.
2. R K Tailor, Models in Decision Support System, RBSA Publishers, 2010.
3. Power, Heavin, Decision Support, Analytics and Business Intelligence, 3<sup>rd</sup>ed, Business Expert Press, 2017.

**Course Outcomes**

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

K2	CO1	understand the importance of Decision Support system and technology
K3	CO2	the architecture and software issues
K2	CO3	describe the issues of artificial intelligence
K4	CO4	implement a Decision Support System
K5	CO5	asses the various models of DSS

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	M	M	S	S	S	S	S	M	S	S	S
CO2	S	M	S	S	M	S	S	S	S	M	S	S
CO3	S	S	S	S	M	S	M	S	M	S	S	S
CO4	S	M	S	S	S	M	S	S	S	S	M	M
CO5	S	S	M	S	M	S	S	S	S	M	S	M

Strongly Correlating (S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

No Correlation (N) - 0 mark

<b>COURSE CODE</b>	<b>P21MSST44</b>	<b>INTERNET AND WEB APPLICATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SYSTEMS PAPER - VIII</b>			<b>4</b>	<b>-</b>	<b>-</b>	<b>3</b>
<b>Cognitive Level</b>	<b>K1: Recall</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. study the infrastructure of networks</li> <li>2. enable the students in doing online transactions</li> <li>3. teach the students to create good and useful websites</li> <li>4. help the students know about the multimedia applications</li> <li>5. facilitate the students to understand e-commerce and its impact on business</li> </ol>					

### UNIT 1 : Network Infrastructure

Network Infrastructure – LAN, Ethernet (IEEE 802.3), WAN, Internet, TCP/IP reference model, Domain names, Internet Industry Structure, FTP applications, Electronic Mail, WWW. HTTP, Web Browsers, HTML, Simple exercises in HTML, Common Gateway Interface, Multimedia objects.

### UNIT 2 : Transactions

Securing Business on Network: Security Policy, Procedures and Practices, Site Security, Firewalls, Securing Web Service, Transaction Security, Authentication Protocols, Digital Signatures, Security protocols for Web Commerce. Electronic Payment Systems: Online Electronic Payment Systems, Prepaid and Post Paid Electronic Payment Systems Information Directories and Search Engines .

### UNIT 3: Marketing

Internet Advertising, Models of Internet advertising, Sponsoring Content, Weaknesses in Internet advertising, Web Auctions. Launching your E business- Marketing on E-Business, Search Engines and Directories, Public Relations, Consumer Communication, News Groups & Forums, Exchanging Links, Web Rings, E-Business Back end systems, Business Record Maintenance, Back up procedures and disaster Recovery plans Introduction to E-Commerce, Impact of E-Commerce, Application of E-Commerce Technology, Business Models

### UNIT 4 : Multimedia Applications

Multimedia applications: Selection criteria-integration with other visual technologies -HW and Networking requirements-portability issues-cost benefit analysis. General applications of

multimedia- applications of multimedia in business and industry- Introduction to Virtual Reality.

**UNIT 5 : Practical Issues**

Building a Corporate Website: Practical issues on servers and Application Software. Management issues related to Web Server Setup. Case Study discussion on a Corporate Web Site. E-Commerce legal issues and Cyber laws.

**References:**

1. Raj Kamal “Internet and Web Technologies”, McGraw Hill Education, 2017.
2. Tanenbaum “Computer Networks” 5<sup>th</sup> edition”, Pearson, 2013.
3. Abraham Silberschatz “Database System Concepts 6<sup>th</sup> edition” McGraw Hill Education, 2013.
4. Paul Deitel “Internet & World wide Web”, 5<sup>th</sup> edition, Pearson, 2018.

**Course Outcomes**

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

K1	CO1	study the infrastructure of networks
K3	CO2	apply the Concept of multi media
K4	CO3	analyse the techniques of e-commerce
K4	CO4	list the laws related to Cyber security
K6	CO5	design a Corporate Website

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	M	S	S	S	S	M	S	M
CO2	S	S	S	S	S	M	M	S	S	S	S	S
CO3	S	M	S	S	S	S	S	M	S	M	S	S
CO4	S	M	S	S	M	S	S	S	M	S	M	S
CO5	S	S	M	S	M	S	S	S	S	M	S	S

Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark



<b>COURSE CODE</b>	<b>P21MSR41</b>	<b>PROJECT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>PROJECT</b>			-	-	<b>18</b>	<b>7</b>

The students of MBA shall carry out a project in any reputed Organization for a period of 6-8 weeks during the end of *Third Semester* and report should be submitted in the beginning of fourth semester, under the guidance of a Faculty Members in the Department. Once guides are allotted to the students, the students should contact the respective guides periodically and get necessary guidance. At the end of the project period, every student shall submit a structured project report as approved by the Faculty Guide within the period specified by the Department.

### **An Overview of the Project**

The project is a practical, in-depth study of a problem, issue, opportunity, technique or procedure – or some combination of these aspects of business. Typically, the student will be required to define an area of investigation, carve out research design, assemble relevant data, analyse the data, draw conclusions and make recommendations. The project should demonstrate organisational, analytical and evaluative skills, and, where appropriate, an ability to design a suitable implementation and review procedure. The project should be one of the most original piece of work which you will undertake in your post-graduate study.

### **Guidelines for Project Report**

This section presents some of the norms associated with a project. It is recommended that the students should **follow these guidelines**. The final report should be presented in the following sequence:

- ❖ Title page
- ❖ Student’s Declaration
- ❖ Supervisor’s Certificate
- ❖ Abstract
- ❖ Acknowledgements
- ❖ Table of Contents:
  - List of Tables
  - List of figures
  - List of Appendices
- ❖ **Chapter 1. Introduction:** This chapter includes the prologue to the study, research problem, need for study/significance of the project, objectives, hypotheses, methodology – scope, sample design, sources of information, tools and techniques of analysis, and limitations.

- ❖ **Chapter 2. Literature Review:** This chapter should reflect the student's understanding of the relevant theoretical and empirical background of the problem. Focus should be more on the logical presentation of the empirical evolution of conceptual and methodological issues pertaining to research problem. Also highlight the methodological clues drawn through this review for your project.
  
- ❖ **Chapter 3.** In this chapter you may deal with the topic and provide information and facts confirming to the same in a descriptive mode under relevant headings. In addition, it should contain a brief historical dimension about the area of your study in the respective Company/ Organisation/ System/ Destination.
  
- ❖ **Chapter 4.** Present your data analysis and inferences in tables and graphical representations.
  
- ❖ **Chapter 5. Summary of Findings, Suggestions, and Conclusions:** Gives an overview of the project, conclusions, implications and recommendations. Also specify the limitations of your study. You may indicate the scope for further research.
  
- ❖ **Appendices:**
  - Annexure-I Questionnaire
  - Annexure-II Bibliography
  
- ❖ **Bibliography:** List the books, articles, websites that are referred and useful for research on the topic of your specific project. Follow Harvard style of referencing.

**Length:** The project will be 80-100 Pages exclusive of title and contents page, figures, tables, appendices and references.

**General Text:** Text should be one and a half spaced using printing on both sides of the pages and duly numbered. However, new chapters, sections, etc. should start from odd numbered pages.

**Font:** Times New Roman, Size 12, Justified (both left and right) alignment

**Page Margins:** Top: 1"; Bottom: 1"; Inside: 1.5"; Outside: 1" (Mirrored layout)

**Page numbers:**

- Centered at the bottom of the page
- The main body of the text (where the Introduction) commences on Page1

- The pages included in Appendices/Annexure are to be numbered in roman numerals (i,ii,...)

**Headings:**

- Chapter Headings size 14 in bold type face (centred)
- Main Chapter headings in block capitals (centered)
- Sub-Headings size 12 in bold type face (left side)

**Tables, Figures etc.**

- Must be numbered according to the chapter (e.g. Table 4.1 means that it is located in Chapter 4 and that it is the first table presented and discussed in this chapter)
- Must have a title at the top and key (legend) underneath
- The table title must be set in sentence case (only first letter in capital)
- Only the Table index number should be in bold. Rest of the title should be in plaintext.

The Final Project Report and Viva-Voce Examination will be evaluated by one external examiner and one internal examiner (respective Faculty Guide). The list of external examiners is to be approved by the Controller of Examinations from a panel of external examiners to be submitted by the Head of the Department. Final Project Report will be valued for a weightage of 75 marks followed by Viva-Voce Examination for 25 marks (Total of 100 marks).

## VALUE ADDED PROGRAM

COURSE CODE	P21MSV111	DIGITAL ADVERTISING AND MARKETING	L	T	P	C
<b>SEMESTER - I</b>			<b>30</b>			<b>2</b>
<b>Cognitive Level</b>	<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. teach the students to predict the factors contributing to the digital market</li> <li>2. enable the students to create content for digital marketing in social media platforms</li> <li>3. teach the students to examine with the usage of search engines, SEO, SEM, Webanalytics in digital marketing to increase the customer base</li> <li>4. familiarize with social media marketing tools – Facebook, Linkedin, Twitter, Instagram, Mobile marketing etc influencing marketing</li> <li>5. enable the students to manage the challenges posed by Social Media platforms in digital marketing</li> </ol>					

### UNIT 1 : Introduction

**Introduction to Digital Marketing:** Emergence of digital marketing as a tool – Traditional vs Digital marketing – **Digital Advertising: Search Engine Advertising:** Pay for Search Advertisements – Ad Placement, Ad Ranks – Creating Ad Campaigns and measurement.

### UNIT 2 : Types of Marketing

**Display marketing:** Forms of Display Ads – Types of Display Ads – Benefits – Buying models – **YouTube marketing** – Analytical Tools. **Content Marketing:** Meaning – Importance – Types of content – Preparation of content for digital marketing .

### UNIT 3 : Online Marketing

**Introduction to SEO, SEM, Web Analytics:** Meaning – Need for Search Engine Optimisation (SEO) – Using internet and search engines – Search engine and its working pattern – On-page and off-page optimization – Search Engine Marketing (SEM) – Meaning – SEM vs. SEO – **Web Analytics:** Google Analytics and Google AdWords – Data collection for web analytics – Multichannel attribution – Universal analytics – Tracking code.

### UNIT 4 : Social Media Marketing

Social Media Marketing-I: Role of Influencer Marketing: Introduction to social media platforms – Penetration and characteristics – Building a successful social media marketing strategy. Facebook Marketing: Business through Facebook Marketing – Facebook Marketing Tools. LinkedIn Marketing: Introduction and Importance of LinkedIn Marketing – Framing LinkedIn Strategy – Lead Generation through LinkedIn.

### UNIT 5 : Social Media Marketing ( 6 hours)

Social Media Marketing-II: Twitter Marketing: Meaning – Differentiating Twitter Marketing from other forms of digital marketing – Advertising on Twitter. Instagram and Snapchat: Digital Marketing Strategies through Instagram and Snapchat. Email Marketing: Meaning – Benefits – Mobile Marketing: Mobile Advertising – Features – Types – Mobile Campaign Development.

#### References:

1. Damian Ryan & Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page, London, 2009
2. Seema Gupta, Digital Marketing, Mc-Graw Hill, 1st Edition, 2017
3. Ian Dodson , The Art of Digital Marketing, Wiley, 2016
4. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson, 1st Edition, 2017
5. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015

#### COURSE OUTCOMES

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

K3	CO1	identify the factors contributing to the digital market
K2	CO2	describe digital market segments and develop market entry strategies
K3	CO3	apply ethical decision making and consumer behaviour in digital markets
K6	CO4	design and implement a digital marketing plan to market the products in the global market
K4	CO5	analyse the challenges faced in digital marketing

#### Mapping of Cos with POS & PSOs

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	M	M	M	S	S	S	S	M	S
CO2	S	S	M	S	S	M	S	S	M	M	S	S
CO3	S	S	M	S	S	S	M	S	S	M	S	S
CO4	S	S	M	M	M	S	S	S	M	S	S	S
CO5	S	M	M	S	S	S	M	S	S	S	M	S

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

COURSE CODE	P21MSV112	PERSONALITY DEVELOPMENT AND				L	T	P	C
SEMESTER - I		SOFT SKILLS				30			2
<b>Cognitive Level</b>	<b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K6: Create</b>								
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. teach the importance of personal effectiveness</li> <li>2. enable the students to develop communication competence</li> <li>3. train the students to build effective interpersonal relationships</li> <li>4. train the students to synergistically with her counterparts</li> <li>5. help the students achieve personal and organisational success</li> </ol>								

#### **UNIT 1 : Personal Effectiveness**

**Personal Effectiveness:** What is Personality - Positive Outlook - Emotional Intelligence - Ethical Behaviour - Time Management - Proactivity - Creativity and Innovation

#### **UNIT 2 : Communication Competence**

**Developing Communication Competence:** Conversation Skills - Body Language - Business Etiquette - Presentation Skills - Visual Aids - Resume Writing - Interview Skills

#### **UNIT 3 : Interpersonal Relationship**

**Building Interpersonal Relationships:** Understanding Assertiveness - Resolving Conflicts - Team Building - Leading Effective Group Discussions

#### **UNIT 4: Synergy**

**Synergy:** Goal Orientation - Involving Others in Time Management - Developing Mutual Trust and Collaborations

#### **UNIT 5 : Organizational Effectiveness**

**Organisational Effectiveness:** Managing Change and Transformation - Leading Creativity - Achieving Work Life Success

#### **References :**

1. Kapoor S., Personality Development and Soft Skills: Preparing for Tomorrow (2018), I. K. International Publishing House Pvt. Ltd., New Delhi
2. Mitra B. K., Personality Development and Soft Skills 2e (2016), Oxford University Press
3. Gupta S., A Woman's Guide to Personality Development (2014), V & S Publishers
4. Sabharwal DP., Personality Development Handbook (2021), Fingerprint Publishing
5. Sharma P., Soft Skills: Personality Development for Life Success 2e (2019), BPB Publications

COURSE CODE	P21MSV421	EXPORT AND IMPORT MANAGEMENT				L	T	P	C
SEMESTER -IV		30						2	
<b>Cognitive Level</b>	<b>K1: Recall</b> <b>K2: Understand</b> <b>K3: Apply</b> <b>K4: Analyse</b> <b>K5: Evaluate</b>								
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. teach the students to comprehend the importance of export management.</li> <li>2. familiarise with export procedure and important documents.</li> <li>3. enable the students to develop a conceptual understanding of the regulatory framework for export in India</li> <li>4. help the students to identify various types of exports and imports transaction</li> <li>5. help the students to gain knowledge on International business</li> </ol>								

### UNIT 1 : Introduction

Export Management – Definition-Features - Need-Nature– Scope – Functions and Importance of Export Management. Role of Export in Economic Development

### UNIT 2 : Export Procedures

Export Management-Export Procedure and Documents- Export Finance – Export Promotion schemes- Export Pricing.

### UNIT 3 : Exporters

Exporter - Types of exporters- Registration of exporters. Export Licencing.Role and functions of Export Promotion Councils, Commodity Boards, Directorate of commercial Intelligence and Statistics.Facilities available to EOUs, SEZs, EPZs.

### UNIT 4 : Import Issues

Import management- Concept -Import Procedure and Documentation: Essentials for Starting Import Business- Types of Importers- Registration of Importers -Import License-- Import clearance procedure.

### UNIT 5 : Import Finance

Import finance Export-Import Bank of India-Objectives and Functions of EXIM Bank- Foreign Companies –Govts & Financial Institutions and Commercial Banks in India.

### Reference Books

1. Thomas E. Johnson, Export/Import Procedures and Documentation, Amacom Publishers. 2010.
2. Paul Justin And Aserkar Rajiv, Export Import Management, Oxford, 2013.
3. Usha Kiran Rai: Export - Import and Logistics Management, PHI Learning, 2020.

4. M. I. Mahajan Export policy, Procedures and Documentations, White publications, 2012.

**Course Outcomes**

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

K1	CO1	define the basic principles and practices of export management.
K5	CO2	evaluate the schemes of export finance & export pricing.
K2	CO3	describe the Export Licensing &Promotion Councils.
K3	CO4	apply Import procedure and documentation.
K4	CO5	critically comment on new perspectives in Import finance.

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	S	S	S	M	S	M	S	S	M	M	S
CO2	S	M	S	M	S	M	S	S	M	S	S	M
CO3	S	S	M	S	M	S	M	S	S	M	S	S
CO4	S	M	S	S	M	M	S	M	S	M	S	S
CO5	S	S	S	M	S	S	M	S	M	S	S	M

- Strongly Correlating (S) - 3 marks  
 Moderately Correlating (M) - 2 marks  
 Weakly Correlating (W) - 1 mark  
 No Correlation (N) - 0 mark



COURSE CODE	P21MSV422	ONLINE STOCK MARKET TRADING	L	T	P	C
SEMESTER - IV			30			2
<b>Cognitive Level</b>	<b>K2: Understand</b> <b>K4: Analyse</b> <b>K5: Evaluate</b> <b>K6: Create</b>					
<b>Course Objectives</b>	<b>The Course aims to</b> <ol style="list-style-type: none"> <li>1. help the students know the investment avenues to make profit</li> <li>2. teach the students about various types of analysis that is need to invest in shares</li> <li>3. equip the students with knowledge of stock markets and trading</li> <li>4. train the students on the bond market and its importance</li> <li>5. train the students create an investment portfolio and wealth creation</li> </ol>					

**UNIT 1 : Introduction**

Introduction to securities – types of securities – risk return concept – risk – return relationship – mechanism of risk management

**UNIT 2 : Fundamental Analysis**

Fundamental Analysis – introduction – components – economic analysis – issues – types – industry analysis – company analysis – analyze financial statements using ration and common size analysis

**UNIT 3: Technical Analysis**

Technical analysis – basics - Dow Theory – trend analysis – graphs and charts – triangles and flags- candle sticks – indicators – momentum oscillators - other techniques of trend analysis - preparation for the trading day – intraday trading strategies

**UNIT 4: Portfolio Management**

Portfolio management – construction of portfolio – risk and return individual stock and of portfolio – constituents of portfolio – portfolio theory – Capital Asset Pricing Theory – Arbitrage Pricing Theory – Efficient Market Hypothesis – mechanics of risk management

**UNIT 5: Derivatives**

Introduction – types – history and development of derivatives – different products available – derivatives in India – global derivatives market - Introduction to futures and options – security futures – index futures – security options – index options

**Reference Books**

1. Fischer and Jordan, Security Analysis and Portfolio Management, 6<sup>th</sup> edn, Pearson, 2016
2. PunithavathyPandian, Security Analysis and Portfolio Management, 2<sup>nd</sup>ed, Vikas Publishing house, 2013
3. Warren Buffet, The Intelligent Investor, 2<sup>nd</sup> ed. John Wiley, 2020
4. Sasidharan, Mathews, Security Analysis and Portfolio Management, McGraw Hill, 2011
5. Fabozzi Frank J, Bond Markets, Analysis and Strategies, 8<sup>th</sup>edn, Pearson Education, 2013

**Course Outcomes**

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

K2	CO1	describe the process of investing in shares and bonds
K5	CO2	evaluate the risk and return associated with investment in shares and bonds
K5	CO3	determine fundamental and technical analysis for investments
K4	CO4	analyse investment avenues
K6	CO5	create a portfolio that will maximize the profit for the investors

**Mapping of Cos with POS & PSOs**

CO/ PO	P O1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	S	M	S	S	S	M	S	S	S	M	S	M
CO2	S	M	S	S	S	S	M	M	S	S	S	S
CO3	S	M	S	S	M	S	M	S	S	S	S	M
CO4	S	S	M	M	S	S	M	M	S	S	M	S
CO5	S	S	S	S	M	S	S	M	S	S	M	M

Strongly Correlating (S)	-	3 marks
Moderately Correlating (M)	-	2 marks
Weakly Correlating (W)	-	1 mark
No Correlation (N)	-	0 mark

**P21MSI21 – INTERNSHIP / INDUSTRIAL TRAINING**

**No. of Credits – 2**

**( To be done at the end of Second semester)**

Internship is an Additional Credit Paper

The students should undergo One month Internship after completion of their II Semester

Internship should be done in a reputed organization – Manufacturing, Service sector, Retail organizations , NGOs

The students should submit a Report on completion of their Internship

The Internship Report will be evaluated and Viva-Voce on Internship will be conducted

**P21MS031 - ONLINE COURSE (MOOC)**

**No. of Credits – 2**

Online Course is an Additional Credit Paper.

It is an external paper purely based on the scores of the course selected by the student. The subject is self study pattern

Students has to choose any one Paper from Study Webs of Active learning for Young Aspiring Minds) SWAYAM

They have to complete the examinations as per the regulations of the Course

The student should produce the Certificate on completion of the course to the Department to be forwarded to the Exam Section

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