

**CURRICULUM FRAMEWORK AND SYLLABI FOR
MASTERS OF BUSINESS ADMINISTRATION**

**(FOR THE CANDIDATES TO BE ADMITTED FROM THE ACADEMIC YEAR 2019 -20)
(UNDER CHOICE BASED CREDIT SYSTEM)**



**DEPARTMENT OF MANAGEMENT STUDIES
MOTHER TERESA WOMEN'S UNIVERSITY
KODAIKANAL**

PRELUDE

The Department of Management Studies was established in 2002 with an aim to educate and empower rural women. The Department focuses on imparting high-quality management education. It has been playing a pioneering role in professionalizing Indian management through its post graduate and doctoral programmes.

VISION

To be a contextually relevant business school, to develop socially conscious, efficient business leaders and entrepreneurs through excellence in teaching and dynamic research and to promote gender equality.

MISSION

To provide quality education to empower women students for ethical and innovative leadership and development role for managing change and transformation in a competitive environment.

PROGRAM: MBA (FULL-TIME)

PROGRAM OUTCOMES (PO)

On successful completion of the MBA program, the 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: Imbued 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

PROGRAM SPECIFIC OUTCOMES (PSO)

PSO1: To 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: To train students to acquire managerial skills and ethical values so that they can innovate and create value even in highly challenging business situations.

PSO3: To develop students to take up leadership positions for effective management of businesses in the competitive world.

PSO4: To expose students to real business situations through internships and projects in companies.

PSO5: To encourage students to continuously learn, improvise, adapt, energize, excel and shine in their career/profession.

DEPARTMENT OF MANAGEMENT STUDIES
MOTHER TERESA WOMEN'S UNIVERSITY, KODAIKANAL

MBA – PROGRAMME STRUCTURE (2019-20 onwards)

FIRST YEAR

Subject Code	Course Title	Credits	CIA marks	ESE marks	Total marks	Total Hours
I Semester						
PMST11	Management Process and Business Models	4	25	75	100	5
PMST12	Managerial Economics	4	25	75	100	5
PMST13	Organizational Behaviour	4	25	75	100	5
PMST14	Accounting for Management	4	25	75	100	5
PMST15	Business Law	4	25	75	100	5
PMSE11	<i>Allied</i> :Business Ethics	3	25	75	100	3
PMSA11	Communication skills (Practical)	2	75	25	100	2
Total		25			700	30

II Semester						
PMST21	Operations Management	4	25	75	100	5
PMST22	Marketing Management	4	25	75	100	5
PMST23	Financial Management	4	25	75	100	5
PMST24	Human Resource Management	4	25	75	100	5
PMST25	Operations Research	4	25	75	100	5
PMSE21	<i>Allied</i> : e-Business	3	25	75	100	3
PMSA21	Computer skills (Prac)	2	75	25	100	2
Total		25			700	30

SECOND YEAR

Subject Code	Course Title	Credits	CIA marks	ESE marks	Total marks	Hours
III Semester						
PMST31	Strategic Management	4	25	75	100	5
PMST32	Business Research Methods	4	25	75	100	5
Specialization Elective (To select from Spread of Elective Courses)						
PMST33	Elective-I	3	25	75	100	5
PMST34	Elective-II	3	25	75	100	5
PMST35	Elective-III	3	25	75	100	5
PMSE31	Allied: Women Entrepreneurship	3	25	75	100	3
PMSA31	Managerial skills (Practical)	2	75	25	100	2
Self study	Online Course	1	--	100	100	
PMSI31	Internship	2	75	25	100	
Total		25			900	30

IV Semester						
PMST41	Management Information System	4	25	75	100	5
PMST42	International Business	4	25	75	100	5
Specialization Elective (To select from Spread of Elective Courses)						
PMST43	Elective-IV	3	25	75	100	5
PMST44	Elective-V	3	25	75	100	5
PMST45	Elective-VI	3	25	75	100	5
PMSP41	Major Project Report: Evaluation: 100* Viva : 50*	8	50	150*	200	5
Total		25			700	30
Grand Total		100			3000	

SPECIALIZATION ELECTIVES

III Semester			IV Semester		
No.	Code	Course	No.	Code	Course
MARKETING					
1	PMSTM31	Integrated Marketing Communication	1	PMSTM41	Services Marketing
2	PMSTM32	Digital Marketing	2	PMSTM42	Customer Relationship Management
3	PMSTM33	Retail Management	3	PMSTM43	Global Marketing
4	PMSTM34	Rural Marketing	4	PMSTM44	Supply Chain Management
FINANCE					
1	PMSTF31	Financial Services & Institutions	1	PMSTF41	Corporate Taxation
2	PMSTF32	Security Analysis and Portfolio Management	2	PMSTF42	Derivatives
3	PMSTF33	Strategic Financial Management	3	PMSTF43	Behavioural Finance
4	PMSTF34	International Finance	4	PMSTF44	Insurance Administration
HUMAN RESOURCES					
1	PMSTH31	Human Resource Development	1	PMSTH41	Advanced Behavioural Science
2	PMSTH32	Counselling in the Workplace	2	PMSTH42	Strategic HRM
3	PMSTH33	Industrial Relations & Labour Legislations	3	PMSTH43	International HRM
4	PMSTH34	Organisational Culture & Development	4	PMSTH44	Knowledge Management
SYSTEMS					
1	PMSTS31	Business Analytics	1	PMSTS41	System Analysis and Design
2	PMSTS32	Enterprise Resource Planning (ERP)	2	PMSTS42	Data Analytics
3	PMSTS33	Data Mining and Data Warehousing	3	PMSTS43	Decision Support System
4	PMSTS34	Software Project Management	4	PMSTS44	Internet and Web Applications

CREDIT DISTRIBUTION

S. NO	COURSE CATEGORY	CREDITS PER PAPER	NUMBER OF PAPERS	TOTAL CREDITS	PERCENTAGE OF CREDITS
1.	CORE PAPERS	4	14	56	56
2.	SPECIALIZATION PAPERS	3	6	18	18
3.	ALLIED PAPERS	3	3	9	9
4.	SKILL BASED PAPERS	2	3	6	6
5.	INTERNSHIP	3	1	2	2
6.	PROJECT	8	1	8	8
7.	ONLINE COURSE	2	1	2	2
	TOTAL		29	100	100

AVERAGE PERCENTAGE OF THE COURSES HAVING FOCUS ON SKILLS

CODE	TITLE OF THE PAPER	EMPLOY ABILITY	SKILL BASED	ENTERPRE NEURSHIP	KNOW LEDGE
PMST11	MANAGEMENT PROCESS AND BUSINESS MODELS				√
PMST12	MANAGERIAL ECONOMICS				√
PMST13	ORGANIZATIONAL BEHAVIOUR				√
PMST14	ACCOUNTING FOR MANAGEMENT				√
PMST15	BUSINESS LAW				√
PMSE11	<i>ALLIED</i> :BUSINESS ETHICS				√
PMSA11	COMMUNICATION SKILLS (PRACTICAL)		√		
PMST21	OPERATIONS MANAGEMENT	√			
PMST22	MARKETING MANAGEMENT	√			
PMST23	FINANCIAL MANAGEMENT	√			
PMST24	HUMAN RESOURCE MANAGEMENT	√			

PMST25	OPERATIONS RESEARCH				√
PMSE21	<i>ALLIED</i> : E-BUSINESS	√		√	
PMSEA21	COMPUTER SKILLS (PRAC)	√	√		
PMST31	STRATEGIC MANAGEMENT	√			
PMST32	BUSINESS RESEARCH METHODS	√			
PMSE31	<i>ALLIED</i> : WOMEN ENTREPRENEURSHIP			√	
PMSEA31	MANAGERIAL SKILLS (PRACTICAL)		√		
PMST41	MANAGEMENT INFORMATION SYSTEM				√
PMST42	INTERNATIONAL BUSINESS	√			
PMSTM31	INTEGRATED MARKETING COMMUNICATION			√	
PMSTM32	DIGITAL MARKETING			√	
PMSTM33	RETAIL MANAGEMENT			√	
PMSTM34	RURAL MARKETING	√		√	
PMSTF31	FINANCIAL SERVICES & INSTITUTIONS	√			
PMSTF32	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	√			
PMSTF33	STRATEGIC FINANCIAL MANAGEMENT	√			
PMSTF34	INTERNATIONAL FINANCE	√			
PMSTH31	HUMAN RESOURCE DEVELOPMENT	√			
PMSTH32	COUNSELLING IN THE WORKPLACE				√
PMSTH33	INDUSTRIAL RELATIONS & LABOUR	√			

	LEGISLATIONS				
PMSTH34	ORGANISATIONAL CULTURE & DEVELOPMENT				√
PMSTS31	BUSINESS ANALYTICS	√		√	
PMSTS32	ENTERPRISE RESOURCE PLANNING (ERP)				√
PMSTS33	DATA MINING AND DATA WAREHOUSING				√
PMSTS34	SOFTWARE PROJECT MANAGEMENT				√
PMSTM41	SERVICES MARKETING	√			
PMSTM42	CUSTOMER RELATIONSHIP MANAGEMENT			√	
PMSTM43	GLOBAL MARKETING	√			
PMSTM44	SUPPLY CHAIN MANAGEMENT	√			
PMSTF41	CORPORATE TAXATION	√			
PMSTF42	DERIVATIVES	√		√	
PMSTF43	BEHAVIOURAL FINANCE	√			
PMSTF44	INSURANCE ADMINISTRATION	√		√	
PMSTH41	ADVANCED BEHAVIOURAL SCIENCE	√			
PMSTH42	STRATEGIC HRM	√			
PMSTH43	INTERNATIONAL HRM	√			
PMSTH44	KNOWLEDGE MANAGEMENT				√
PMSTS41	SYSTEM ANALYSIS AND DESIGN				√
PMSTS42	DATA ANALYTICS	√			
PMSTS43	DECISION SUPPORT SYSTEM				√
PMSTS44	INTERNET AND WEB APPLICATIONS				√

Type of course	Employability	Skill	Entrepreneurship	Knowledge
Core Courses-Total	7			7
Elective Courses - Total	19		8	9
Others – Total	2	3	2	1

Course Code & Title	MANAGEMENT PROCESS AND BUSINESS MODELS		
PMST11	Semester-I	Credits:4	Hours:5
Cognitive Level	K1: Recall K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To introduce students to the basic principles and practices of management. 2. To trace the evolution of management thought 3. To elaborate on the managerial functions. 4. To present new perspectives in management 5. To help students learn the theory and practice of business model innovation. 		

UNIT 1

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

UNIT 4

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 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. Wehrich, H., & Koontz, H. (2005). *Management*. Singapore: McGraw-Hill.
2. Koontz, H., & Wehrich, H. (2010). *Essentials of management*. New Delhi: Tata McGraw Hill.
3. Hillier, F. S., & Hillier, M. S. (2008). *Introduction to management science*. New Delhi: McGraw Hill.
4. Drucker, P. F. (2006). *The practice of management*. New York: Harper Business.
5. Prasad, L. (2012). *Principles and practice of management*. New Delhi: Sultan Chand.
6. Stoner, J., Freeman, R., & Gilbert, D. (2007). *Management*. New Delhi: Prentice-Hall Of India Pvt. Ltd.
7. Burton, G., & Thakur, M. (2002). *Management today*. New Delhi: Tata McGraw-Hill.
8. Gene Burton & Manab Thakur, *Management Today: Principles and Practice*, Tata McGraw Hill.

Course Outcomes

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

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	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 & Title	MANAGERIAL ECONOMICS		
PMST12	Semester-I	Credits:4	Hours:5
Cognitive Level	K2: Understand K3: Apply K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> To introduce students to foundational concepts in managerial economics To discuss concepts related to demand and supply To provide an understanding of market structure and its implications To assist students in concept of profit and its applications To discuss key aspects of national income 		

UNIT 1

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

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

UNIT 4

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

REFERENCES:

1. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons.
2. Gupta G S, *Managerial Economics*, Tata McGraw-Hill.
3. Mehta P L, *Managerial Economics*, Sultah Chand and Sons.
4. Joel Dean, *Managerial Economics*, Prentice-Hall.
5. Rangarajan L, *Principles of Macro Economics*, Tata McGraw-Hill.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	M	M	M	M	S	S	S	M	M	S
CO2	S	S	M	S	S	M	M	M	S	S	S	M
CO3	S	M	S	S	S	M	M	M	S	S	M	M
CO4	S	S	S	S	M	M	M	M	M	S	S	S
CO5	S	S	M	M	S	M	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 & Title	ORGANISATIONAL BEHAVIOUR		
PMST13	Semester-I	Credits:4	Hours:5
Cognitive Level	K2: Understand K4: Analyze K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To enable students learn the core concepts of organisational behaviour. 2. To discuss the foundations of individual behaviour. 3. To help students understand the foundations of group behaviour 4. To provide an understanding of organisational dynamics. 5. To help students comprehend the impact of stress and change 		

UNIT 1

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

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 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

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

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, *Organisational Behaviour, Prentice Hall, 1997.***
2. Fred Luthans, *Organisational Behaviours, McGraw Hill Book Co., 1995.*
3. Keith Davis, *Human Behaviour at Work, McGraw Hill Book Co., 1991.*
4. Gregory Moorehead & R.S. Griffin, *Organisational Behaviour: Managing People and Organisations, Jaico, 1994.*
5. Judith R. Gordon, *A Diagnostic Approach to Organisational Behaviour, Allyn & Bacon, 1993.*

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	ACCOUNTING FOR MANAGEMENT		
PMST14	Semester-I	Credits:4	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyze		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To learn the basic accounting concepts and principles and preparation of final accounts 2. To help students to do financial statement analysis and compute ratios of the organisation. 3. To elaborate on nature, scope and functions of management accounting, differentiate it from other branches of accounting viz., cost and financial accounting. 4. To prepare the students to compute the marginal cost; to fix the Break-Even Point and to solve problems on Material, Labour and Overhead Variances. 5. To practice the preparation of various types of budgets and budgetary control of business organisations. 		

UNIT 1

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: 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 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 – 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: 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 & Sakthivel Murugan M, *Accounting for Management*, 2ndedn, S.Chand, New Delhi, 2016.
2. Madegowda J, *Accounting for Managers*, 2ndedn, Himalaya Publ, MuMBAT, 2012.
3. Shukla M.C, Grewal T.S & Gupta P.C, *Advanced Accountancy*, 19thedn, S.Chand, New Delhi, 2016.
4. Jain S.P, & Narang K.L, *Business Accounting*, 4thedn., Kalyani Publ, Delhi, 2013.
5. Maheswari SN, *Principles of Management Accounting*, Sultan Chand & Sons, New Delhi, 2014.
6. Maheswari SN, *Problems and Solutions in Cost Accounting*, 13thedn, Sultanchand& Sons, New Delhi, 1997.

Course Outcomes

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

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

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	M	S	S	M	M	S	S	S	M	M
CO2	S	S	S	M	S	S	M	S	S	M	S	S
CO3	S	S	S	M	M	S	M	S	S	S	S	M
CO4	S	M	S	S	S	M	M	S	S	M	M	S
CO5	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 & Title	BUSINESS LAW		
PMST15	Semester-I	Credits:4	Hours:5
Cognitive Level	K1: Recall K2: Understand K4: Analyze K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To make the students learn about various laws which relate to setting up of business 2. To elaborate on the laws which contract and sales in business 3. to create awareness on setting up of companies 4. To train the students on different securities. 5. To teach the students on the newly introduced regulations and how they affect the business. 		

UNIT 1

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

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

UNIT 4

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

Companies Act, 2013, Companies (Amendment) Act, 2019, Insolvency and Bankruptcy code, recent acts

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.
3. M.C. Shukla, *Mercantile Law*, S. Chand & Co., New Delhi.
4. Kapoor N.D, *Industrial Laws*.
5. Ananth Padmanabhan, *Intellectual Property Rights – Infringement and Remedies*, Lexis – Nexis Publishers
6. Wadehra.B.L., *Law relating to Intellectual Property*, Universal Law Publishers CoLtd.,
7. Venkataraman. M., *An introduction to Intellectual Property Rights*, Paperback publications
8. Neeraj Pandey, *Intellectual Property Rights*, Paperback Publications

Course Outcomes

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

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	Analyse the recent Acts applicable to business
K5	CO5	Discuss the amendments to Companies Act, 2013

Mapping of Cos with POS & PSOs

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

Allied Paper

Course Code & Title	BUSINESS ETHICS (Allied Paper)		
PMSE11	Semester-I	Credits:3	Hours:5
Cognitive Level	K1: Recall K2: Understand K4: Analyze K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To make the students learn about principles of personal as well professional ethics of business 2. To elaborate on the environmental ethics in business 3. to create awareness on corporate ethics 4. To train the students on corporate social responsibilities 5. To teach the students on the newly introduced regulations on corporate governance in business. 		

UNIT – 1

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 - History and Growth of Consumer Protection - Consumer Protection (Amendment) Act, 2002

UNIT – 2

Environmental Ethics - History of Environmentalism - Environmental Management in India - India's Environmental Policies - Marketing Ethics - Normative Marketing Ethics - Beyond the Four Ps - Ethical Issues in Human Resource Management - Creating an Ethical Organisation - HRD in India - Ethical Issues in Financial Management - Frauds in Banks - Measures against Bank Frauds

UNIT – 3

Corporate Ethics: Investors' Rights, Privileges, Problems and Protection - Lacunae in Investor Protection - Suggestions for Improvement - Ethical Dilemmas, Sources and their Resolutions - Ethical Decision-making in Business - Influences on Ethical Decision Making - Globalization and Business Ethics - Challenges of Globalisation in the Context of Growing Market Economies

UNIT – 4

Corporate Social Responsibility: An Overview - Theoretical Justification for CSR - Models for Implementation of CSR - CSR as a Business Strategy for Sustainable Development - Advantages of CSR - Scope of CSR - Steps to Attain CSR - External Standards on CSR - Prestigious Awards for CSR - CSR: The Indian Perspective - Future of Indian CSR

UNIT – 5

Corporate Governance: An Overview - Theory and Practice of Corporate Governance - Landmarks in the Emergence of Corporate Governance - Board of Directors - Roles, Duties and Responsibilities of Auditors - Monopoly, Competition and Corporate Governance - Role of the Government in Ensuring Corporate Governance - Corporate Governance: The Indian Scenario

Reference:

1. **Fernando A. C., Business Ethics and Corporate Governance, Pearson Education, 2012**
2. Fernando A. C., Muraleedharan K. P., Satheesh E. K., Corporate Governance: Principles, Policies and Practices, Pearson Education, 2018
3. Monks, Robert A. G., Minow N., Corporate Governance, Wiley, 2013
4. Velasquez, M. G., Business Ethics: Concepts and Cases, Pearson Education, 2016
5. Shaw, W. H., Business Ethics, Cengage Learning, 2015

Course Outcomes

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

K1	CO1	To know the ethical business functioning
K5	CO2	Elaborate environmental ethics and its impact on the business
K4	CO3	Critically evaluate the recent regulations of corporate governance
K2	CO4	Describe the importance of corporate social responsibility 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	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

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

Course Code & Title	COMMUNICATION SKILLS (Skill based Paper-Practical)		
PMSA11	Semester-I	Credits:2	Hours:2
Cognitive Level	K2: Understand K3: Apply		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To make the students learn about executive communication 2. To elaborate on oral and written communication in business 3. To create awareness on technology in communication 		

UNIT 1

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

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

UNIT 2

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. Reports: Types of Business Reports – Format – Checklist for compiling reports – Executive Summary – Compiling a Press Release – Organization Reports by Individual, Committee – Conducting Meetings: Procedure – Preparing Agenda, Minutes and Resolutions – Conducting Seminars and Conferences.

REFERENCES:

1. **Rajendra Pal & J S Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi.**
2. Devaraj & Anthony S. K.S., Executive Communication, 3rd ed., TMH, New Delhi.
3. Lesikar, Flatley, Rentz & Pande, Business Communication, 11th ed., TMH, 2010
4. Chaturvedi P. D., & Mukesh Chaturvedi, Business Communication : Concepts, Cases And Applications, 2nd ed., Pearson Education, 2011
5. Penrose, Rasberry, Myers, Advanced Business Communication, 5th ed., Cengage Learning, 2004
6. Andrea J. Rutherford, Basic Communication Skills for Technology, Pearson Education Asia, New Delhi.
7. RK Madhukar, Business Communication, Vikas Publishing House Pvt Ltd K.R.

Course Outcomes

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

K2	CO1	Understand the communication process and barriers
K3	CO2	Develop written communication in business
K3	CO3	Apply technology in communication

Mapping of Cos with POS & PSOs

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

II SEMESTER

Course Code & Title	OPERATIONS MANAGEMENT		
PMST21	Semester-II	Credits:4	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none">1. To introduce students to the production and operation function2. To give a broad overview of capacity planning3. To discuss the pertinent aspects of process planning4. To explain the importance of layouts, and PPC5. To introduce material requirement planning and control		

UNIT 1

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 – 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 – 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, 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 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. Adam Jr. Ebert, *Production and Operations Management*, PHI Publication.
2. Ashwathappa K & Bhatt K, *Production and Operations Management*, Himalaya Pub House, 2010.
3. Muhlemann, Oakland & Lockyer, *Production and Operation Management*, Macmillan.
4. Buffa E.S., *Modern Production and Operation Management*, TMH Publications.
5. Chary S.N., *Production and Operation Management*, TMH Publications.
6. Snyder, C. R. (Ed.). (1999). *Coping: The psychology of what works*. New York, NY: Oxford University Press.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	MARKETING MANAGEMENT		
PMST22	Semester-II	Credits:4	Hours:5
Cognitive Level	K1: Recall K2: Understand K4: Analyse K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> To learn the marketing concepts, planning and environment and forecasting the market. To examine the opportunities, threats and changes in the competitive environment to prepare suitable marketing mix for different businesses. To understand the forces driving the consumer behaviour for decision-making, relationship and retention of customers. To identify the market segments to devise strategies and to fix the target consumers for positioning the products. To provide an understanding of the elements in marketing mix and its application to create satisfied customers. 		

UNIT 1

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: 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 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: 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 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*, Prentice Hall of India**
2. Ramasamy & Namakumari, *Marketing Management*.
3. Cundiff Etal, *Fundamentals of Modern Marketing*, Prentice Hall.
4. William Stanton Etal, *Fundamentals of Marketing*, Tata McGraw Hill.
5. Modern, *Elements of Marketing*, ELBS.
6. N. Meenakshi & Arunkumar, *Marketing Management: Comprehensive Text*, Vikas Publ House.

Course Outcomes

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

K1	CO1	Better focus on marketing concepts, planning and environment and forecast the market for healthier segmentation for targeting and positioning. Also Identify opportunities, threats and changes in the competitive environment and respond quickly with best marketing mix.
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	Students would 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

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	M	M	S	M	S	S	S	M	S	S
CO2	S	M	M	S	M	S	S	M	S	M	S	S
CO3	S	M	M	S	M	M	S	S	M	S	M	M
CO4	S	M	S	M	S	S	S	S	M	S	S	M
CO5	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 & Title	FINANCIAL MANAGEMENT		
PMST23	Semester-II	Credits:4	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To describe the functions and goals of financial management and time value of money 2. To list out various sources and instruments of finance and classify them. 3. To critically observe the capital structure and theories and working capital requirements of an organisation. 4. To discuss the dividend theories and policies of organisations. 5. To apply the capital appraisal tools and evaluate the profitable capital investments and projects for the organisation. 		

UNIT 1

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

UNIT 3

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

UNIT 5

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*.
2. Khan and Jain, *Financial Management*.
3. Solomon Ezra and Priyle John, *An Introduction to Financial Management*.
4. Prasanna Chandra, *Financial Management and Policy*.
5. James C Van Horne, *Financial Management and Policy*.
6. Apte P G, *International Financial Management*.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	HUMAN RESOURCE MANAGEMENT		
PMST24	Semester-II	Credits:4	Hours:5
Cognitive Level	K2: Understand K4: Analyse K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To trace the evolution and development of the human resource management function. 2. To discuss the impact of environment on human resource management and the human resource management process 3. To introduce recruitment, selection, induction, promotion, transfer, separation functions 4. To give a broad overview of HRD, Appraisal and Compensation 5. To give a brief introduction to industrial relations 		

UNIT 1

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

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

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

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

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, *Human Resource Management*.
2. Subba Rao P, *Personal Human Resource Management: Text & Cases*.
3. Tripathi, *Personnel Management and Industrial Relations*.
4. Edwin B Flippo, *Personnel Management*.

Course Outcomes

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

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

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	M	S	M	S	S	S	S	M	M	S
CO2	S	S	S	M	M	S	M	M	S	S	M	S
CO3	S	M	S	S	M	M	S	S	S	S	M	M
CO4	S	S	M	S	S	S	S	M	M	S	M	S
CO5	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 & Title	OPERATIONS RESEARCH		
PMST25	Semester-II	Credits:4	Hours:5
Cognitive Level	K2: Understand K3: Apply K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To teach the students about the tools and techniques of Operations Research 2. To train the students on concept of optimization 3. To help the students to learn the methods to minimize cost 4. To help the students understand the critical path and duration to complete projects 5. To train the students to make better decisions 		

UNIT 1

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 – 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

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

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

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. Pannervelam R., *Operations Research - Methods & Practice*, Wiley & Sons
2. Handly A. Taha, *Operations Research – An Introduction*.
3. P .K. Gupta & D.S. Hira, *Operations Research*.
4. UK Srivastava, Gr Shenory, SC Sharma , *Quantitative Techniques for Managerial Decision Making*.
5. ND Vohra, *Quantitative Techniques in Management*.
6. Dharani Venkatakrishnan, *Operations Research Principles and Problems*.

Course Outcomes

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

K2	CO1	Describe the mathematical techniques in business
K3	CO2	Choose the correct technique at the type of 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 the mathematical techniques

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	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 & Title	E-BUSINESS (Allied)		
PMSE21	Semester-II	Credits:3	Hours:3
Cognitive Level	K1: Recall K3: Apply K4: Analyse		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To teach the students about the impact of electronic communication and traditional businesses 2. To train the students on concept of management issues in creating a new customer 3. To help the students to learn supply chain management 4. To help the students understand the e-business strategy 		

UNIT - 1

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: 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: 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: 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: 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
6. Trivedi M. C., **Electronic Commerce: A Simplified Approach**, Jaico Publishing, 2010
7. Ward Hanson , KirthiKalyanam, **Internet Marketing & e-Commerce**, Cengage, 2007
8. Roberts &Zahay, **Internet Marketing: Integrating Online & Offline Strategies**, Cengage, 2012

Course Outcomes

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

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

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	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 & Title	COMPUTER SKILLS (Skill Based Paper-Practical)		
PMSE21	Semester-II	Credits:2	Hours:2
Cognitive Level	K2: Understand K3: Apply K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To make the students learn about word processing 2. To elaborate on the use of spreadsheet and powerpoint 3. To create awareness on basic computer network 		

UNIT 1

Understanding Word Processing: Word Processing Basics – Opening and Closing of documents – Text creation and Manipulation – Formatting of text – Table handling – Spell check, language setting and thesaurus – Printing of word document.

Using Spread Sheet: Basics of Spreadsheet – Manipulation of cells – Formulas and Functions – Editing of Spread Sheet – Printing of Spread Sheet.

Using Power Point: Menu – Toolbars – Creating presentations – Using auto content wizard – Using blank presentation option – Using design template option.

Basic of Computer networks: Web Browsing softwares, Search Engines – Basics of electronic mail: Getting an email account – Sending and receiving emails – Document collaboration – Instant Messaging

UNIT 2

Tally ERP: Introduction – Installation and Licensing of Tally. – Data Migration – Creating Masters in Tally.– Maintaining Company in Tally. – Advance Features of Tally.ERP – Accounting Reports of Tally. – Inventory Reports of Tally – Fundamentals of Accounting and Inventory – Keyboard Shortcuts.

REFERENCES:

1. Satish Jain, **Basic Computer Course Made Simple**, BPB Publishers, 2011.
2. Dinesh Madaisani, **Mastering Tally.ERP9**

Course Outcomes

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

K2	CO1	Understand and use office automation
K3	CO2	Make use of Tally in business
K5	CO3	Explain the process of building computer networks

Mapping of Cos with POS & PSOs

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

III SEMESTER

Course Code & Title	STRATEGIC MANAGEMENT		
PMST31	Semester-III	Credits:4	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none">1. To create awareness about the environment in which the business is functioning.2. To help the students gain knowledge on how the companies would formulate vision, mission and objectives3. To help the students understand on what decisions to take based on the analysis of the company4. To train the students on implementation issues of strategy5. To gain knowledge on Business on Business Ethics and various issues relating to Business Ethics		

UNIT 1

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 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/ Alternatives: Corporate strategies – Stability, 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: Process – at corporate level – at business level – Factors affecting strategic choice – Strategic Implementation: Components of strategic implementation – Project implementation – Procedural implementation and Resource allocation.

UNIT 5

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. Azhar Kazmi, *Strategic Management and Business Policy*, 3ed., TMH, New Delhi, 2007.
2. R. Srinivasan, *Strategic Management*, 3ed., PHI, New Delhi, 2007.
3. Thomson, Strickland & Pearson, *Strategic Management*, TMH, New Delhi, 2005.
4. V.S. Ramasamy and S. Namakumari, *Strategic Planning-Formulation of Corporate Strategy*, Macmillan India Ltd., New Delhi.
5. Pearce & Robinson, *Strategic Management: Formulation, Implementation and Control*, 9ed., TMH, 2007.
6. Michael Porter, *Competitive Strategies*.

Course Outcomes

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

K2	CO1	Know the environment the company is operating in
K3	CO2	Application of 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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

PMST32: BUSINESS RESEARCH METHODS

No. of Credits – 4

Course Code & Title	BUSINESS RESEARCH METHODS		
PMST32	Semester-III	Credits:4	Hours:5
Cognitive Level	K3: Apply K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none">1. To identify the research problems and prepare a research design.2. To develop the methodology and test the research instruments for the research.3. To describe the methods of data collection and to fix the sample to collect the data4. To analyse the data by applying suitable statistical tools and interpret the results.5. To describe the mechanism of writing good report with required contents.		

UNIT 1

Research: Types of Research – Significance of Research in Business Sciences – Research Problem: Identification – Selection and Formulation – Review of Literature – Hypothesis – Meaning – Sources – Types of hypothesis.

UNIT 2

Research Design – Components of a Research Design – Sampling – Principles of Sampling – Probability and Non-probability Sampling Methods – Sources of Information – Choice between Primary and Secondary Data.

UNIT 3

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.

UNIT 4

Processing of Data: Editing, Coding, Classification and Tabulation – Analysis of Data – 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. 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

Interpretation and Report Writing – 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.

REFERENCES:

1. CR. Kothari, *Research Methodology: Theory and Practice*, New Age Publishers
2. D. Amarchand, *Research Methods in Commerce*.
3. Goode and Hatt, *Methods of Social Research*.
4. SP. Gupta, *Statistical Methods*.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	WOMEN ENTREPRENEURSHIP (Allied Paper)		
PMSE31	Semester-III	Credits:3	Hours:3
Cognitive Level	K3: Apply K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To introduce women students to entrepreneurship 2. To help students understand HRM system in the context of entrepreneurship 3. To enable students comprehend the role of strategic management in entrepreneurship 4. To present the importance of leadership in entrepreneurial organizations 5. To discuss cases on women entrepreneurship 		

UNIT-1

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

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 – 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, IRCL, NIDC, SIDBI, SISI, SIPCOT etc evaluation of sickness of SSI, assessment of viability of sick industries and their rehabilitation.

UNIT-4

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 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. Charantimath Poornima M, "Entrepreneurship Development and Small Business Enterprises" Pearson Publication Third Edition Jan 2018.
2. Mohanty, Fundamentals of Entrepreneurship, Prentice Hall of India,
3. Hisrich, Peters and Sheperd, Entrepreneurship, Sixth edition, Tata McGraw Hill,
4. Peter Drucker Innovation and Entrepreneurship, Colins (Reprint)
5. MadhurimaLall, Shikha Sahai, "Entrepreneurship" Excel publication
6. Zimmerer and Scarborough, Essentials of entrepreneurship and small business management, fourth edition, Prentice Hall of India,
7. Kanka S.S., Entrepreneurial Development, S. Chand & Co.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	MANAGERIAL SKILLS (Soft Skill-Practical)		
PMSA31	Semester-III	Credits:2	Hours:2
Cognitive Level	K3: Apply K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To make the students learn skills required for effective management 2. To explain on various communication skills, leadership skills and negotiating skills 3. To create awareness on problem solving skill 		

UNIT 1

Introduction to skills – types of skills – personal skill, characters of effective managers – importance – skills required for effective management – self awareness – general awareness – importance

Communication skills – importance – types – supportive, coaching, mentoring, counselling, skills required for team management – leadership skills – negotiating skills – networking skills managing diverse groups – diversity management

UNIT 2

Problem solving – ability – analytical skills – techniques to analyze problems – analytical problem solving – decision making – steps – factors to consider.

Empowerment – meaning – delegation – how to delegate – what to delegate – time management

Assertiveness – transactional analysis – creativity – innovation, decision making under uncertain environment – how to be assertive – conflict management

REFERENCES:

1. **Leslie L. Kossoff (1999), *Executive Thinking* , Paperback edition**
2. Dianna Booher, (2012), *Communicate with confidence*, Paperback edition
3. Stuart Wyatt, (2010), *The Secret laws of Management*, Paperback Edition

Course Outcomes

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

K3	CO1	Develop different types of managerial skills
K6	CO2	Describe techniques to analyse problems
K3	CO3	Build problem solving ability and conflict management

Mapping of Cos with POS & PSOs

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

Self Study Paper

ONLINE COURSE

No. of Credits – 1

Online Course is only an external paper for 100 marks purely based on the scores of the course selected by the student. No internal marks will be awarded for this course.

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

MSI31: INTERNSHIP

No. of Credits – 2

Course Code & Title	INTERNSHIP		
PMSI31	Semester-III	Credits:2	
Cognitive Level	K2: Understand K4: Analyse		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: 1. To study the structure of organisations 2. To examine the functions of business in various sectors		

Internship is an Internal Paper which carries 50 marks in Continuous Internal Assessment.

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 formats, NGOs

The students should submit a Report on completion of their Internship

The Internship Report will be Evaluated for 25 marks and Viva-Voce on Internship will be conducted for 25 marks in the III Semester.

Course Outcomes

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

K2	CO1	Describe the structure of organisations
K4	CO2	Examine the functions of business in various sectors

Mapping of Cos with POS & PSOs

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

IV SEMESTER

Course Code & Title	MANAGEMENT INFORMATION SYSTEM		
PMST41	Semester-IV	Credits:4	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none">1. To study the types and structure of information system2. To explore database, data warehousing and telecommunication networks3. To develop IT solutions for business4. To apply artificial intelligence technology in business5. To discuss security measures and ethical challenges in business and technology		

UNIT I

Introduction: Definition of System – Information System – Information System Activities and Resources – Types of Information Systems – Managerial Challenges of Information Technology – Strategic Uses of Information Technology.

UNIT II

Database and Information Management: Organizing Data in Traditional File Environment – The Database Management Approach – Data warehousing – Data Mining – Database Structures Telecommunication Networks: Business Use of the Internet – Role of Intranets and Extranets – Types of Telecommunication Networks

UNIT III

Developing Business/IT Solutions: Systems Development Life Cycle – Prototyping – Feasibility Studies - System Analysis – Systems Design – End user Development Functional Business Systems: Marketing Systems – Manufacturing Systems – Human Resource Systems – Accounting Systems – Financial Management Systems.

UNIT IV

Decision Support Systems: Decision Making Process - DSS Components – What-if Analysis – Sensitivity Analysis – Goal-seeking Analysis Artificial Intelligence Technologies in Business: Overview of Artificial Intelligence – Neural Networks – Fuzzy Logic Systems – Genetic Algorithms – Expert Systems – Virtual Reality

UNIT V

Security and Ethical Challenges: Information Systems Controls – Risks of Online Operations – Security Measures – Systems Controls and Audits – Ethical Responsibility of Business Professionals: Business Ethics and Technology Ethics – Ethical Guidelines

REFERENCE BOOKS

1. **KeroneKanter, *Management Information System*, EEE Publications.**
2. Azam, M., Management Information System, McGrawHill Education, 2012.
3. Kendall, K. and Kendall, J., Systems Analysis and Design, 7th Edition, PHI Learning, 2009.
4. Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.
5. Mohapatra, S., Cases in Management Information Systems, PHI Learning, 2008.

6. Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.
7. O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.
8. Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009.
9. Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning, 2012.

Course Outcomes

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

K2	CO1	Understand the types and structure of information system
K3	CO2	Organise database, data warehousing and telecommunication networks
K3	CO3	Develop IT solutions for business
K4	CO4	Analyse artificial intelligence technology in business
K5	CO5	Discuss security measures and ethical challenges in business and technology

Mapping of Cos with POS & PSOs

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	M	S	S	M	S	S	S	S	M	M	S
CO2	S	M	S	S	M	S	M	S	S	M	S	S
CO3	S	S	M	M	S	S	S	S	M	S	M	M
CO4	S	M	S	S	S	M	S	M	M	S	S	S
CO5	S	S	M	S	S	S	M	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 & Title	INTERNATIONAL BUSINESS		
PMST42	Semester-IV	Credits:4	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To create awareness about various concepts of international business 2. To elaborate on political economy 3. To teach International Trade theory 4. To describe Foreign Direct Investment 5. To equip the students with international business strategy 		

UNIT I

Introduction: The Globalization of the World Economy – Emergence of Global Institutions – Changing Nature of International Business – Managing in the Global Market Place

UNIT II

National Differences in Political Economy: Introduction – Political Systems – Economic Systems – Legal Systems – The Determinants of Economic Development – States in Transition Differences in Culture: Introduction – Social Structure – Religion – Language – Education – Culture and the Workplace – Cultural Change – Cross-cultural Literacy – Culture and Competitive Advantage.

UNIT III

International Trade Theory: Introduction – Mercantilism – Absolute Advantage – Comparative Advantage – Heckscher-Ohlin Theory – The New Trade Theory – National Competitive Advantage – Porter's Diamond – WTO & Development of World Trade – Regional Grouping of Countries and its Impact.

UNIT IV

Foreign Direct Investment: Introduction – FDI in the World Economy – Horizontal and Vertical Foreign Direct Investment – Advantages of Host and Home Countries. The Global Monetary System: An Introduction to Foreign Exchange Market – Functions of Foreign Exchange Market.

UNIT V

International Business Strategy: Introduction – Strategy and the Firm – Profiting from Global Expansion – Pressures for Cost Reductions and Local Responsiveness – Strategic Choice. Mode of Entry and Strategic Alliances: Introduction – Entry Modes – Selecting an Entry Mode – Strategic Alliances – Making Alliances Work.

Exporting, Importing and Counter Trade: Introduction – The Promise and Pitfalls of Exploring – Improving Export Performance – Export and Import Financing – Export Assistance – Counter Trade.

REFERENCE BOOKS

1. Cherunilam, F., **International Business: Text and Cases, 5th Edition, PHI Learning, 2010.**

2. Hill, C.W.L. and Jain, A.K., International Business: Competing in the Global Marketplace, 6th Edition, Tata McGraw-Hill Education, 2008.
3. Paul, J., International Business, 5th Edition, PHI Learning, 2010.
4. Ball, D., Geringer, M., Minor, M. and McNett, J., International Business: The Challenge of Global Competition, 11th Edition, Tata-McGraw-Hill Education, 2009.
5. Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
6. Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

Course Outcomes

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

K2	CO1	Outline the concepts of international business
K5	CO2	Evaluate the determinants of economic development
K4	CO3	Examine the impact on foreign direct investment
K2	CO4	Describe the export import financing
K3	CO5	Develop suitable international business strategies

Mapping of Cos with POS & PSOs

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

III SEMESTER : FINANCE SPECIALIZATION PAPERS

Course Code & Title	FINANCIAL SERVICES AND INSTITUTIONS		
PMSTF31	Semester-III	Credits:4	Hours:5
Cognitive Level	K1: Recall K2: Understand K4: Analyse K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none">1. To create an awareness about various financial services and institutions available in India2. To elaborate on the functioning of various financial markets3. To help to gain knowledge on recent developments in the banking and NBFCs4. To train the methods of credit management using factoring or bills discounting5. To give awareness on investor returns and risk		

UNIT 1

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: 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

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: 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: 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*, Tata Mcgraw Hill**
2. L.H. Bhole, *Financial Market & Institutions*.
3. Vasant Desai, *Development Banking – Issues and options*, Himalaya publishers.
4. Khan M.Y., *Industrial Finance*, Tata McGraw Hill publishers.
5. L.C. Gupta *The Changing structure of Industrial finance in India*, Oxford University Press.
6. Davis, Yeomans, *Company finance and the capital market – A study of the effect of firm size*, Cambridge University Press

Course Outcomes

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

K1	CO1	Name the financial services and institutions in India
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT			
Course Code & Title			
PMSTF32	Semester-III	Credits:4	Hours:5
Cognitive Level	K2: Understand K4: Analyse K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To help the students know the investment avenues to make profit 2. To teach the students about various types of analysis that is need to invest in shares 3. To help students understand the meaning and investment methods of portfolio 4. To train the students on the bond market and its importance 5. To help the students create an investment portfolio 		

UNIT 1

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

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

UNIT 3

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

UNIT 5

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

REFERENCES

1. Management of Investment, Jc. Francis.
2. Investment Management, Bhalla, Tuteja.
3. **Investment Management, Punithavathi Pandian.**

4. The Capital Market of India, Sinha.
5. Investment Management, Sinha, Hemalatha, Balakrishnan.
6. Security Analysis and Portfolio Management, M Latane et al.
7. Portfolio Analysis, Jc Francis, S.H. Archer.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	STRATEGIC FINANCIAL MANAGEMENT		
PMSTF33	Semester-III	Credits:4	Hours:5
Cognitive Level	K1: Recall K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To elaborate on techniques on financial forecasting 2. To make students aware on types of capital structure and the structure which will increase shareholders' wealth 3. To know the sources of long term finance from Indian and overseas markets 4. To train the students on financial forecasting techniques 5. To teach the students on methods to financially restructure the business 		

UNIT 1

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

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 – 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

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 – 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. **James C. Van Horne, *Financial Management***
2. Ravi M.Kishore, *Financial Management*, Taxmann's Publications.
3. Prasanna Chandra, *Financial Management*, Tata McGraw Hill.
4. S. N. Maheswari, *Financial Management*, Sultan Chand & Sons.
5. M.Y Khan and P.K. Jain, *Financial Management*, Tata McGraw Hill.
6. I.M. Panday, *Financial Management*

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

PMSTF34: INTERNATIONAL FINANCE

No. of Credits – 3

Course Code & Title	INTERNATIONAL FINANCE		
PMSTF34	Semester-III	Credits:4	Hours:5
Cognitive Level	K1: Recall K2: Understand K4: Analyse K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none">1. To study the theories of foreign exchanges2. To understand the role of bank and financial institutions in foreign trades3. To elaborate on risk and returns of Foreign Exchange Management4. To help the students understand the nuances of international trade5. To train the students on international investments and international portfolio		

UNIT 1

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, 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 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 – 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 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 and Risk Management*.
2. Alan C Shapiro, *International Finance*, Wiley.
3. Maurice Levi, *International Finance*, McGraw Hill.
4. Eun and Resnick, *International Finance*, McGraw Hill.
5. Hull, *Futures, Options and Derivatives*, McGraw Hill.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

III SEMESTER : HR SPECIALIZATION PAPERS

Course Code & Title	HUMAN RESOURCE DEVELOPMENT		
PMSTH31	Semester-III	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none">1. To present the role of human resource development2. To discuss the importance of performance appraisals and development3. To introduce students to potential appraisal and career development4. To help students comprehend organizational effectiveness5. To trace the recent trends in HRD		

UNIT 1

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

UNIT 5

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

. REFERENCES:

1. Pareek Udai And T V Rao, *Designing and Managing Human Resource Systems*, Oxford & IBH
2. Rao T.V, *Performance Appraisal: Theory and Practice*, Aima – Vikas, New Delhi.
3. Rao T.V, *Alternative Approaches and Strategies HRD*, New Delhi: Rawat Publishers.
4. **Kohli and Sinha D,(Ed) *Human Resource Development: Global Changes and Strategies in 2000 AD*, Allied Publishers.**

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	COUNSELING IN THE WORKPLACE		
PMSTH32	Semester-III	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To trace the role and importance of counseling at the workplace 2. To enable students understand the roles of counselors 3. To help students learn the key aspects of preparation 4. To introduce students to the usefulness of evaluation 5. To discuss the methods of training counsellors 		

UNIT 1

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

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 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

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

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 Counseling*, Sage Publications, 1999.
2. Richard Welson-Jones, *Introduction to Counseling Skills: Texts and Activities*, Sage Publications, 2000.

Course Outcomes

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

K2	CO1	Describe the role and importance of counseling at the workplace
K5	CO2	Explain the roles of counselors
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS		
PMSTH33	Semester-III	Credits:3	Hours:5
Cognitive Level	K2: Understand K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To introduce students to the concepts and systems of industrial relations. 2. To discuss concepts and practices related to industrial disputes 3. To enable students to understand the concept of collective bargaining and its implications 4. To help students understand important provisions of Factories Act, Industrial Disputes Act, Industrial Employment Act 5. To help students understand important provisions of Payment of Wages Act, Minimum Wages Act and Workman's Compensation Act 		

UNIT 1

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

UNIT 3

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

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

UNIT 5

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

REFERENCES:

1. Tripathi PC, *Personnel Management and Industrial Relations*.
2. Arun Monappa, *Industrial Relations*, TMH.
3. Mamoria C B, *Dynamics of Industrial Relations in India*, Himalaya.
4. Venkatapathy R & Assisi Menachery, *Industrial Relations and Labour Legislation*, Aditya Pub.
5. Subba Rao P, *Essentials of HRM and Industrial Relations*, Himalaya.
6. Bhagoliwal T.N, *Personnel Management and Industrial Relations*, Agra Pub, Agra.
7. Kapoor N.D, *Industrial Law*

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	ORGANISATIONAL CULTURE AND DEVELOPMENT		
PMSTH34	Semester-III	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To introduce the characteristics and dimensions of organisational culture. 2. To discuss the key features of organizational change 3. To explain the significant aspects of organizational development. 4. To help students learn about O.D. interventions 5. To discuss the key issues in the implementation and assessment of O.D. 		

UNIT 1

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

UNIT 2

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

UNIT 3

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

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

UNIT 5

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. Wendell I French, Cecil H Bell Jr. *Organisation Development*, 4ed, PHI.
2. French, Bell &Zawacki, *Organisation Development Theory, Practice & Research*, 3ed, Universal Book Stall.
3. **J. N. Jain & P. P. Singh, *Modern Organizational Development and Change: Principles and Practices*, Regal Publications**
4. Paul S.Goodman, *Assessing Organisational Change*, John Wiley and Sons, 1979.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

III SEMESTER: MARKETING SPECIALIZATION PAPERS

Course Code & Title	INTEGRATED MARKETING COMMUNICATION		
PMSTM31	Semester-III	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To understand the concepts, principles and tools of Integrated Marketing Communication 2. To identify organizational challenges to IMC campaigns and the elements of strategic communications plan. 3. To learn to structure, classify and create ads to reach the target consumers 4. To formulate media strategy, devise media plans, prepare budget for effective ads 5. To integrate IMC tools to design the promotional strategies 		

UNIT 1

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

UNIT 4

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: 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*, TMH, 208.
2. Tom Duncan, *Principles of Advertising & Integrated Marketing Communications*, 2ed, TMH
3. Clow and Baack, *Integrated Advertising, Promotion and Marketing Communications*, PHI/ Pearson 2007.
4. Shimp, *Advertising and Promotion: IMC Approach*, Cengage Learning, 2007.
5. KrutiShate & Plan D'souza, *Advertising and Promotion: IMC Perspectives*, TMH, 2009.
6. Chunnawalla, *Advertising, Sales and Promotion Management*, Himalaya Pub, 2007.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	DIGITAL MARKETING		
PMSTM32	Semester-III	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To predict the factors contributing to the digital market 2. To identify profitable digital market segments and develop market entry strategies 3. To apply ethical decision making and consumer behaviour in digital markets 4. To design and implement a digital marketing plan to market the products in the global market 5. To manage the challenges faced in digital marketing 		

UNIT 1

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: 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

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, 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
6. Melissa S. Barker, et-al, *Social Media Marketing: A Strategic Approach*, Cengage, 2019
7. Dr.Ragavendra K. and Shruthi P, *Digital Marketing*, Himalaya, 2016
8. Nitin C. Kamat, Mr.ChinmayNitinKamat, *Digital Social Media Marketing*, Himalaya, 2018

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	RETAIL MANAGEMENT		
PMSTM33	Semester-III	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To help students understand retailing concepts, functions, theories and types. 2. To list out various Retail Formats and operations and management of Retail Stores. 3. To understand the merchandise planning, stores layout and store aesthetics of retail outlets. 4. To examine the fixation of retail pricing and recruitment and training of retail personnel. 5. To communicate and use technology effectively for customer service. 		

UNIT 1

Introduction to Retailing: Definition – Functions of retailer – Significance of retailing – Types of retailing – Forms of retailing based on ownership – Retail life cycle – Retailing in India – Retail planning process – Factors to consider in retail planning.

UNIT 2

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 – Visual Merchandising – Tools used for Visual Merchandising.

UNIT 3

Merchandise Management: Functions – Role of Merchandiser and Buyer – Merchandise Procurement: Sources – Types – Process of merchandise sourcing – Category Management: Concept – Reasons – Components – Drawbacks – Growth of retail malls in India – Factors to be considered in setting up malls – Stages in mall development process.

UNIT 4

Understanding Retail Customer: Need for studying consumer behaviour – Factors influencing the retail shopper – Consumer decision-making process – Customer Service and its significance in retail – Customer loyalty – Role of sales person in retail servicing.

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. Swapna Pradhan, *Retailing Management: Text and Cases*, TMH, New Delhi, 2006.
2. Barry Bermans and Joel Evans, *Retail Management: A Strategic Approach*, 8edn, PHI, New Delhi, 2002.
3. David Gilbert, *Retail Marketing Management*, 2edn, Pearson, Chennai, 2017.
4. Levy and Weitz, *Retail Management*, 8edn, Tata McGraw Hill, New Delhi, 2012.
5. Harjit Singh, *Retail Management: A Global Perspective*, S.Chand, New Delhi, 2011.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	RURAL MARKETING		
PMSTM34	Semester-III	Credits:3	Hours:5
Cognitive Level	K1: Recall K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none">1. To understand the core concepts of rural marketing and classify the rural markets.2. To enable the students to segment the rural market and apply proper marketing mix.3. To examine the role and functions of financial/ cooperative institutions in promotion of products/ services in rural markets.4. To understand the pricing objectives and fix appropriate price and distribution channels for rural markets.5. To apply appropriate marketing strategies to market various sectoral products and services to increase rural market share.		

UNIT 1

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: 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

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 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

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. T P Gopaldaswamy, *Rural Marketing*, Vikas Publishing House
2. C G Krishnamacharyulu, Lalitha Ramakrishnan, *Rural Marketing: Text and Cases*, Pearson Education
3. R V Badi, N V Badi, *Rural Marketing*, Himalaya Publishing, 2/e, 2005
4. Pradeep Kashyap, Siddhartha Rant, *The Rural Marketing Text Book*, Biztantra, 2005

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

III SEMESTER : SYSTEMS SPECIALIZATION PAPERS

Course Code & Title	BUSINESS ANALYTICS		
PMSTS31	Semester-III	Credits:3	Hours:5
Cognitive Level	K1: Recall K2: Understand K3: Apply K4: Analyse		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To create an awareness about Business Analytics 2. To enable the students to learn the nuances of data management 3. To elaborate on the process of Marketing and strategic analytics 4. To teach on the uses of analytics in different business areas 5. To study the future of analytics 		

Unit –I

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

Unit-II

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

Unit –III

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-IV

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

Unit – V

Future trends and Industry focus in Data sciences – Decision Making in analytics.

REFERENCES:

1. Dinesh Kumar, U., Business Analytics: the Science of Data – Driven Decision Making, Wiley Publications, 2017
2. James Evans, Business Analytics, Pearson Publications, 2nd edition
3. Prasad, R.N, Acharya Seema, *Fundamentals of Business Analytics*, 2nd edition, 2016
4. Raj, Sahil., *Business Analytics*, Cengage learning, 2015
5. Laursen, Gret., Thorlund, Jesper., *Business Analytics for Managers – taking Business Intelligence beyond Reporting*, Wiley Publications, 2013.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	ENTERPRISE RESOURCE PLANNING		
PMSTS32	Semester-III	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To elaborate the students on creating the centralized module for the entire organization 2. To make the students know the technology behind ERP 3. To create awareness about various vendors of ERP 4. To teach the students on ERP modules 5. To train the students on implementation issues 		

UNIT 1

Introduction to ERP – enterprise Overview – Integrated Management Information – Business Modeling – Integrated Data Model – Benefits of ERP.

UNIT 2

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

UNIT 4

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

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

REFERENCES:

1. Leon, Alexis. (2007), **Enterprise Resource Planning, Tata Mcgraw Hill**
2. Sumner. (2005), Enterprise Resource Planning, Prentice Hall

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	DATA MINING AND DATA WAREHOUSING		
PMSTS33	Semester-III	Credits:3	Hours:5
Cognitive Level	K2: Understand K4: Analyse K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To enable the students to know the importance of Data Mining and warehousing. 2. To understand the technology of data mining 3. To elaborate on various technologies related to data mining. 4. To teach the architectural design of data warehousing 5. To make the students understand the Online Analytical Processing techniques 		

UNIT 1

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

UNIT 2

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

UNIT 4

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

UNIT 5

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

REFERENCES:

1. **Gupta G. K., *Introduction to Data Mining with Case Studies*, PHI, New Delhi, 2007.**
2. Prabhhu C.S.R, *Data Warehousing*, PHI, New Delhi, 2007.
3. Berson, Alex, *Data Warehousing, Data Mining & OLAP*, TMH, New Delhi, 2004.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	SOFTWARE PROJECT MANAGEMENT		
PMSTS34	Semester-III	Credits:3	Hours:5
Cognitive Level	K1: Recall K2: Understand K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To create awareness about what Software project means. 2. To know the importance of software maintenance 3. To understand the risk involved in software projects and methods to minimize them 4. To help the students to know the quality issues of software management 5. To enhance their skills on handling multiple projects 		

UNIT 1

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 – project management techniques.

UNIT 2

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

UNIT 5

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*, 2nd Edition Prentice Hall. 1999
2. Sanjiv Purba, *How to Manage a Successful Software Project: Methodologies*, John Wiley, 1999.
3. Kieran Conway, *Software Project Management From Concept to Development*, Dearmetch Press, First Edition, New Delhi, 2001.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

IV SEMESTER : FINANCE SPECIALIZATION PAPERS

Course Code & Title	CORPORATE TAXATION		
PMSTF41	Semester-IV	Credits:3	Hours:5
Cognitive Level	K1: Recall K4: Analyse K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none">1. To create awareness about various concepts in taxation.2. To elaborate on investments and methods to minimize taxation3. To teach on corporate issues and corporate taxation4. To teach the nuances of tax structure in India5. To equip the students with the details of other taxes like GST		

UNIT 1

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

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

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

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

UNIT 5

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. Bhagwati Prasad, *Direct Taxes Law and Practice*, WishwaPrakashan.
2. Vinod K Singhania & JewanSingania, *Direct Taxes Law and Practice*.
3. Central Excise Act, Customs Duty Act and Central Sales Act.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	DERIVATIVES		
PMSTF42	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K4: Analyse K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To elaborate on the derivatives system in the Indian markets 2. To create awareness on trading on financial and commodity derivatives 3. To know the latest developments in derivatives markets 4. To teach the techniques of pricing of derivatives 5. To enhance the student to become a trader in the derivatives segment of the stock exchanges / derivatives exchanges 		

UNIT 1

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

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

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 – 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 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, *Derivatives*, Tata McGraw Hill
2. Thomas, Susan, *Derivatives*.
3. Cox & Rubinstein, *Options Market*.
4. Robert W. Koss, *Understanding Future Markets*.
5. Hull, John, *Introduction to Futures & Options*.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	BEHAVIOURAL FINANCE		
PMSTF43	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To elaborate on behavioural finance and its relationship with the standard finance 2. To help the students to know the blockages of investment behaviour 3. To elaborate on how personality affects financial behaviour 4. To teach the personality types and the investors' behaviour 5. To give a practical exposure on trading behaviour of investors 		

UNIT 1

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

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 discussion – Overconfidence bias – Representativeness bias – Anchoring and adjustment bias – Cognitive dissonance bias – Availability Bias – Self attribution bias – Regret aversion bias.

UNIT 4

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

Gender, personality type and investor behaviour – Psychographic 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. Michael Schoenhart, 2008, Behavioral finance and market anomalies, VDM Verlag Dr.
2. Muller Atk. & Co, KG.
3. William Forbes, 2009, Behavioural Finance, Wiley Blackwell Publishers
4. Michael M Pompian, 2006, Behavioural Finance and wealth management, John Wiley & Sons Publications.
5. The journal of behavioural finance – visit www.journalofbehavioralfinance.org

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	INSURANCE ADMINISTRATION		
PMSTF44	Semester-IV	Credits:3	Hours:5
Cognitive Level	K1: Recall K2: Understand K4: Analyse K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To make the students aware of the terms used in insurance 2. To teach them on types of insurance 3. To elaborate on issues and methods of claims 4. To introduce the concepts of agency and licensing 5. To help the students acquire knowledge on issues of collection and claims management 		

UNIT 1

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 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

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 – 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 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. **Kutty, (2008), Managing Life Insurance, Delhi: Prentice Hall of India**
2. Sharada. K., (2004), "Corporate Insurance", Tata McGraw Hill
3. Scott Harrington, (2004), "Risk Management and Insurance", 2nd Ed, Tata McGraw Hill

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

IV SEMESTER : HR SPECIALIZATION PAPERS

Course Code & Title	ADVANCED BEHAVIOURAL SCIENCE		
PMSTH41	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To introduce students to advanced behavioral science and its contribution to organisational life. 2. To help students understand and apply transactional analysis to work situations. 3. To introduce key concepts related to performance review 4. To enable students learn the principles and practices of behaviour modification 5. To enable students learn the principles and practices of managerial counselling 		

UNIT 1

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

UNIT 4

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

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

REFERENCES:

1. Cooper D.L , **Improving Interpersonal Relations – Some Approaches to Social Skill Training**, Gower, 1987.
2. Elaina Zuker, **Mastering Assertions Skills, Pomer and Positive Influence at Work**, AMA, 1983.
3. Rober de Board, **Counselling People at Work, An Introduction for Managers**, Gower, 1983.
4. Marrison J.H and O’ Hearne JJ. **Practical Transactional Analysis Management**, Addison, Wesley Publishing Co. 1977.
5. Martin Sundel, Sandra Sundel, (2004), **Behavior Change in the Human Services: Behavioral and Cognitive Principles and Applications**, 5edn, Sage Publications

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	STRATEGIC HUMAN RESOURCE MANAGEMENT		
PMSTH42	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K5: Evaluate K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To discuss the importance and role of strategic HRM. 2. To help students design strategic human resource systems 3. To enable students to understand compensation and development systems 4. To discuss the importance of performance management systems. 5. To introduce students to strategic downsizing and strategic HRIS. 		

UNIT 1

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

UNIT 2

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

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

UNIT 4

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

UNIT 5

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

REFERENCES:

1. Greer CR, *Strategic HR Management: A General Management Approach*, 2ed., Pearson Edn Asia.
2. Prasad K, *Strategic Human Resource Management: Text & Cases*, Macmillan, 2008.
3. Rao T.V, *Alternative Approaches and Strategies HRD*, New Delhi: Rawat Publishers.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	INTERNATIONAL HUMAN RESOURCE MANAGEMENT		
PMSTH43	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K5: Evaluate		

Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To discuss the various approaches to IHRM. 2. To elaborate on the impact of culture on human resources practices in the international context. 3. To introduce students to the recruitment, selection, training and development in the global context 4. To enable students to understand performance management and compensation management in global organisations. 5. To help students comprehend the industrial relations practices of MNCs.
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UNIT 1

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

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

UNIT 3

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: 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 – 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, Denise E. Welch, Randall S. Schuler, *International Human Resource Management – Managing People in a multinational context*, Thomson Asia P. Ltd.
2. S.K. Bhatia, *International practices in Industrial Relations – Global Comparative Industrial Relations Systems (Multinational Context)*, Deep & Deep Publications P. Ltd, New Delhi
3. Chris Brewster, Paul Sparrow and Guy Vernon, *International Human Resource Management*, Hyderabad: Universities Press, 2008.

4. Randal Schuler & Susan Jackson, *Managing Human Resources in Cross-Border Alliances*, Routledge Taylor & Francis Publication, 2003.
5. Pawan Budhwar, *Managing Resources in Asia-Pacific*, Routledge Taylor & Francis Pub, 2004.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	KNOWLEDGE MANAGEMENT		
PMSTH44	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To help students understand the importance of creating organisational knowledge. 2. To introduce to students the importance of managing organisational knowledge. 3. To discuss the issues related to the transferring of organisational knowledge. 4. To enable students appreciate the role of technology and leadership 5. To discuss the value of intangible assets in knowledge management. 		

UNIT 1

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

UNIT 2

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 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: 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 21st Century – Leadership and culture – Empowerment.

UNIT 5

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. Sultan Kermally, *Effective Knowledge Management: A Best Practice Blueprint*, Wiley, 2002.
2. T. KantiSrikantaiah and Michael E. D. Koenig (eds.), *Knowledge Management in Practice: Connections and Context*.
3. Clyde W. Holsapple (ed), *Handbook on Knowledge Management*, Springer, 2003.
4. Ikujiro Nonaka and Hirotaka Takeuchi, *The Knowledge-Creating Company*, Oxford University Press, 1995.
5. Sue Newell, Maxine Robertson, Harry Scarbrough, *Managing Knowledge Work*, Jacky Swan, 2002.
6. Kai Mertins, Peter Heisig and Jens Vorbeck (eds.), *Knowledge Management: Concepts and Best Practices*, 2 edn, Springer Verlag, 2003.
7. Jay Chatzkel (editor), *Knowledge Capital: How Knowledge Based Enterprises Really Get Built*, Oxford University Press, 2003.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

IV SEMESTER: MARKETING SPECIALIZATION PAPERS

Course Code & Title	SERVICES MARKETING		
PMSTM41	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To learn the service marketing concepts and distinguish services marketing from product marketing and understand the service marketing mix. 2. To examine the customer expectations and perceptions of service quality and response. 3. To describe the standards of service needed for building customer relationships. 4. To comprehend the importance of internalization in services marketing and develop appropriate promotional mix for marketing of services. 5. To study the extended marketing mix for various service industries. 		

UNIT 1

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: 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

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 – Improving service quality – Customer retention – The relationship marketing programme.

UNIT 4

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

UNIT 5

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

REFERENCES :

1. Christopher Lovelock, *Services Marketing*, Pearson Education, 2003.
2. Adrian Payne, *Essence of Services Marketing*, PHI.
3. Helen Woodruffe, *Services Marketing*, Macmillan.
4. Jha S.M, *Services Marketing*, Himalaya, 2000
5. **Ravishankar, *Services Marketing*, Excel Books, 2004.**
6. Zeithmal, et-al, *Services Marketing*, Indian Edn., McGraw Hill, 2008.
7. Govind Apte, *Services Marketing*, Oxford University Press, 2004.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	CUSTOMER RELATIONSHIP MANAGEMENT		
PMSTM42	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To learn the basic concepts related to customer relationship management. 2. To prepare Relationship Indices by measuring CRM with quantitative and qualitative methods. 3. To conduct customer relationship survey and produce results with recommendations. 4. To establish relationship management by customers and suppliers partnerships to increase market share and value. 5. To develop databases of customers for retention of customers by the organisation. 		

UNIT 1

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

UNIT 2

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

UNIT 3

Relationship Marketing – Relationship Concepts – Relationship Drivers – Lasting Relationships

UNIT 4

Customer Partnerships – Internal Partnerships – Supplier Partnerships – external partnerships

UNIT 5

The Technological Revolution – Relationship Management – Changing Corporate Cultures

REFERENCE BOOKS:

1. John Egan, “ Relationship Marketing, Exploring Relational Strategies in Marketing”, Prentice Hall
2. John Anton, “Customer Relationship Management”, Prentice Hall
3. Jagdish N Sheth and Atul Parvatiyar, “Handbook of Relationship Marketing” Response Books.

4. Anderon, "Customer Relationship Management", Tata McGraw Hill.
5. David Strutton, Lou E. Pelton: James R. Lumphin, "Marketing Channels: A Relationship Management Approach", McGraw-Hill Higher Education
6. Zineldin, Mosad, "Strategic Relationship Management: A Multi-Dimensional Perspective: Towards a New Co-Operative Framework on Managing, Marketing and Organizing", Coronet Books Pub.
7. McKena, Regis, "Relationship Marketing: Successful Strategies for the Age of the Customer", Addison Wesley Longman.
8. Christopher, Martin, "Relationship Marketing", Science & Technology Books

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	GLOBAL MARKETING		
PMSTM43	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To predict the factors contributing to the global market and understand the basic marketing functions within the global organisation. 2. To identify the profitable global market segments and develop market entry strategies. 3. To apply ethical decision making and consumer behaviour in global markets. 4. To design and implement a global marketing plan to market the products in the global market. 5. To manage the challenges faced in global marketing. 		

UNIT 1

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

UNIT 3

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

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

UNIT 5

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. SvendHollensen, *Global Marketing: A Decision-oriented Approach, 5edn, Pearson, 2010.*
3. KristiaanHelsen ,*Global Marketing Management: A Thought Provoking Book*
4. Douglas F Lamont ,*Global Marketing, John Wiley and Sons.*
5. Brian Toyne, *Global Marketing Management*
6. John A Quelch, *The Global Marketing Imperative*
7. Naval Bhargav, *Global Marketing Management, MICA*
8. Marieke de Mooij, *Global Marketing and Advertising: Understanding Cultural Paradoxes, 3edn., Sage Pub Inc., 2010.*
9. Cateora R Philip, Graham John &SalwanPrashant, *International Marketing, TMH, New Delhi, 2007.*
10. Srinivasan R, *International Marketing, PHI, New Delhi, 2007.*

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	SUPPLY CHAIN MANAGEMENT		
PMSTM44	Semester-IV	Credits:3	Hours:5
Cognitive Level	K1: Recall K2: Understand K3: Apply K4: Analyse		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To learn the core concepts and components of Supply Chain Management (SCM). 2. To interpret customer focus on demand forecasting, purchase planning and negotiation. 3. To review the scheduling, material handling, warehousing and transportation design of SCM. 4. To describe the importance and functions of 3PL and 4PL players in supply chain 5. To operate the technology efficiently to implement SCM in organisations to increase profit. 		

UNIT 1

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

UNIT 2

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 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: 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

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*, Macmillan, New Delhi, 1999.
2. Reguram G, Rangaraj N, *Logistics and Supply Chain Management Cases and Concepts*, Macmillan, New Delhi, 1999.
3. Coyle, Bradi&Longby, *The Management of Business Logistics*, 3ed., West Publishing Co.
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 gain knowledge about

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

IV SEMESTER: SYSTEMS SPECIALIZATION PAPERS

Course Code & Title	SYSTEM ANALYSIS AND DESIGN		
PMSTS41	Semester-IV	Credits:3	Hours:5
Cognitive Level	K1: Recall K2: Understand K3: Apply K4: Analyse K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To enable the students to know the techniques to system design 2. To equip them with the knowledge of the role of system analyst 3. To elaborate on system design and life cycle 4. To teach the nuances of System Design 5. To enable the students to understand the issues of implementation design and life cycle 		

UNIT 1

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: 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

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

UNIT 4

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 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 L Whitten, Lonnie D Bentley & Victor M Barlow, *Systems Analysis and Design Methods*, Goltgia Publications.
2. I.T. Hawryskiewycz, *Introduction to Systems Analysis and Design*, PHI.
3. Elias M Awad, *System Analysis and Design*, Mcgraw Hill
4. Robert J Thierauf, *System Analysis and Design: A Case Study Approach*.

Course Outcomes

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

K1	CO1	Define the concept, life cycle, elements and types of systems
K2	CO2	Describe flow diagrams and related terms
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	DATA ANALYTICS		
PMSTS42	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To create an awareness about business Analytics 2. To enable the students to learn nuances of data management 3. To elaborate on the process of analytics 4. To teach on the uses of analytics in different business areas 5. To study future of analytics 		

UNIT 1

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

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

UNIT 3

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

UNIT 4

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

UNIT 5

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 gain knowledge about

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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 & Title	DECISION SUPPORT SYSTEM		
PMSTS43	Semester-IV	Credits:3	Hours:5
Cognitive Level	K2: Understand K3: Apply K4: Analyse K5: Evaluate		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To teach the students on the Decision Support system and the technology behind it 2. To help the students learn the software and architecture 3. To elaborate on the technology of Artificial Intelligence 4. To help the students to build and implement the Decision Support System 5. To equip the students with knowledge on Artificial Intelligence and related technology 		

UNIT 1

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

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

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

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: 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. **Efren G Mallach**, *Decision Support and Datawarehouse Systems*, TMH, New Delhi, 2002.
2. Sitausu S Mittra, *DSS: Tools and Techniques*, John Wiley, New York, 1986.
3. Clyed W Holsapple and Andrew B Winston, *DSS Theory and Applications*, Springer Verlag, New York, 1987.

Course Outcomes

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

K2	CO1	Understand the importance of Decision Support system and technology
K3	CO2	Build a Decision Support System
K2	CO3	Describe mathematical models for Decision Support System
K4	CO4	Analyse the expert system and the technology behind it
K5	CO5	Asses the various models of DSS

Mapping of Cos with POS & PSOs

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Course Code & Title	INTERNET AND WEB APPLICATIONS		
PMSTS44	Semester-IV	Credits:3	Hours:5
Cognitive Level	K1: Recall K3: Apply K4: Analyse K6: Create		
Learning Objectives	The Course aims to On successful completion of this course the student will be able to: <ol style="list-style-type: none"> 1. To study the infrastructure of networks 2. To enable the students in doing online transactions 3. To teach the students to create good and useful websites 4. To help the students know about the multimedia applications 5. To facilitate the students to understand e-commerce and its impact on business 		

UNIT 1

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

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

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: 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

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. **Bharat Bhaskar, *Electronic Commerce - Framework, Technologies and Applications*, Tata McGraw Hill.**
2. Napier, Judd, Rivers, Wagner, *Creating a winning E-Business*, Thomson Learning, 2001.
3. C Xavier, *World Wide Web Design with HTML*.

Course Outcomes

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

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5
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

Courses having focus on employability/entrepreneurship/ skill development

Name of the Course	Course Code	Year of introduction	Activities with direct bearing on Employability/ Entrepreneurship/ Skill development
Integrated Marketing Communication	PMSM31	2018	Entrepreneurship/ Employability
Customer Relationship Management	PMSM42	2018	Entrepreneurship/ Employability
Retail Management	PMSM43	2018	Entrepreneurship/ Employability
Supply Chain Management	PMSM44	2018	Entrepreneurship/ Employability