MOTHER TERESA WOMEN'S UNIVERSITY KODAIKANAL

&

TAMIL NADU STATE COUNCIL FOR HIGHER EDUCATION(TANSCHE, CHENNAI)

MASTER OF BUSINESS ADMINISTRATION

(FOR THE CANDIDATE TO BE ADMITTED FROM THE ACADEMIC YEAR)

(2023-2024)

(UNDER CHOICE BASED CREDIT SYSTEM-CBCS)

May-2023

Mother Teresa Women's University, Kodaikanal
Department of Management Studies

Choice Based Credit System (CBCS)
(2023 – 24 onwards)

About the Programme:

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

TANSCHE REGULATIONS ON LEARNING OUTCOMES-BASED CURRICULUM FRAMEWORK FOR MASTER OF BUSINESS ADMINISTRATION	
Programme	**Master of Business Administration**
Programme Code	M.B.A
Duration	**PG - Two Years**
Programme Outcomes (Pos)	**PO1: Problem Solving Skill:** Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.
	PO2: Decision Making Skill: Fostering analytical and critical thinking abilities for data-based decision making.
	PO3: Ethical Value: Ability to develop value based leadership attributes.
	PO4: Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.
	PO5: Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.
	PO6: Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge.
	PO7: Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.

	PO8: Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind
Programme Specific Outcomes (PSOs)	PSO1 – Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public Sector Undertaking through competitive examinations.
	PSO2 – Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.
	PSO3 – Research and Development: To instil and grow a mindset that focuses efforts towards inculcating and encouraging the students in the field research and development.
	PSO4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.
	PSO5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

METHOD OF EVALUATION		
Internal Evaluation	Continuous Internal Assessment Test	**25 Marks**
	Assignments / Snap Test / Quiz	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	**75 Marks**
Total		**100 Marks**
METHODS OF ASSESSMENT		
Remembering (K1)	• The lowest level of questions requires students to recallinformation from the course content • Knowledge questions usually require students to identifyinformation in the text book.	
Understanding (K2)	• Understanding of facts and ideas by comprehending organizing, comparing, translating, interpolating and interpreting in their ownwords. • The questions go beyond simple recall and require students to combined at a together	
Application (K3)	• Students have to solve problems by using/applying a conceptlearned in the classroom. • Students must use their knowledge to determine a exactresponse.	

Analyze (K4)	• Analyzing the question is one that asks the students to breakdown something in to its component parts. • Analyzing requires students to identify reasons causes or motives and reach conclusions or generalizations.
Evaluate (K5)	• Evaluation requires an individual to make judgment onsomething. • Questions to be asked to judge the value of an idea, a character, awork of art, or a solution to a problem. • Students are engaged in decision-making and problem–solving. • Evaluation questions do not have single right answers.
Create (K6)	• The questions of this category challenge students to get engagedin creative and original thinking. • Developing original ideas and problem solving skills

PROGRAMME OUTCOMES (PO) - PROGRAMME SPECIFIC OUTCOMES (PSO) MAPPING

PROGRAMME SPECIFIC OUTCOMES (PSO)					
	PO1	PO2	PO3	PO4	PO5
PSO1	3	3	3	3	3
PSO2	3	3	3	3	3
PSO3	3	3	3	3	3
PSO4	3	3	3	3	3
PSO5	3	3	3	3	3

Level of Correlation between PO's and PSO's
(Suggested by UGC as per Six Sigma Tool – Cause and Effect Matrix)

Assign the value

1 – Low,
2 – Medium
3 – High
0 – No Correlation

Question paper pattern for External examination for core and Elective papers:

WRITTEN EXAMINATIONS QUESTION PAPER PATTERN

Theory Paper (Bloom's Taxonomy based)

(Common for UG, PG, Certificate, Diploma and P.G. Diploma Programmes)

Intended Learning Skills	Maximum 75 Marks Passing Minimum: 50% Duration: ThreeHours
Memory Recall/ Example/Counter Example / Knowledge about the Concepts/Understanding	**Part–A** (10x2=20Marks) Answer ALL Question Each Question Carries 2 Marks
	Two questions from each Unit
	Question 1 to Question10
Descriptions/ Application (problems)	**Part–B (5x5=25Marks)** Answer ALL Question Each Question Carries 5 Marks
	Either - or Type Both parts of each question from the same Unit
	Question 11 (a) or 11(b) to **Question 15(a) or 15(b)**
	Question 11 (a) or 11(b) to **Question 15(a) or 15(b)**
Analysis/Synthesis / Evaluation	**Part-C (3x 10 = 30 Marks) Answer anyTHREE questions** **Each question carries 10 Marks**
	There shall be FIVE questions covering all the five units
	Question 16 to Question 20

FIRST SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
P23MST11	Management Principles and Business Ethics	Core	4	-	-	-	4	60	25	75	100
P23MST12	Organizational Behavior	Core	4	-	-	-	4	60	25	75	100
P23MST13	Accounting for Managers	Core	3	1	-	-	4	60	25	75	100
P23MST14	Managerial Economics	Core	4	-	-	-	4	60	25	75	100
P23MST15	Legal Systems in Business	Core	4	-	-	-	4	60	25	75	100
P23MST16	Information Systems for Business	Core	4	-	-	-	4	60	25	75	100
P23MSED1	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	3	45	25	75	100
P23MSS11	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	2	30	25	75	100
	TOTAL						**29**				**800**

SECOND SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
P23MST21	Applied Operations Research	Core	3	1	-	-	4	60	25	75	100
P23MST22	Human Resource Management	Core	4	-	-	-	4	60	25	75	100
P23MST23	Marketing Management	Core	4	-	-	-	4	60	25	75	100
P23MST24	Operations Management	Core	3	1	-	-	4	60	25	75	100
P23MST25	Financial Management	Core	3	1	-	-	4	60	25	75	100
P23MST26	Strategic Management	Core	4	-	-	-	4	60	25	75	100
P23MSED2	International Business	Extra Disciplinary	3	-	-	-	3	45	25	75	100
P23MSS22	Soft Skills II – Business Etiquette	Soft Skills	-	-	2	-	2	30	25	75	100

P23MSS23	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	30	25	75	100
	TOTAL						**31**				**900**

THIRD SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks CIA	Marks External	Marks Total
P23MST31	Quantitative Techniques and Research Methods in Business	Core	4	-	-	-	4	60	25	75	100
P23MSSP1	SPL 1 **Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
P23MSSP2	SPL 2 **Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
P23MSSP3	SPL 3 **Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
P23MSSP4	SPL 4 **Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
P23MSSP5	SPL 5 **Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
P23MSSP6	SPL 6 **Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
P23MSED3	Employability skills	Extra Disciplinary	3	-	-	-	3	45	25	75	100
P23MSS34	Soft Skills IV – Women Leadership and Team Building Skills	Soft Skills	-	-	2	-	2	30	25	75	100
P23MSI31	***Summer Internship	Internship	-	-	-	1	3	-	100	-	100
	TOTAL						**30**				**1000**

** Students should choose six elective courses from the specialization list in consultation with the Head of the Department

For the categorization of specialization students can either opt for either single or dual specialization.

In case of students opting for single specialization, they should compulsorily choose 6 elective papers from one area specialization from the list given

In case of students opting for dual specialization, they should choose 3 elective papers from respective area of specialization.

*** Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester marks statement.

FOURTH SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks CIA	Marks External	Marks Total
P23MSPR1	# Project Work & Viva-Voce	Core	-	-	-	Y	12	-	225	75	300
	TOTAL						12				300

L-Lecture   T-Tutorial   P- Practical   O-Project

 # The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (9 Credits).

 # The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (3 Credits).

TOTAL CREDITS (MINIMUM) = 102

TOTAL MARKS = 3000 marks

1. **Additional credit papers (Self Study)**

S. NO	SUBJECT CODE	TITLE OF THE PAPER	SEMESTER	CREDITS
1.	P23MSB11	DISASTER MANAGEMENT	I	2
2.	P23MSB22	CREATIVITY AND INNOVATION MANAGEMENT	II	2
3.	P23MSB33	RURAL MANAGEMENT	III	2
4.	P23MSB44	MOOC	IV	2

2. **Outside class hours**

   a. Health, Yoga and Physical Fitness
   b. Library and Electronic Information Access
   c. Employability Training

3. **Specialization subjects**

(i) Specialization Courses: Human Resource Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
									Marks		
P23MSHT1	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
P23MSHT2	Industrial and Labor Relations	Elective	3	-	-	1	3	3	25	75	100
P23MSHT3	Emotional Intelligence for Managerial Effectiveness	Elective	3	-	-	1	3	3	25	75	100
P23MSHT4	HR Analytics	Elective	2	-	1	-	3	3	25	75	100
P23MSHT5	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100
P23MSHT6	Talent Management	Elective	3	-	-	1	3	3	25	75	100
P23MSHT7	Workplace counseling	Elective	2	-	1	-	3	3	25	75	100
P23MSHT8	International HRM	Elective	3	-	-	-	3	3	25	75	100

(An exclusive HRM lab with simulation, AI facilities as a common facility region wise is suggested)

(ii) Specialization Courses: Marketing Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
									Marks		
P23MSMT1	Advertising Management and Sales Promotion	Elective	3	-	-	-	3	3	25	75	100
P23MSMT2	Services Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MSMT3	Customer Relations Management	Elective	3	-	-	-	3	3	25	75	100
P23MSMT4	Retail Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MSMT5	Rural Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MSMT6	Digital Marketing	Elective	3	-	-	-	3	3	25	75	100
P23MSMT7	Marketing Analytics	Elective	3	-	-	-	3	3	25	75	100
P23MSMT8	Supply Chain Management	Elective	3	-	-	-	3	3	25	75	100

(iii) Specialization Courses: Finance Management

	Subject Name	Category	L	T	P	O	C	I	Marks

Subject Code								CIA	External	Total
P23MSFT1	Corporate Finance	Elective	3	-	-	1	3	3	25	75	100
P23MSFT2	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
P23MSFT3	Tax Management	Elective	3	-	-	1	3	3	25	75	100
P23MSFT4	Derivatives Management	Elective	2	-	1	-	3	3	25	75	100
P23MSFT5	Banking and Financial Services	Elective	2	-	1	-	3	3	25	75	100
P23MSFT6	Behavioural Finance	Elective	2	-	1	-	3	3	25	75	100
P23MSFT7	Fixed Income Securities	Elective	3	-	-	-	3	3	25	75	100
P23MSFT8	Fintech and Investment Analysis@	Elective	-	-	3	-	3	3	25	75	100

@ This is a hands on Computer Laboratory Practical course.

(iv) Specialization Courses: Systems and Business Analytics

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MSST1	System Analysis and Design	Elective	3	-	-	-	3	3	25	75	100
P23MSST2	E – Business	Elective	3	-	-	-	3	3	25	75	100
P23MSST3	Internet of Things	Elective	3	-	-	-	3	3	25	75	100
P23MSST4	Cloud Computing	Elective	3	-	-	-	3	3	25	75	100
P23MSST5	Enterprise Resource Planning	Elective	3	-	-	-	3	3	25	75	100
P23MSST6	Fundamentals of Business Analytics	Elective	3	-	-	-	3	3	25	75	100
P23MSST7	Data Analytics in Business Functional Areas	Elective	3	-	-	-	3	3	25	75	100
P23MSST8	Block Chain Technology	Elective	3	-	-	-	3	3	25	75	100

(v) Specialization Courses: Entrepreneurship and Family Business

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MSET1	Introduction to Entrepreneurship and Family Business	Elective	3	-	-	1	3	3	25	75	100

P23MSET2	Entrepreneurial Marketing and Sales Strategy	Elective	3	-	-	1	3	3	25	75	100
P23MSET3	Financial Institutions and Funding for Entrepreneurs	Elective	2	-	1	-	3	3	25	75	100
P23MSET4	Effective Business Plan Preparation	Elective	3	-	-	1	3	3	25	75	100
P23MSET5	Entrepreneurial Innovation, Management and Design Thinking	Elective	2	-	1	-	3	3	25	75	100
P23MSET6	Managing start-ups	Elective	3	-	-	1	3	3	25	75	100
P23MSET7	Designing and Configuring Business Models	Elective	3	-	-	1	3	3	25	75	100
P23MSET8	International Business Venture Environment	Elective	3	-	-	1	3	3	25	75	100

(Campus incubation centre, Non-technical business start-ups can be created in few campuses in every region for giving practical exposure)

(vi) Specialization Courses: Tourism and Hospitality Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
P23MSTT1	Destination Tourism	Elective	3	-	-	-	3	3	25	75	100
P23MSTT2	Tourism Principles and Practices	Elective	3	-	-	-	3	3	25	75	100
P23MSTT3	Tourism Products of India	Elective	3	-	-	-	3	3	25	75	100
P23MSTT4	Hospitality management	Elective	3	-	-	-	3	3	25	75	100
P23MSTT5	Travel Agency and Tour Operations Management	Elective	3	-	-	-	3	3	25	75	100
P23MSTT6	Tourism Entrepreneurship	Elective	3	-	-	-	3	3	25	75	100
P23MSTT7	Eco Tourism and Sustainable Development	Elective	3	-	-	-	3	3	25	75	100
P23MSTT8	Special Interest Tourism	Elective	3	-	-	-	3	3	25	75	100

SEMESTER-I

COURSE CODE	P23MST11	Management Principles and Business Ethics	L	T	P	C
CORE I			4	-	-	4

Course Objectives	
C1	To familiarize the students to the basic concepts of management in order to aidin understanding how an organization functions.
C2	To provide insights on Planning & Decision Making
C3	To throw light on Organizing, Managing Change and Innovation
C4	To elucidate on Leadership, Communication and Controlling.
C5	To create awareness and importance of Business Ethics and Social Responsibility.

SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Nature of Management– Concepts and Foundations of Management- Managerial Functions- Management Skills-The Evolution of Management Thought– Tasks of a Professional Manager–Modern management Approaches– Levels of Management – Global Management	12	C1
II	**Planning & Decision Making:** Nature &Scope- Steps in Planning Process –Types –Short Term and Long-Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO)- Strategic Planning Process **Decision Making**: Process and Techniques.	12	C2
III	**Nature of Organizing:** Organization Structure and Design - Authority Relationships –Delegation of Authority – Centralization and Decentralization–Departmentation-Role of Inter-departmental Coordinator–emerging Trends in corporate Structure– Impact of Technology on Organizational design– Mechanistic vs. Adoptive Structures–Formal and Informal Organization. Span of control–Pros and Cons of Narrow and Wide Spans of Control–Optimum Span –Managing Change and Innovation.	12	C3
IV	**Leadership and Control:** Leadership: Approaches to Leadership – Theories and Styles.	12	C4

	Control :Concept Of Control–Application of the Process of Control at Different Levels of Management (top, middle and first line).Control techniques- Performance Standards– Measurements of Performance – Remedial Action - An Integrated Control system in an Organization –Management by Exception (MBE)		
V	**Business Ethics:** Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit – Business Ethics and- Business Models and CSR Models.	12	C5
	Total	60	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8
CO2	Possess knowledge on planning & decision making.	PO1, PO2
CO3	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7
CO4	Learn leadership, communication and controlling skills.	PO4, PO5
CO5	Have better understanding on business ethics and social responsibility.	PO3, PO8

Reading List

1.	https://deb.ugc.ac. In
2.	http://wwww.managementconcepts. Com
3.	International journal of Management Concepts and Philosophy
4.	Journal of Management, Sage Publications

References Books

1.	Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2.	S. K. Mandal., Management Principles and practice, 3rd Edition, Jaico Publishing House, Jan.2011.
3.	Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018.
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020
5.	Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014.
6.	Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 2012
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1st edition, 2020

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	

CO 4				3	3		
CO 5			3				3

3-Strong   2-Medium   1-Low

COURSE CODE	P23MST12	Organizational Behavior	L	T	P	C
CORE II			**4**	**-**	**-**	**4**

Course Objectives	
C1	To familiarize the students to the basic concepts of managing Organizational Behavior in order to aid in understanding how men behave in an organization.
C2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation
C3	To throw light on Group Dynamics and Interpersonal Communication
C4	To elucidate on Leadership, Politics, Conflicts and Negotiation.
C5	To create awareness and importance of work stress and Emotional Intelligenceand its influence on employees in an organization.

SYLLABUS			
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Introduction to Organizational Behavior:** Meaning- Importance-Historical development of OB -Concepts – Contributing disciplines to the field of OB-OB Model-challenges and opportunities for OB, Future of OB.	12	C1
II	**Individual Behavior I:** **Biographical characteristics and ability**: Types-Intellectual abilities-Physical abilities. **Personality** – concept- determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory -social learning theory – Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. **Perception:** Meaning -Process – Factors influencing perception – Attribution theory **Learning:** Classical, Operant and Social Cognitive Approaches – Managerial implications**.**	12	C2
III	**Individual Behavior II:** **Attitudes and Values:–** Components- Formation Attitude –Behavior relationship. **Emotions:** Concept-Sources-Emotional Labor-Emotional Intelligence – Emotional Regulations-application. **Motivation:** Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory,	12	C3

	McClelland's theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.			
IV	**Group Dynamics** **Group Behavior** – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making **Power and Politics:** Power Vs Authority, Sources of Power – Political Behavior in Organizations – Techniques for managing Politics. **Conflict and Negotiation:** Sources and Types of Conflict–Negotiation Strategies–NegotiationProcess.	12	C4	
V	**Organizational Dynamics:** Organizational Design: Knowledge based enterprise- systems and processes: Networked and virtual organizations. Organizational Culture and Climate:Concept and Importance – Creating and Sustaining Culture. Organizational Change: Forces for change- Resistance to change – Creating a culture for change. Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Work Life Integration Practices.	12	C5	
	Total	**60**		

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the knowledge on the basic concepts of managing Organizational Behavior in order to aid in understanding how an men behave in an organization	PO4
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6
CO3	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO5
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8
Reading List		
1.	www.himpub.com	
2.	https://iedunote.com.organisational-behaviour	
3.	www.yourarticlelibrary.com/organisation/	
4.	Journal of Organizational Behavior – Wiley Online Library	
References Books		

1.	Prasad .L.M., Organizational Behavior ,Sultan Chand and Sons, 2019
2.	C.B.Guptha, A Textbook Of Organizational Behaviors ,S.Chand & Company,2019
3.	K. Aswattappa, Organizational Behavior, Himalaya Publishing House, 12th Edition, 2016.
4.	Luthans, F. Organizational Behavior, 12th Edition, Tata McGraw Hill Education, 2017.
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organizational Behavior, 18th Edition, Pearson Education, 2019.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2				
CO 2			3			3		
CO 3		3		3	3			
CO 4					3			
CO 5						3		2

3-Strong   2-Medium   1-Low

COURSE CODE	P23MST13	Accounting For Managers	L	T	P	C
CORE III			**3**	**1**	**-**	**4**

	Course Objectives	
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting
C2	To enable the students to prepare, analyses and interpret financial statements
C3	To acquaint the students with the tools and techniques of financial analysis
C4	To enable the students to take decisions using management accounting tools.
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.

	SYLLABUS		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	Financial Accounting: Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems).	12	C1
II	Management Accounting: Meaning – Scope – Functions – Difference between Management Accounting, Financial Accounting and Cost Accounting. Financial Statement Analysis: Objectives – Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis. Ratio Analysis: Concept – Importance – Limitations – Classification of Ratios – Profitability Ratios – Turnover Ratios	12	C2

	– Financial Ratios – Proprietary and Yield Ratios – Computation and Interpretation of Ratios.		
III	Fund Flow Statement: Statement of Changes in Working Capital – Preparation of Fund Flow Statement – Cash Flow Statement Analysis: Distinction between Fund Flow and Cash Flow Cash Flow Statement – Problems.	12	C3
IV	Cost Accounting: Meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – Classification of cost – Cost Unit and Cost Centre – Methods of Costing. Marginal Costing – Definition – Distinction between marginal costing and absorption costing – Break-even point Analysis – Contribution, P/V Ratio, margin of safety – Decision making under marginal costing system – Key factor analysis, make or buy decisions, export decision, sales mix decision – Problems.	12	C4
V	Budget, Budgeting, and Budgeting Control: Types of Budgets – Preparation of Flexible and fixed Budgets, Master Budget and Cash Budget – Problems - Zero Base Budgeting. Standard Costing: Meaning – Types of variances – Problems on Material, Labor, Overhead variances. Exposure to Practical Knowledge of using Accounting software-Open Source.	12	C5
	Total	**60**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6
CO2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7
CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7
CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8

Reading List

1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/ accounting%20 for%20 managers.pdf
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management

References Books

1.	Srinivasan NP & Sakthivel Murugan M, Accounting for Management, 2ndedn, S.Chand, New Delhi, 2016
2.	Maheshwari SN, Problems and Solutions in Cost Accounting, 13thedn, Sultanchand& Sons, New Delhi Reprint 2014.
3.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
4.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8thEdition, Tata McGraw Hill Education Pvt. Ltd., 2021.
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6.	Reddy, T.S., & Hariprasad Reddy, Y., Cost and Management Accounting, Margham Publications, 2000.

Instruction for Examiners for Question Setting:

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

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						2		2
CO 2	3	3		3		3	2	
CO 3	3	3	3			3	2	
CO 4	3	3				3	3	
CO 5		3	3	3		3	2	2

3-Strong   2-Medium   1-Low

COURSE CODE	**P23MST14**	**Managerial Economics**	**L**	**T**	**P**	**C**
CORE IV			4	-	-	4

Course Objectives	
C1	To familiarize the students about managerial economics and to know thefundamental concepts affecting business decisions.
C2	To understand the concept of utility and demand analysis and demand Forecasting
C3	To know about production function and market structure
C4	To have an idea and understanding about Macroeconomics like NationalIncome, savings and investment, Indian economic policy and Planning.
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.
SYLLABUS		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	Introduction: Meaning - Definition of Managerial Economics-Nature and Scope- Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.	12	C1
II	Demand and Supply Analysis: Meaning – Determinants- Types of demand- Elasticity of demand and law of demand- Demand forecasting for consumer,Consumer Durable and Capital Goods. Supply: Meaning-Determinants-Law of Supply-supply elasticity- Input-Output Analysis – Consumer Behavior-Consumer Equilibrium	12	C2
III	The Production Function: Production with One VariableInput – Law of Variable Proportions – Productionwith Two Variable Inputs – Production Isoquants –Isocost Lines - Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – CostConcepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition –Monopoly, Duopoly,	12	C3

	Monopolistic Competition –Pricing Methods.		
IV	Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contra cyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policytowards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7
CO3	Have better idea and understanding about production function and market structure	PO6, PO7
CO4	Have better insights about macroeconomics conceptslike National income, Savings and Investment, Indian Economic Policy and planning	PO8
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDIand globalization and Cashless economy and digitalized cash transfers.	PO7
Reading List		
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530	
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial economics/?courseid=4207	
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857	
4.	The Indian Economic Journal - SAGE Journals	
References Books		
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.	

2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9th Edition (2021)
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9th Edition, 2020.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3				
CO 2				3		2	2	
CO 3						3	3	
CO 4								2
CO 5							2	

3-Strong   2-Medium   1-Low

COURSE CODE	P23MST15	**Legal Systems in Business**	**L**	**T**	**P**	**C**
CORE V			**4**	**-**	**-**	**4**

Course Objectives	
C1	To create knowledge and understanding on law of contracts
C2	To describe about sale of goods and Negotiable instrument act
C3	To have an overall understanding about partnership act and company law.
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.

SYLLABUS			
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**The Indian Contract Act, 1872:** *Law of Contract:* Meaning – Essentials – Offer and Acceptance – Consideration – Capacity – Pre-consent – Legality of object – Quasi contract – Discharge of Contract – Performance of Contract – Breach of Contract – Remedies – **Special Contracts:** *Contract of Indemnity and Guarantee:* Kinds – Surety's Liability – Discharge of Surety from Liability – Contract of Bailment and Pledge: Bailment – Essentials – Kinds – Duties or Bailor and Bailee – Rights of Bailor and Bailee – Pledge – Essentials – Duties and Rights of Pawnor and Pawnee – *Contract of Agency:* Essentials – Creation of an Agent – Kinds – Duties and Rights of an Agent.	12	C1

II	**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.	12	C2
III	**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. **Partnership Act:** Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution – Modes of dissolution – Consequences – Rights and Liabilities of Partners – Mode of Settlement of Accounts.	12	C3
IV	**Companies (Amendment) Act, 2013:** Meaning – Definition – Characteristics – Kinds – Incorporation of Companies: Promoters – Memorandum of Association – Articles of Association – Prospectus – Directors: Appointment, Qualification – Powers – Duties and liabilities of Directors – Meetings: Kinds – Requisites of valid meeting – Resolutions – Winding up: Meaning – Types – Procedure.	12	C4
V	Right to Information Act, 2005 – Competition Act 2002, IT (Amendment) Act 2008: Cyber Crimes – Intellectual Property Rights Act, 2014 – Patent (Amendment) Act, 2005 – Trademarks Act, 1999 – The Copyright Act, 1957 – International Copyright Order, 1999 – Design Act, 2000.	12	C5
	Total	**60**	

	Course Outcomes		
Course Outcomes	On completion of this course, students will;		**Program Outcomes**
CO1	Have knowledge on understandings on law of contract.		PO4, PO6, PO7
CO2	Know the sale of Goods & Negotiable instrument act.		PO6
CO3	Have understandings on partnership and company law		PO6, PO7
CO4	Have familiarize with various labour laws.		PO5, PO6, PO7
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.		PO8

	Reading List
1.	http://www.legalserviceindia.com/article/
2.	http://www.freebookcentre.net/Law/Law-Books.html 2
3.	https://www.mooc-list.com/course/business-law-wma
4.	https://ilj.law.indiana.edu/

	References Books
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.
5.	Intellectual Property Laws, Universal Law Publishing, 2012.
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2nd Edition, 2015.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2						2		
CO 3						2	2	
CO 4					2	2	2	
CO 5								2

3-Strong   2-Medium   1-Low

COURSE CODE	P23MST16	Information System forBusiness	L	T	P	C
CORE VI			4	-	-	4

	Course Objectives
C1	To enable students to understand the fundamentals of information system andits role of information in managerial decision making
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.
C3	To manage system applications and data to best support functional areas ofbusiness
C4	To provide insights in securely managing database and information using the process of
C5	To elucidate the need and importance of ERP, its selection and implementationin workplace

	SYLLABUS		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	Introduction to information system**-**The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS;	12	C1

II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system- Executive information systems.	12	C2
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.	12	C3
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS,	12	C4
V	Database System: Overview of Database-Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security- Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID. Information system audit and control – E-Governance.	12	C5
	Total	60	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6
CO2	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,
CO3	Understand the application of IS on the variousfunction like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8
CO4	To study the various models and new technologies	PO1, PO2, PO6, PO7
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8

Reading List

1.	Information Systems for Business and Beyond – opentextbooks.site.
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com
3.	Information systems Journal – Wiley Online Library.
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.

References Books

1.	Azam, M., Management Information System, McGrawHill Education, 2012

2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.
4.	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009.
6.	Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning, 2012.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2				3		
CO 2			3		3			3
CO 3	2		3		2			3
CO 4	3	3				2	3	
CO 5	3	2			2			3

3-Strong   2-Medium   1-Low

COURSE CODE	P23MSED11	EntrepreneurshipDevelopment	L	T	P	C
EXTRA DISCIPLINARY			3	-	-	3

Course Objectives	
C1	To introduce students to entrepreneurship and its growth in India.
C2	To impart knowledge on innovation, its types, role of technology in innovation,patents and licensing.
C3	To orient the students on new venture creation
C4	To enable students to prepare a feasible business plan
C5	To give inputs on various types of financing available for new ventures.

SYLLABUS			
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Introduction:** The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	9	C1
II	**Innovation in Business**: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking-The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	9	C2

III	**New Venture Creation**: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	9	C3
IV	**Business Plan Preparation**: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas	9	C4
V	**Financing the New Venture:** Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	9	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to know about growth of entrepreneurship in India	PO4, PO7
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8
CO3	Obtain knowledge on new venture creation	PO6, PO7
CO4	Be able to prepare a business plan	PO7, PO8
CO5	Gian knowledge on various types of financing available for new ventures.	PO7, PO8

Reading List

1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf
2.	https://www.cengage.com/highered
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum
4.	The International Journal of Entrepreneurship and Innovation

References Books

1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & amp; M University, R. Duane Ireland, ©2018 |Pearson
7.	Charantimath Poornima M, "Entrepreneurship Development and Small Business Enterprises" Pearson Publication, Third Edition Jan 2018.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3				
CO 2				3		2	2	
CO 3						3	3	
CO 4								2
CO 5							2	

3-Strong   2-Medium   1-Low

COURSE CODE	P23MSS11	Soft Skills I – Executive Communication	L	T	P	C
SOFT SKILL I			-	-	2	2

Course Objectives	
C1	To acquire communication awareness they are going to get for the industry.
C2	To make the customer realize that you can provide them with information and other essential things
C3	To explore the skill of writing business proposals
C4	To **develop a** plan for the meetings and interviews
C5	To analyze the skills required for non-verbal communication

SYLLABUS			
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**UNIT 1- Communication:** Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.	6	C1
II	**UNIT 11- Business Correspondence:** Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.	6	C2
III	**UNIT III- Business Reports and Proposals:** Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6	C3
IV	**UNIT IV- Conducting Meetings and Interviews:** Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening**.**	6	C4
V	**UNIT V- Non-verbal Communication:** Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5

	Total		30	

| | **Course Outcomes** | | | |

Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6
CO2	Development of skills on developing Business Correspondence	PO4, PO6
CO3	Development of skills on preparing Business Reports and Proposals	PO4, PO6
CO4	To draft effective business correspondence withbrevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6
CO5	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6

	Reading List	
1.	https://www.skillsyouneed.com/ips/communication-skills.html	
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers	
3.	http://skillopedia.com	
4.	https://www.habitsforwellbeing.com/9-effective-communication-skills	

	References Books	
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.	
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011	
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.	
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.	
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008	

	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**
CO 1				3		3		
CO 2				3		3		
CO 3				3		3		
CO 4				3		3		
CO 5				3		3		

3- **Strong   2-Medium   1-Low**

SEMESTER II

COURSE CODE	**P23MST21**	**Applied Operations Research**	**L**	**T**	**P**	**C**
CORE VII			**3**	**1**	**-**	**4**

	Course Objectives
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization
C3	To learn about various methods adopted in transportation and Assignments models.
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model
C5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.

	SYLLABUS		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management	08	C1
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable –- Primal & Dual.	12	C2
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.	12	C3
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.	18	C4
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	C5
	Total	**60**	
	Course Outcomes		

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7
CO3	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7
CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7
CO5	Be imparted knowledge on the various methods of game Model	PO2, PO7

Reading List

1.	www.cbom.atozmath.com
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf
3.	http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf
4.	https://www.journals.elsevier.com/operations-research-perspectives

References Books

1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11th Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3rd Edition – Paperback, New Age International Publishers, 2018
5.	Taha, H.A., Operations Research: An Introduction, 10th Edition, Pearson, 2019
6.	Vohra,N.D., Quantitative Techniques in Management, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2017.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2	3	2				2	2	
CO 3	3	3				3	2	
CO 4	3	3				2	2	
CO 5		3					2	

3-Strong   2-Medium 1-Low

COURSE CODE	**P23MST22**	**Human Resource Management**	L	T	P	C
CORE VIII			4	-	-	4

Course Objectives

C1	To embark importance of HRM role, functions and need

UNIT	Details	No. of Hours	Course Objectives
C2	To assimilate theoretical and practical implications of HRP		
C3	To critically use appropriate training tools		
C4	To analyze and implement an effective performance management		
C5	To extrapolate and design compensation management techniques		
SYLLABUS			
I	**Introduction:** Definition and Objectives of Human Resources Management, Qualities of a Good HR Manager – Evolution and Growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management(SHRM).Human Resource Policies	12	C1
II	**Human Resource Planning (HRP):** Job Analysis, Skills Inventory, Job Description, Job Specification, Human Resources Planning **Recruitment and Selection:** Sources of Recruitment, Recruitment Process, Recruitment And Social Media and Selection Process Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Attrition And Retention Management	12	C2
III	**Training, Development &Career Management:** Importance and Benefits of Training And Development, Types Of Training Methods, Executive Development Programs, Concept and Process of Career Management; Succession Planning, Competency Mapping, Knowledge Management & Talent Management	12	C3
IV	**Performance Management:** Importance, Process and Methods: Ranking, Rating Scales, Critical Incident Method, Removing Subjectivity From Evaluation, MBO as a Method of Appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross Cultural Diversity Management; Hybrid Work Culture; Work-Life Balance; Quality of Work-Life; HR Analytics.	12	C4
V	**Compensation Management:** Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial andNon-FinancialIncentives,Productivity–LinkedBonus,CompensationCriteria,RewardsandRecognition.HumanResourceAccountingandAudit	12	C5
	Total	**60**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Gain an understanding of HRM policies and importance.	PO4, PO6	

CO2	Implement appropriate HRP in workplace.	PO6
CO3	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7
CO4	Demonstrate managing performance of human resources.	PO6, PO7
CO5	Design and justify compensation framework.	PO4, PO6, PO7
Reading List		
1.	https://businessjargons.com/performance-management.html	
2.	https://www.hr-guide.com/data/G400.htm	
3.	https://www.managementstudyguide.com/training-development-hr-function.htm	
4.	https://www.tandfonline.com/toc/rijh20/current	
References Books		
1.	Gary Dessler& Biju Varrkey,HumanResourceManagement,16thEdition, PearsonIndiaPvt.Ltd.,2020.	
2.	Ashwathappa,K.,HumanResourceManagement,9thEdition,TataMcGraw-HillEducation Pvt.Ltd.,2021.	
3.	Ivanecevich, J.M., Human Resource Management, 12th Edition, Tata McGraw-HillEducation Pvt.Ltd.,2020.	
4	DeCenzo,D.A.,Robbins S.P., Susan L Verhulst,HumanResourceManagement,11thEdition,WileyIndiaPvt.Ltd.,2015.	
5.	Leigh Thompson,Making the team, A guide for Managers, Pearson, 6thEdition 2019.	
6.	Gary Dessler,Fundamentals of Human Resource Management,Pearson, 4thEdition 2017.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2						M		
CO 3					S	S	M	
CO 4						M	M	
CO 5				M		M	M	

3-Strong   2-Medium   1-Low

COURSE CODE	P23MST23	**Marketing Management**	L	T	P	C
CORE IX			4	-	-	4
Course Objectives						
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.					
C2	To provide with opportunities to analyze marketing activities within the firm and in the environment and implement marketing strategies.					
C3	To analyze and explore the buyer behavior pattern in marketing situations to segment the market and customer life time value.					
C4	To understand the new product development, branding, pricing strategies in marketing a product.					
C5	To analyze and explore promotion decisions on advertising, sales promotion and personal selling, and distribution management, handling middlemen and conflict and upgrade the knowledge and awareness of Consumer Rights in the Market.					
SYLLABUS						

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Marketing Management Philosophies – The concepts of marketing – Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges: Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing – Analysis of Macro and Micro environment – Marketing Planning Process.	12	C1
II	**Strategic Marketing:** Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix – Sales Forecasting – Techniques. **Marketing Research** Process – Marketing Analytics – Marketing Information System and Methods.	12	C2
III	**Buyer Behavior:** Factors Influencing Buyer Behavior – Buying situation– Buying Decision Process – Industrial Buyer Behavior. **Market Segmentation:** Targeting and Positioning – Competitive Marketing Strategies – Customer Life Cycle – Customer Life time Value.	12	C3
IV	**Product Policies:** Consumer and Industrial Product Decisions, Product Portfolio Management – New Product Development and Product Life Cycle Strategies – Branding, Packaging and Labelling. **Pricing:** Factors Influencing Pricing – Pricing Objectives – Procedure – Policies – Methods – Pricing Strategies and approaches.	12	C4
V	**Promotion Decisions:** Promotion Mix – Integrated Marketing Communication – *Advertising in the Indian Context:* Meaning, Importance, Objectives – Deciding Advertising Budget – Advertising Copy/Layout – Media Planning, Selection and Scheduling – Measuring Advertising Effectiveness – Publicity – *Personal Selling:* Importance, Characteristics, Process – *Sales Promotion:* Methods and strategies – *Sales Force Decisions:* Selection, Training, Compensation and Control – **Distribution Management:** Channel Selection – Types of Intermediaries – Managing Middlemen – Designing Channels of Distribution – Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems. **Consumer Protection Act:** Objectives – Awareness of Consumer Rights in the Market Place – Rights of consumers – Procedure for filing complaints – Redressal agencies: Functions – Settling the claims.	12	C5
	Total	**60**	
	Course Outcomes		

Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7	

CO2	Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7
CO4	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8

	Reading List
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html
3.	https://www.ama.org/ama-academic-journals/
4.	https://www.emerald.com/insight/publication/issn/0736-3761

	References Books
1.	Philip Kotler, G.Shainesh et..al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022
2.	Ramasamy VS &Namakumari, Marketing Management: Indian Context with Global Perspective, 5thedn, MacGraw Hill India, New Delhi, 2013.
3.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.
4.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1st Edition, 2017
5.	Warren J. Keegan, Global Marketing Management, 8thEdition, Pearson, 2017.
6.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7th Edition, McGraw-Hill, 2010.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				3		3		
CO 3				2		2	2	
CO 4			2	2		2	2	
CO 5						2		2

3-Strong   2-Medium   1-Low

COURSE CODE	P23MST24	Operations Management	L	T	P	C
CORE X			3	1	-	4

	Course Objectives
C1	To understand the production function, production design & capacity planning,
C2	Exploring the Make or Buy decision, and thus understanding the role ofinventory management
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.

C4	To elucidate the importance and usefulness of work-study and quality control Tools		
C5	To provide insights on service operations management and waiting line analysis.		

	SYLLABUS		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**INTRODUCTION:** Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make orBuy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.	12	C1
II	**FACILITY DESIGN**: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout-Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.	12	C2
III	**INVENTORY CONTROL AND MAINTENANCE:** Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.	12	C3
IV	**DESIGN OF WORK SYSTEMS AND QUALITY CONTROL**: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study- Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4

V	**SERVICE OPERATIONS MANAGEMENT**: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7
CO3	Understand the Inventory models and the importance Of maintenance techniques.	PO6, PO7
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7

Reading List	
1.	www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf
3.	https://www.emerald.com/insight/publication/issn/0144-3577
4.	https://www.inderscience.com/jhome.php?jcode=ijaom

References Books	
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3rd Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1st Edition, Wiley, 2022.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		2				
CO 2		2					2	
CO 3						2	2	
CO 4	2	2				2	2	
CO 5		2				2	2	

3-Strong   2-Medium   1-Low

COURSE CODE	P23MST25	Financial Management	L	T	P	C
CORE XI			3	1	-	4
Course Objectives						

	Course Objectives
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.
C2	To create awareness on the various investment techniques on the investment decision making and understanding on various currencies.
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting techniques.

SYLLABUS			
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Introduction:** Financial management: Definition and scope – objectives of Financial Management – Profit Maximization – Wealth maximization – Functions and role of finance manager. Sources of finance: Short term: Bank Sources – Long term: Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity – Micro Finance – Time Value of Money, discounting and compounding – Financial Planning – Introduction to International Financial Management, Behavioural Finance, Financial Information System.	12	C1
II	**Investing Decision**: Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return – DCF Techniques – Net Present Value, Profitability Index and Internal Rate of Return (Problems) – Risk analysis in Capital Budgeting – Introduction to Fintech – Digital Currency – Cryptocurrency – Financial Modeling; Hurdle Rate.	12	C2
III	**Cost of Capital:** Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT - EPS Analysis - Operating Leverage - Financial Leverage (Problems).	12	C3
IV	**Capital Structure:** Factors influencing capital structure – Optimal capital structure - Capital structure theories: Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach. **Dividend and Dividend policy:** Meaning, classification – Sources available for dividends – Dividend theories – Graham, Gordon, Walter and MM	12	C4

	theories – Dividend policy – Determinants of dividend policy.		
V	**Working Capital Management:** Definition and Objectives – Working Capital Financing – Sources of Working Capital – Factors affecting Working Capital requirements – Forecasting Working Capital requirements (Problems) – Cash Management – Receivables Management – Inventory Management – Financial Analytics.	12	C5
	Total	**60**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7
CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7

Reading List

1.	https://accountingexplained.com/managerial/capital-budgeting/
2.	http://www.studyfinance.com/lessons/workcap/
3.	Journal of International Financial Management & Accounting
4.	The Management Accountant Journal - icmai-rnj.in

References Books

1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.
3.	Van Horne, J.C., Financial Managememt and Policy, 13th Edition, Pearson, 2015.
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2	2	3				2	2	
CO 3		2					3	
CO 4						2	3	
CO 5	2	2		3			2	

3-Strong   2-Medium   1-Low

COURSE CODE	P23MST26	Strategic Management	L	T	P	C
CORE XII			4	-	-	4

Course Objectives	
C1	To enable the students understand the importance of vision and mission inframing corporate strategy.
C2	To provide insights on how business is responsible socially and ethically.
C3	To highlight on the environmental analysis framework.
C4	To throw light on strategic formulation and strategic choice.
C5	To understand strategic implementation and strategic control.

	SYLLABUS		
UNIT	Details	No. of Hours	Course Objectives
I	**Introduction**: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board ofDirectors: Role and Functions – Board Functioning – Top Management: Role and Skills.	12	C1
II	**Corporate Policy and Planning in India:** Importance – Characteristics – Objectives - Policy Formulationand Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.	12	C2
III	**Environmental Analysis**: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.	12	C3
IV	**Strategy Formulation and Analysis:** Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS	12	C4
V	**Strategy Implementation:** Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System.	12	C5
	Total	**60**	

	Course Outcomes	
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to frame vision and mission statements.	PO3, PO4, PO7
CO2	Be social and ethically responsible.	PO3, PO8
CO3	Possess insights on making environmental analysis.	PO3, PO8
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
CO5	Understanding strategic implementation and control.	PO4, PO5, PO7
	Reading List	
1.	Strategic Management Journal – Wiley online Library	
2.	Journal of strategy and Management – Emerald Insight	
3.	Mastering Strategic Management – www.opentextbooks.org.hk	
4.	Mastering Strategic Management – www.saylor.org.	
	References Books	
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.	
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.	
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.	
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.	
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.	
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.	

	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**
CO 1			3	2			3	
CO 2			3					3
CO 3			2					3
CO 4		2			3			2
CO 5				3	3			3

3-Strong   2-Medium   1-Low

COURSE CODE	P23MSED22	**International Business**	L	T	P	C
EXTRA DISCIPLINARY II			3	-	-	3

	Course Objectives	
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.	
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	

C3	To throw light on international trade theories and the management of business functional operations in an international context.		
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.		
C5	To know about regional economic integration and contemporary issues ininternational business.		
SYLLABUS			
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	Importance, nature, and scope of International Business - International vs. Domestic Business - Tariff and non-tariff barriers - Transition to International Business - Advantages/disadvantages of International Business - Balance of Payments, Trade, and Current Account - Modes of entry into International Business - Multinational Corporations in International Business - Foreign investments, technology transfer, pricing, regulations - International collaborations and strategic alliances - Counter Trade; Import-Export Process and Documentation	9	C1
II	Economic, Political, Cultural, and Legal environments in International Business - Analyzing International Business environment - Cultural Differences: Social Structure, Religion, Language, Education, Workplace dynamics, Cultural Change - Cross-cultural Literacy; Cultural Competitive Advantage	9	C2
III	Mercantilism, Neo-Mercantilism, Absolute Advantage, Comparative Advantage - Heckscher-Ohlin Theory; New Trade Theory; National Competitive Advantage; Porter's Diamond - GATT, WTO, GATS, UNCTAD - Trade Blocks (EU, PTA, EFTA, CACM, LAFTA, NAFTA, ASEAN, CARICOM, GSTP, GSP, SAPTA, BIMSTEC - Bretton Woods Twins; World Bank, IMF; International Finance Corporation; MIGA	9	C3
IV	**Global Trading and Investment in India** Recent trends in India's Foreign Trade - India's Commercial Relations and Trade Agreements - Export Infrastructure in India - Export Assistance, Finance, EPZs, SEZs - SSI and Exports; ECGC; EXIM Bank of India; Commodity Boards; STC, MMTC - Foreign Exchange Market - Foreign Direct Investments (FDI) - types and advantages to countries.	9	C4

	Contemporary Issues International Sales Contract: Laws, INCO terms, Standard Clauses - Role of Indian Council of Arbitration / International Chamber of Commerce in trade disputes - Export Regulations: Procedure, Quality Control, Customs, Port, Exchange regulations - Role of Clearing and Forwarding Agents.		
V		9	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7
CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7
CO3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7
CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
CO5	Have better understanding on regional economicintegration and contemporary issues in international business.	PO6, PO7, PO8

Reading List

1.	www.internationalbusinesscorporation.com
2.	www.business-ethics.org
3.	https://www.jstor.org/journal/jintebusistud
4.	Journal of International Business and Management (JIBM)

References Books

1.	International Business: Competing in the Global Marketplace (SIE)	11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2.	International Business	Fourth Edition	By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3			2	
CO 2				M			2	
CO 3				3		3	3	
CO 4		3		3			3	

CO 5						3	3	3

3-Strong   2-Medium   1-Low

COURSE CODE	P23MSS22	Soft Skills II - Business Etiquette	L	T	P	C
SOFT SKILLS II			-	-	2	2

Course Objectives	
C1	To analyze the Business etiquette at workplace
C2	To determine the Principles of exceptional work behavior
C3	To explore Tech etiquette in using various telecommunication devices and channels
C4	To successfully handle Multi-cultural challenges
C5	To ascertain sensitivity to new and emerging issues in etiquette

SYLLABUS			
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing aculture of excellence The principles of exceptional work behaviour - What is the role of Good Manners inBusiness?-Enduring Words Greetings and Introductions: Guideline forreceptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands-Introductions - Introductory scenarios - Addressing individuals.	6	C1
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.	6	C2
	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines		

III	- Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines.	**6**	C3
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues- Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	6	C4
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects- Cultural Highlight: China-Cultural Highlight: India.	6	C5
	Total	**30**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Learn using business etiquette at work place	PO4, PO6, PO7
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7
CO4	Get familiarized with the Successful handling of	PO4, PO6, PO7
	Multi-cultural challenge	
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7

Reading List

1.	https://accountingexplained.com/managerial/capital-budgeting/
2.	http://www.studyfinance.com/lessons/workcap/
3.	Journal of International Financial Management & Accounting
4.	The Management Accountant Journal - icmai-rnj.in

References Books

1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				2		2	2	
CO 3				2		2	2	
CO 4				2		2	2	
CO 5				2		2	2	

3-Strong   2-Medium   1-Low

COURSE CODE	**P23MSS23**	**Soft Skills III – Computing Skills**	L	T	P	C
SOFT SKILLS III			-	-	2	2

	Course Objectives	
C1	To create awareness and understanding on the basic functions of word processing, presentation and slides	
C2	To enable the students to work on Excel workbook and worksheet	
C3	To elucidate the students on the various advanced functions of MS Excel	
C4	To educate the students on MS Access and its application in database management	
C5	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets, Forms, Slides, and Google Docs	
C5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	

	SYLLABUS		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Word Processing:** Basic functions – Opening and closing of documents – Text creation and manipulation – Formatting of text – Table handling – Spell check, language setting and thesaurus – Printing of word document. **Power Point Presentation and Design:** Creating presentation – Preparation and presentation of Slides, Slide Show – Animate the slides – Designing of posters, banners and invitations.	6	C1

II	**Excel:** Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.	6	C2
III	**Excel Advanced:** Vlookup – Hlookup – Charts – Count - Countif – Sum – Sumif – Product – Sumproduct. Functions: Mathematical – Financial – Logic – Text – Statistical	6	C3
IV	**Access:** Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.	6	C4
V	**Cloud based Apps:** Google Drive, Google Sheets, Google Docs, Google Forms, Google Slides – Google Cloud Print.	6	C5
	Total	**30**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have awareness and understanding on the basic functions of Word Processing and preparation of Presentation	PO4, PO6, PO7
CO2	Execute the basic functions of Excel	PO4, PO6, PO7
CO3	Understand advance functions of Excel	PO2, PO4, PO6, PO7
CO4	Possess knowledge on Access and its application in database management	PO2, PO4, PO6, PO7
CO5	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets, Forms, Slides and Google Docs	PO4, PO5, PO6, PO7

Reading List

1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017
2.	Richard Rost, Learning MS Access Kindle Edition, 2013
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021
4.	Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021

References Books

1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3	3	
CO 2				3		3	3	

CO 3		3		3	3	3	3	
CO 4				3	3	3	3	
CO 5				3		3	3	

3-Strong   2-Medium   1-Low