

INTRODUCTION ABOUT THE COURSE

MBA (Master of Business Administration) is a two-year postgraduate degree program with AICTE approval that focuses on advanced business management skills and knowledge. It aims to provide students with a comprehensive understanding of business principles, practices, and methodologies, preparing them for leadership roles in management, entrepreneurship, and consulting.

A Master of Business Administration (MBA) is a professional post graduate degree focused on business administration. The core courses in an MBA program cover various areas of Business Administration such as Accounting, Applied statistics, Human Resources, Business Communication, Business Ethics, Business law, Strategic Management, Business Strategy, Finance, Managerial Economics, Management, Entrepreneurship, Marketing, Supply-Chain Management, and Operations Management in a manner most relevant to management analysis and strategy. The programme moulds its participants into rigorous and innovative thinkers to deal with complex real-life management problems.

With its special features like Industry-aligned curriculum, Practical training through internships and project work, Opportunities for specialization in various business areas, Development of soft skills like communication, teamwork, and leadership, the course focuses on developing advanced Business Management skills, providing a strong foundation for careers in Leadership roles in Management.

Aim

The Syllabus of this programme is aimed at preparing the students with the latest developments and put them on the right track to fulfil the present requirements.

Eligibility for Admission

Candidates for admission to the first year of the Master of Business Administration full time degree programme shall be required to possess a Bachelor's Degree of any Recognized University.

PROGRAMME OUTCOMES

REGULATIONS ON LEARNING OUTCOMES-BASED CURRICULUM FRAME WORK (CBCS) FOR UNDER GRADUATE	
Programme	M.B.A.
Programme Code	24PBA
Duration	PG – TWO YEARS
Programme Out comes(Pos)	PEO 1–Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations. PEO 2 - Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills. PEO3 – Research and Development: To instill and grow a mindset that focuses efforts towards inculcating and encouraging the students in the field research and development. PEO 4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world. PEO 5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals. Program Out comes: 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 Human kind.

Programme Specific Outcomes (PSO)

Programme Specific Outcomes (PSOs)	PSO-1. Problem Solving Skill: Application of tools and techniques relevant to Management theories and practices PSO-2 Decision Making Skill: Fostering analytical and critical thinking abilities for databased decision making PSO- 3 Ethical Value: Ability to develop value based leadership attributes. PSO -4 Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business. PSO – 5 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
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	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	3	3	3	3	3	3	3	3
PEO 2	3	3	3	3	3		3	3
PEO3	3	3	3	3	3	3		3
PEO 4	3	3	3	3	3	3	3	3
PEO 5	3	3	3	3	3	3	3	3

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



SENGUNTHAR ARTS AND SCIENCE COLLEGE

(AUTONOMOUS)

NAAC Accreditation A⁺ (2nd Cycle)

(Affiliated to Periyar University, Salem and Approved by AICTE, New Delhi)

An ISO 9001:2015 Certified Institution, Recognised under section 2(f) and 12(B) of the UGC Act 1956

TIRUCHENGODE – 637 205, NAMAKKAL DT, TAMILNADU



I YEAR

S.No	Course Category	Course code	Title of the course	Hrs/ Week		Credit Points	Max Marks		
				L	P		CIA	ESE	Total
SEMESTER-I									
1	Core I	24S1PBA01	Management Principles And Business Ethics	4	-	4	25	75	100
2	Core II	24S1PBA02	Quantitative Techniques And Research Methods inBusiness	3	-	4	25	75	100
3	Core III	24S1PBA03	Managing Organizational Behavior	4	-	4	25	75	100
4	Core IV	24S1PBA04	Accounting for Managers	4	-	4	25	75	100
5	Core V	24S1PBA05	Managerial Economics	4	-	4	25	75	100
6	Core VI	24S1PBA06	Legal Systems in Business	4	-	4	25	75	100
7	EDC	24S1PBAN01	Entrepreneurship Development	3		3	25	75	100
8	Soft Skills	24S1PBAS01	Soft Skills I– Executive Communication		2	2	25	75	100
Total						26			

S. No	Course category	Course code	Title of the course	Hrs/ Week			Credit Points	Max Marks		
				L	P	T		CIA	ESE	Total
SEMESTER–II										
1	Core VII	24S2PBA07	Applied Operations Research	3	-	1	4	25	75	100
2	Core VIII	24S2PBA08	Human Resource Management	4	-	-	4	25	75	100
3	Core IX	24S2PBA09	Marketing Management	4	-	-	4	25	75	100
4	Core X	24S2PBA10	Operations Management	3	-	1	4	25	75	100
5	Core XI	24S2PBA11	Financial Management	3	-	1	4	25	75	100
6	Core XII	24S2PBA12	Strategic Management	4	-	-	4	25	75	100
7	EDC	24S2PBAN02	International Business	3		-	3	25	75	100
8	Soft skills	24S2PBAP02	Soft Skills II–Business Etiquette	-	2	-	2	25	75	100
9	Soft skills	24S2PBAP03	Soft Skills III–Computing Skills		2	-	2	25	75	100
10	Common Paper	24S2PHR01	Fundamentals of Human Rights				1	25	75	100
Total							29			

II YEAR

S.No	Course Category	Course code	Title of the course	Hrs/ Week		Credit Points	Max Marks		
				L	P		CIA	ESE	Total
SEMESTER–III									
1	Core I	24S3PBA13	Information Systems for Business	4	-	4	25	75	100
2	ELECTIVE -I	24S3PBA	Choose any one from the list	3	-	3	25	75	100
3	ELECTIVE –II	24S3PBA	Choose any one from the list	3	-	3	25	75	100
3	ELECTIVE –III	24S3PBA	Choose any one from the list	3	-	3	25	75	100
5	ELECTIVE –IV	24S3PBA	Choose any one from the list	3	-	3	25	75	100
6	ELECTIVE -V	24S3PBA	Choose any one from the list	3	-	3	25	75	100
	ELECTIVE -VI	24S3PBA	Choose any one from the list	3		3	25	75	100
7	EDC	24S3PBAED01	Employability skills	3		3	25	75	100
8	Soft Skills	24S3PBAP03	Soft Skills IV – Leadership and Team Building Skills		2	2	25	75	100
9	INTERNSHIP	24S3PIT01	INTERNSHIP			4			
Total						28			800

Soft skills are skill oriented courses to be conducted as Practical for which student has to submit a Record work and Viva-voce will be conducted by Internal and External Examiners

Students should choose six elective Course 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 below:

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 COE and the same will be included in the Third Semester Marks Statement.

S. No	Course category	Course code	Title of the course	Hrs/ Week				Credit Points	Max Marks		
				L	P	T	O		CI A	ES E	Total
	SEMESTER–IV										
1	CORE	24S4PBAPR1	PROJECT & VIVA VOCE	-	-	-	Y	12	-	75	225
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 (12 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).

Specialization Courses: Finance Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
24S3PBAF01	Corporate Finance	Elective	3	-	-	1	3	3	25	75	100
24S3PBAF02	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
24S3PBAF03	Tax Management	Elective	3	-	-	1	3	3	25	75	100
24S3PBAF04	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
24S3PBAF05	Banking and Insurance	Elective	2	-	1	-	3	3	25	75	100
24S3PBAF06	Financial Services	Elective	2	-	1	-	3	3	25	75	100
24S3PBAF07	Financial Modelling	Elective	2	-	1	-	3	3	25	75	100
24S3PBAF08	Capital Markets and Financial Services	Elective	2	-	1	-	3	3	25	75	100
24S3PBAF09	Financial Planning and Wealth Management	Elective	2	-	1	-	3	3	25	75	100
24S3PBAF10	Risk Management in Banks	Elective	2	-	1	-	3	3	25	75	100

Specialization Courses: Marketing Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
24S3PBAM01	Sales and Distribution Management	Elective	3	-	-	-	3	3	25	75	100
24S3PBAM02	Brand Management	Elective	3	-	-	-	3	3	25	75	100
24S3PBAM03	Consumer Behaviour	Elective	3	-	-	-	3	3	25	75	100
24S3PBAM04	Services Marketing	Elective	3	-	-	-	3	3	25	75	100
24S3PBAM05	Customer Relations Management	Elective	3	-	-	-	3	3	25	75	100
24S3PBAM06	Retail Marketing	Elective	3	-	-	-	3	3	25	75	100
24S3PBAM07	Rural Marketing	Elective	3	-	-	-	3	3	25	75	100
24S3PBAM08	International Marketing	Elective	3	-	-	-	3	3	25	75	100
24S3PBAM09	Digital Marketing	Elective	3	-	-	-	3	3	25	75	100
24S3PBAM10	Integrated Marketing Communication	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Human Resource Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
24S3PBAH01	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
24S3PBAH02	Performance Management	Elective	3	-	-	1	3	3	25	75	100
24S3PBAH03	Organizational Development	Elective	3	-	-	1	3	3	25	75	100
24S3PBAH04	Industrial and Labour Relations	Elective	3	-	-	1	3	3	25	75	100
24S3PBAH05	Career Management	Elective	3	-	-	1	3	3	25	75	100
24S3PBAH06	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100
24S3PBAH07	Talent Management	Elective	3	-	-	1	3	3	25	75	100
24S3PBAH08	Stress Management	Elective	2	-	1	-	3	3	25	75	100
24S3PBAH09	International HRD	Elective	3	-	-	-	3	3	25	75	100
24S3PBAH10	Compensation and Rewards Management	Elective	2	-	1	-	3	3	25	75	100

Credit Distribution

Description	Semester I	Semester II	Semester III	Semester IV	Total
Core Theory	24	24	4	-	52
Extra Disciplinary Course	-	2	-	-	2
Specialization courses	-	-	18	-	18
Soft Skill Courses	2	4	2	-	8
Summer Internship	-	-	4	-	4
Project	-	-	-	12	12
Human Rights		1			1
	26	31	28	12	97

FIRST YEAR - SEMESTER I

CORE I - MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

Subject Code	Category	L	T	P	Hours	Credit
24S1PBA01	CORE - I	Y	Y	-	4	4

Learning Objectives

- ❖ To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions
- ❖ To provide insights on Planning & Decision Making
- ❖ To throw light on Organizing, Managing Change and Innovation
- ❖ To elucidate on Leadership, Communication and Controlling.
- ❖ To create awareness and importance of Business Ethics and Social Responsibility

Course 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

FIRST YEAR - SEMESTER I

CORE I - MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

UNIT	Details	No. of Hours
I	Introduction: Nature and purpose of Management – Definition, Scope of management – Role of Managers – Evolution of management thought – Contributions of F.W. Taylor, Henry Fayol, Elton Mayo, McGregor and Peter Drucker – Functions of Management - Social Responsibility and Ethics in Management – Types of business organizations.	12
II	Planning and Decision Making: Definition and nature of planning -Importance, steps and limitations of planning – Management by Objectives (MBO) – The concept and nature of decision making – Process of decision making – Types of decisions – Ethical Decision Making -Problems in decision making	12
III	Nature of Organizing: Organization Structure and Design – Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, – Impact of Technology on Organizational design – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control– Optimum Span-Managing Change and Innovation.	12
IV	Leadership and Control: Leadership: Approaches to Leadership – Leadership Styles – Control: Concept of Control–Application of the Process of Control at Different Levels of Management Performance Standards – Measurements of Performance – Remedial Action – An Integrated Control system in an Organization – Management by Exception (MBE)	12
V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business – Ethical Decision Making and Ethical Leadership–Ethics Audit –Business Ethics and-CSR Models. Self Study : AI in Business Ethics	12
	Total	60
• Self Study Related to the about topic to be discussed (internal Exam only)		

Text books

- ❖ Principles of Business and Management – practicing ethics 3rd edition -2024 Oliver laaseh
 - ❖ Principles of Management essentials vibrant publishers. Callie daum
 - ❖ Essentials of Management 11th edition McGraw Hill – Heinz weihrich
- International journal of Management Concepts and Philosophy Journal of Management, Sage Publications

Reference books

- ❖ Tripathi PC, Reddy PN, Bajpai Ashish, 7th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021
- ❖ Gupta CB., Management Principles and practice, Sultan chand & sons 2024
- ❖ Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018
- ❖ Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020
- ❖ Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	2	0	2	0	2
CO 2	2	3	0	0	0	0	0	0
CO 3	0	0	0	0	2	2	2	0
CO 4	0	0	0	3	3	0	0	0
CO 5	0	0	3	0	0	0	0	3

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

CORE II – QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS

Subject Code	Category	L	T	P	Hours	Credit
24S1PBA02	CORE-II	Y	Y	-	4	4

Learning Objectives

- ❖ To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making
- ❖ To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology
- ❖ To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data
- ❖ To recognize the principles and characteristics of the multivariate data analysis techniques.
- ❖ To become familiar with the process of drafting a report that poses a significant problem

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme Outcomes
CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7
CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6
CO5	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6

CORE II – QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS

Unit	Details	No. of Hours
I	Introduction: Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.	12
II	Research Methods: Research Process – Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis – Types of Data – Methods of Primary and Secondary Data Collection; Survey, Observation Experiments – Construction Of Questionnaire - Questionnaire Schedule- Types of Scales – Types of Attitude Measurement -Scales – Probability Sampling Techniques. Field Study : Collection of Data and Report Writing	12
III	Data Preparation and Analysis:] Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- t - test , Chi-Square Test- ANOVA One way two way analysis of variance . Case Study : Preparation and Presentation of charts.	12
IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis	12
V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing - Academic Vs Business Research Reports - Ethics In Research.	12
	Total	60
Field Study and Case Study -Related to the about topic to be discussed Internal Exam only		

Text books

- ❖ Quantitative techniques and operations Research Sultan chand & sons Dr. C. B. Gupta and P.K. Gupta
- ❖ Quantitative techniques in business 13th edition cengage learning pvt ltd. David R. Anterson
- ❖ International journal of Management Concepts and Philosophy Journal of Management,

Reference books

- ❖ Kumar,R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition,2014.
- ❖ Srivastava,T.N.and Rego, S., Statistics forManagement,2nd Edition, Tata McGraw Hill,3rdEdition,2016.
- ❖ Cooper ,D.R., Schindler, P. And Business Research Methods, Tata McGrew Hill, 12th Edition, 2012.
- ❖ Cooper,D.R., Schindler,P. and Sharma, J.K. ,Business Research Methods,11th Edition, Tata McGraw Hill, 12thEdition, 2018.
- ❖ Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis,

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
	0	0	0	0	0	0	0	0
CO 1	3	3	0	0	0	3	3	0
CO 2	0	0	0	3	0	3	0	0
CO 3	0	0	0	2	0	2	0	0
CO 4	0	0	0	2	0	2	0	0
CO 5	0	0	0	2	0	3	0	0
	0	0	0	0	0	0	0	0

3- Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

CORE-III - MANAGING ORGANIZATIONAL BEHAVIOR

Subject Code	Category	L	T	P	Hours	Credit
24S1PBA03	CORE - III	Y	Y	-	4	4

Learning Objectives

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

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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

CORE-III - MANAGING ORGANIZATIONAL BEHAVIOR

Unit	Details	No. of Hours
I	Organizational Behavior: Definition - Disciplines contributing to OB - Challenges and opportunities for OB - Basic OB model - Dependent and independent variables. Foundations of individual behavior: Ability - Intellectual and physical - Biographical characteristics. Learning: Theories of learning - Shaping behavior: Methods of shaping and schedules of reinforcement- Models of OB.	12
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories–trait theory– psychoanalytic theory- social learning theory– Erikson’s stages of Personality Development . Personality – Job fit. Perception: Meaning Process–Factors influencing perception – Attitudes and Values:–Components, Attitude– Behavior relationship, formation, values. Motivation: Early Theories of Motivation. Case Study : Self realization	12
III	Group Dynamics – Nature and process of Group Formation – types - Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process– Barriers to Communication–Guidelines for Effective Communication Case Study : Public Speaking	12
IV	Leadership–Trait - Nature of Leadership-Leadership and Management. - Leaders vs Managers Power and Politics : Sources of Power–Political Behavior in Organizations – Managing Politics. Conflict and Negotiation : Sources and Types of Conflict–Negotiation Strategies–Negotiation Process.	12
V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise-systems and Processes; Self Study : Work Life Balance	12
	Total	60
• Case study and Self Study Related to the about topic to be considered internal Exam only		

Text books

- ❖ Managing Organisational Behaviour 12th edition Pearson Publishing James G Hunt 2020
- ❖ Organisational Behaviour 8th Edition Pearson Edn 8th edition Stebhen P. Robbins
- ❖ Journal of Organizational Behaviour – wiley Online Library

Reference books

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	2	0	0	0	0
CO 2	0	0	3	0	0	3	0	0
CO 3	0	3	0	3	3	0	0	0
CO 4	0	0	0	0	3	0	0	0
CO 5	0	0	0	0	0	3	0	2

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

CORE – IV ACCOUNTING FOR MANAGERS

Subject Code	Category	L	T	P	Hours	Credit
24S1PBA04	CORE -IV	Y	Y	-	4	4

Learning Objectives

- ❖ To acquaint the students with the fundamentals of principles of financial, cost and management accounting
- ❖ To enable the students to prepare, analyses and interpret financial statements
- ❖ To acquaint the students with the tools and techniques of financial analysis
- ❖ To enable the students to take decisions using management accounting tools.
- ❖ To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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, 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

CORE – IV ACCOUNTING FOR MANAGERS

Unit	Details	No. of Hours
I	Financial Accounting – Meaning - Objectives - functions. Classification of Accounting: Accounting Theory: Concept, Importance, Scope, Generally Accepted Principles of accounting, Indian Accounting Standards, IFRS, Harmonization of Accounting Standards, Preparation of Financial Statements, Corporate Balance Sheet – Terms, Contents, Format and Analysis	12
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, 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 Statement.	12
III	Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.	12
IV	Budget, Budgeting, and Budgeting Control -Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget-Problems-Zero Base Budgeting. Case Study : Budget Preparation	12
V	Cost Accounting meaning–Objectives-Elements of Cost–Cost Sheet(Problems)–classification of cost– Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision - Exposure to Practical Knowledge of using Accounting software- Open Source. Self Study : Basic of Tally	12
	Total	60
• Case study and Self Study Related to the about topic to be considered internal Exam only		
Theory 40% Problems 60%		

Text Books

- ❖ Financial Accounting for Management Pearson Edn. Ambrish Gupta 2022
- ❖ Accounting for Managers 2nd edition Taxmann Publications Dr. Samkar Thappa, 2022

Reference books

- ❖ Gupta,A., Financial Accounting for Management: An Analytical Perspective, 5thEdition,Pearson, 2016.
- ❖ Khan, M.Y.and Jain,P.K., Management Accounting: Text, Problems and Cases, 8thEdition,Tata McGraw Hill Education Pvt. Ltd.,2021.
- ❖ Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management–a holistic perspective-Edn.1,2014published by S.N.Corporate Management Consultants Private Limited
- ❖ Horngren,C.T.,Sundem,G.L.,Stratton,W.O.,Burgstahler,D.andSchatzberg, J.,16th Edition, Pearson, 2013
- ❖ Dr. Harsolekar Accounting for Managers, Taxmann 2022
- ❖ Rustagi, R.P. Management Accounting,2nd Edition, Taxmann Allied Services Pvt.Ltd,2011

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	0	0	2	0	2
CO 2	3	3	0	3	0	3	2	0
CO 3	3	3	3	0	0	3	2	0
CO 4	3	3	0	0	0	3	3	0
CO 5	0	3	3	3	0	3	2	2

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

CORE – V- MANAGERIAL ECONOMICS

Subject Code	Category	L	T	P	Hours	Credit
24S1PBA05	CORE -V	Y	-	-	4	4

Learning Objectives

- ❖ To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions
- ❖ To understand the concept of utility and demand analysis and demand forecasting
- ❖ To know about production function and market structure
- ❖ To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.
- ❖ To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy..

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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 and Pricing methods	PO6, PO7
CO4	Have better insights about macroeconomics concepts like 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, FDI and Globalization and Cashless economy and digitalized cash transfers.	PO7

CORE – V- MANAGERIAL ECONOMICS

Unit	Details	No. of Hours
I	Introduction: Definition of Managerial Economics.– Nature and scope of Economics -Fundamental Concepts - Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle-Micro and Macro Economics.	12
II	Law of Demand Meaning – Definition - Elasticity of Demand - Types of Elasticity of Demand - Demand forecasting - Law of Supply. Meaning and Types and determinants.	12
III	Production Function – Factors of Production function – Law of Variable Proportions – Returns to Scale–Economies of scale Cost Concepts – Cost and output relationship between short and long run costs.	12
IV	Market Meaning definition - Market Structure: Perfect Competition– Monopoly – Monopolistic Competition – Oligopoly – Duopoly. Self Study :Pricing Methods	12
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 Policy towards 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
	Total	60
Self Study Related to the about topic to be considered internal Exam only		

Text Books

- ❖ Managerial Economics 2015 Vikas Publishing D N Dwivedi .
- ❖ Managerial Economics 3rd edn 2017 MCGraw Hill Edn Piyali ghosh
- ❖ <https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics>
- ❖ The Indian Economic Journal-SAGE Journals.

Reference Books

- ❖ William F. Samuelson, Stephen G. Marks, Jay L. Zagorsky Managerial Economics 2021.
- ❖ Dwivedi, D.N., Managerial Economics, Vikas PublishingHouse,2011.
- ❖ R. L.Varshney, K.L.Maheshwari. Managerial Economics, Sultan Chand & Sons, 2014.
- ❖ William F.Samuelson, Stephen G.Marks, JayL., Zagorsky., Managerial Economics, Wiley Publishers, 9thEdition 2021
- ❖ H.L.Ahuja., Managerial Economics., Atlantic Publishers and distributors (P) Ltd. 2017.
- ❖ Dominick Salvatore, Managerial Economics: Principles and worldwide applications,9EAdaptation, Oxford universitypress,9thEdition, 2020.

Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	2	0	3	0	0	0	0
CO 2	0	0	0	3	0	2	2	0
CO 3	0	0	0	0	0	3	3	0
CO 4	0	0	0	0	0	0	0	2
CO 5	0	0	0	0	0	0	2	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

CORE VI - LEGAL SYSTEMS IN BUSINESS

Subject Code	Category	L	T	P	Hours	Credit
24S1PBA06	Core –VI	Y	Y	-	4	4

Learning Objectives

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

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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

CORE VI - LEGAL SYSTEMS IN BUSINESS

Unit	Details	No. of Hours
I	Holder in due course - Holder in value - Contract of Agency. Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement	12
II	Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods - Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics. Case Study : Filling the Negotiable Instruments forms.	12
III	Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies- Different Modes of Winding Up.	12
IV	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986 - Inter -state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979 - Bonded Labour system (Abolition) Act 1976 - Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013 .	12
V	The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records, Cyber Crimes. Civil Remedies for Infringement. – Intellectual Property rights, Copy rights, Trade marks, Patent Act. Right to Information Act, 2005.	12
Total		60
• Case Study Related to the about topic to be considered Internal Exam only		

Text Books

- ❖ Legal system in Business 2021 Sultan Chand & Sons N.D. Kapoor
- ❖ Legal system in Business Himalaya publishing House Saravanel
- ❖ <https://www.mooc-list.com/course/business-law-wma>
- ❖ <https://ilj.law.indiana.edu/>

Reference books

- ❖ Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons
- ❖ Mrs.S.Sumathi, Prof. P. Saravanel Himalaya publishing house 7th edition 2017.
- ❖ Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.
- ❖ Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.
- ❖ Intellectual Property Laws, Universal Law Publishing, 2012.
- ❖ Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 nd Edition, 2015

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	2	0	2	2	0
CO 2	0	0	0	0	0	2	0	0
CO 3	0	0	0	0	0	2	2	0
CO 4	0	0	0	0	2	2	2	0
CO 5	0	0	0	0	0	0	0	2

3-Strong 2-Medium 1-Low
Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

EDC – I ENTREPRENEURSHIP DEVELOPMENT

Subject Code	Category	L	T	P	Hours	Credit
24S1PBAN01	EDC - I	Y	Y	-	3	3

Learning Objectives

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

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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	Gain knowledge on various types of financing available for new ventures	PO7, PO8

EDC – I ENTREPRENEURSHIP DEVELOPMENT

Unit	Details	No. ofHours
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 between Entrepreneur and Intrapreneur	9
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
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 – PricingPolicy and Distribution Channels	9
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 ecommerce Start-ups. Business Model Canvas	9
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Roleof Banks – Credit appraisal by banks. Institutional Finance toSmall Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship	9
	Total	45

Text Books

- ❖ Entrepreneurship 2020 Sultan chand & Sons Dr. C. B. Gupta
- ❖ Entrepreneurship Development and small business enterprises 3rd edition 2018 Pearson Publishing
- ❖ <https://roadmapresearch.com/entrepreneurship-beyond-curriculum>
- ❖ The International Journal of Entrepreneurship and Innovation

Reference books

- ❖ Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
- ❖ Entrepreneurship by Robert D. Hisrich , Michael P. Peters, Dean A. Shepherd 11th Edition, 2020 McGraw Hill
- ❖ Bhatia RC Entrepreneurship and Management , 2020
- ❖ Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
- ❖ Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
- ❖ Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce
- ❖ R. Barringer, Texas A & M University, R. Duane Ireland, 2018|Pearson

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	3	0	0	3	0
CO 2	0	0	0	0	0	0	3	2
CO 3	0	0	0	0	0	2	3	0
CO 4	0	0	0	0	0	0	3	2
CO 5	0	0	0	0	0	0	3	3

3-Strong 2-Medium 1-Low Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

SOFT SKILLS I-EXECUTIVE COMMUNICATION

Subject Code	Category	L	T	P	Hours	Credit
24S1PBAS01	PRACTICAL	Y	Y	-	2	2

Learning Objectives

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

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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 with brevity, 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

SOFT SKILLS I-EXECUTIVE COMMUNICATION

Unit	Details	No. ofHours
I	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.	
II	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 -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	
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.	
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	
V	Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aidsfor Communication.	
	Total	

Text Books

- ❖ Communication and soft skills S.P. Dhanavel
- ❖ <https://www.skillsyouneed.com/ips/communication-skills.html>
- ❖ <https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers>
<http://skillopedia.com>
- ❖ <https://www.habitsforwellbeing.com/9-effective-communication-skills>

Reference books

- ❖ Executive communication , Dr.N.V .Suresh, Dr.V .Suganya, Dr. M. Kalaivani 2023 Bluerose Publishers Pvt.
- ❖ Excellence in Business Communication John v. Thill, Pearsons 2023
- ❖ K.K. Sinha, Ruchi Sehgal Mohindra , Business Communication 5th Edition, 2023 Taxmann
- ❖ American Management Association, The AMA Handbook of Business Writing: TheUltimateGuidetoStyle,Usage,Punctuation,ConstructionandFormatting, 2010
- ❖ Gerson, Sharan J.,and Steven MGerson ,Technical Writing :Process and Product, Person Education,NewDelhi,2008

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

CORE VII - APPLIED OPERATIONS RESEARCH

Subject Code	Category	L	T	P	Hours	Credit
24S2PBA07	CORE – VII	Y	Y	-	4	4

Learning Objectives

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

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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	ve 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

CORE VII - APPLIED OPERATIONS RESEARCH

Unit	Details	No. of Hours
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
II	Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programmings- Graphical Method- Simplex Method - Duality.	12
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
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 of a Project Network.	18
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. Self Study : Applications of SPSS Package	10
	Total	60
• Self Study Related to the about topic to be considered internal Exam only		

Text Books

- ❖ Business Research methods Donald R. Cooper Tata McGraw Hill
- ❖ Research Methods for Business umasekaran, john wiley & sons
- ❖ Research Methods Donald H. Burney , Thomas Asia
- ❖ http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf
- ❖ <https://www.journals.elsevier.com/operations-research-perspectives>

Reference books

- ❖ Anderson,D.R.,Sweeney,D.J.,Williams,T.A.andMartin,K.,AnIntroduction to Management Science: Quantitative Approach to Decision Making, 14th EditionPaperback–1,Cengage Learning India Pvt. Ltd.,2019
- ❖ Gupta, P.K., and Comboj, Introduction to Operations Research,S.Chand,2014
- ❖ Hiller,F., Liebermann, Nag and Basu, Introduction to Operations Research,11th Edition Paperback, Tata McGraw Hill publishingCo.Ltd.,2021
- ❖ Khanna,R.B. ,Quantitative Techniques for Managerial Decision Making,3rd Edition–Paper back, New Age International Publishers,2018

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	2	0	2	0	0
CO 2	3	2	0	0	0	2	2	0
CO 3	3	3	0	0	0	3	2	0
CO 4	3	3	0	0	0	2	2	0
CO 5	0	3	0	0	0	0	2	0

3-Strong

2-Medium

1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

CORE -VIII – HUMAN RESOURCE MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S2PBA08	CORE VIII	-	-	Y	4	4

Learning Objectives

- ❖ To embark importance of HRM role, functions and need
- ❖ To assimilate theoretical and practical implications of HRP
- ❖ To critically use appropriate training tools
- ❖ To analyze and implement an effective performance management
- ❖ To extrapolate and design compensation management techniques

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme Outcomes
CO1	Gain an understanding. of HRM policies and importance	PO4, PO6
CO2	Implement appropriate HRP in work place.	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

CORE -VIII – HUMAN RESOURCE MANAGEMENT

Unit	Details	No. of Hours
I	Introduction: Introduction of Human Resource Management: Importance of Human Resources, -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. Policies: Need, type and scope, Human Resource Accounting and Audit – Recent trends in HR practices and Future of HRM – Ethics in HRM.	12
II	Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification - Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management.	12
III	Induction and Socialization - Organizational Orientation – Conventional vs Web based Orientation – Corporate training –Training needs Analysis - Designing Training Programme - Types of training - Evaluation of the training programme. Job evaluation - Wage and Salary administration / Payroll – Factors influencing wage fixation, incentives, bonus, ESOPs, Fringe Benefits – Performance appraisal - Process – Methods of Appraisal – Transfer, Promotion - Retirement Benefits. Industrial relations – Workers participation in Management.	12
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 - work life balance; Quality of work-life; HR Analytics	12
V	Compensation Management: Factors determining pay rate Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non- financial incentives, Productivity-linked Bonus, Compensation Criteria, Rewards and Recognition. Self Study : Present Scenario of Employee Welfare	12
	Total	60
• Self Study Related to the about topic to be considered internal Exam only		

Text Books

- ❖ Human Resource Management V.S. P Rao
- ❖ Human Resource Management C.B. Gupta
- ❖ Human Resource Management 11th edition Gary Dessler PHI Learning

Reference books

- ❖ Ashwathappa ,K., Human Resource Management, 9th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
- ❖ Ivaneceovich, J.M., Human Resource Management, 12th Edition, Tata McGraw Hill Education Pvt. Ltd., 2020.
- ❖ Gary Dessler & Biju Varrkey, Human Resource Management, 16th Edition, Pearson India Pvt. Ltd., 2020.
- ❖ Leigh Thompson, Making the team, A guide for Managers, Pearson, 6th Edition 2019.
- ❖ Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4th Edition 2017.

Mapping with Programme Outcomes: 3 Strong, 2 – Medium, 1 – Low

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	2	0	2	0	0
CO 2	0	0	0	0	0	2	0	0
CO 3	0	0	0	0	3	3	2	0
CO 4	0	0	0	0	0	2	2	0
CO 5	0	0	0	2	0	2	2	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

CORE IX – MARKETING MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S2PBA09	CORE -IX	Y	-	-	4	4

Learning Objectives

- ❖ To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied
- ❖ To provide with opportunities to analyze marketing activities within the firm
- ❖ To analyze and explore the buyer behavior pattern in marketing situations.
- ❖ To understand the branding, pricing and strategies in marketing a product.
- ❖ To upgrade the knowledge and awareness of Consumer Rights in the Market

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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

CORE IX – MARKETING MANAGEMENT

Unit	Details	No. of Hours
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing–Current marketing challenges Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.	12
II	Strategic Marketing–Marketing Management Process - Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics – Publicity – relationship marketing.	12
III	Building Strong Brands: Identifying Market Segments and Target - Crafting the Brand positioning - Creating Brand Equity - Addressing Competition and Driving Growth - Creating Value: Setting Product strategy, Designing and managing services - Introducing New Market Offering - Developing Pricing strategies and programs	12
IV	Buyer Behavior: Factors Influencing Consumer Behavior– Buying situation–Buying Decision Process –Industrial Buyer Behavior. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle–Customer Life time Value, Product Portfolio Management. – Satisfaction and Loyalty Field Study :Visiting a Market	12
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life CycleStrategies, Pricing–Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertisingand Sales Promotion- Sales Force Decisions,Selection, Training, Compensation and Control –Publicity and Personal Selling - Distribution Management – Channel Management - and Conflict Management–Vertical,Horizontal and Multi- channel Systems Consumer Protection - Awareness of Consumer Rights in theMarket Place. Self Study : Concepts of Production.	12
	Total	60
• Self Study and Field Study Related to the about topic to be considered internal Exam only		

Text Books

- ❖ Marketing Management Philip Kotler PHI Learning
- ❖ Marketing Management 2nd Edition Govindarajan , PHI Learning
- ❖ Fundamentals of Marketing Etzal Stanton and walker McGraw Hill
- ❖ <https://www.ama.org/ama-academic-journals/>
- ❖ <https://www.emerald.com/insight/publication/issn/0736-3761>

Reference books

- ❖ Alexander Chernev, Kevin Keller), Philip Kotler Marketing Management Global Edition , 2021
- ❖ Gupta Prachi, Aggarwal Ashita, etal., Marketing Management: IndianCases,1st Edition, 2017
- ❖ G.Shainesh Philip Kotler Marketing Management Indian Case Studies included,16thEdition,Pearson, 2022
- ❖ Warren J.Keegan, Global Marketing Management, 8thEdition,Pearson, 2017.
- ❖ Mullins, Marketing Management: A Strategic Decision Making
- ❖ Approach,7 Edition,McGraw-Hill,2010.
- ❖ PhilipKotler and Keven Lane Keller,Marketing Management,15thEdition, Pearson,2015

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	2	0	2	2	0
CO 2	0	0	0	3	0	3	0	0
CO 3	0	0	0	2	0	2	2	0
CO 4	0	0	2	2	0	2	2	0
CO 5	0	0	0	0	0	2	0	2

3-Strong 2-Medium 1-Low
Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

CORE X – OPERATIONS MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S2PBA10	CORE X	Y	-	-	4	4

Learning Objectives

- ❖ To understand the production function, production design & capacity planning,
- ❖ Exploring the Make or Buy decision, and thus understanding the role of inventory management
- ❖ 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
- ❖ To elucidate the importance and usefulness of work-study and quality control tools
- ❖ To provide insights on service operations management and waiting line analysis

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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, P`O7
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

CORE X – OPERATIONS MANAGEMENT

Unit	Details	No. of Hours
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 or Buy Decisions- Use of Crossover Chart for Selection Processes-World class manufacturing.	12
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
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.	12
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- Quality Circles; TQM – Six Sigma, Kaizen	14
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. Poster Presentation : Layout of an Organisation	10
	Total	60
* Poster Presentation Related to the about topic to be considered internal Exam only		

Text Books

- ❖ [Production](#) and operation management R. Pannerselvam PHI Learning
- ❖ Production and operation management S.N. Chary Tata McGraw Hill
- ❖ [Operations Management](#) Robert. Johnston F.T Parentice Hill
- ❖ <https://www.inderscience.com/jhome.php?jcode=ijaom>

Reference books

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

Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	2	0	2	0	0	0	0
CO 2	0	2	0	0	0	0	2	0
CO 3	0	0	0	0	0	2	2	0
CO 4	2	2	0	0	0	2	2	0
CO 5	0	2	0	0	0	2	2	0

3 Strong, 2 – Medium, 1 – Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

Core XI – FINANCIAL MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S2PBA11	CORE XI	Y	-	-	4	4

Learning Objectives

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

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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

Core XI – FINANCIAL MANAGEMENT

Unit	Details	No. of Hours
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- International Financial Management- Financial Planning- Behavioral Finance- Capital Market- Money Market-Micro Finance.	12
II	Investing Decision – Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems – Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency-Crypto currency.	12
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
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 – Practical Problems. Dividend and dividend policy: Meaning, classification – sources available for dividends-Dividend policy general, Determinants of dividend policy. Case Study : Dividend Calculations	12
V	Working Capital Management – Definition and Objectives – Working Capital Policies – Factors affecting Working Capital requirements – Forecasting Working Capital requirements (problems) – Cash Management-Receivables Management and- Inventory Management- Working Capital Financing- Sources of Working Capital and Implications of Various Committee Reports-Financial Analytics. Self Study : Ethics in Finance	12
	Total	60
* Case study and Self Study Related to the about topic to be discussed internal Exam only		
Theory 60% Problems 40%		

Text Books

- ❖ Financial Management Principles and Practices Khan M. And Jain P. Tata McGraw Hill
- ❖ Financial Management Pandey I.M Vikas publishing House Journal of International Fundamentals of Financial Management Prasanna Chandra Tata McGraw Hill
- ❖ The Management Accountant Journal-icmai-rnj.in

Reference Books

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

Mapping with Programme Outcomes: 3 Strong, 2 – Medium, 1 – Low

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	2	0	2	2	0
CO 2	2	3	0	0	0	2	2	0
CO 3	0	2	0	0	0	0	3	0
CO 4	0	0	0	0	0	2	3	0
CO 5	2	2	0	3	0	0	2	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

CORE – XII – STRATEGIC MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S2PBA12	CORE XII	Y	-	-	4	4

Learning Objectives

- ❖ To enable the students understand the importance of vision and mission in framing corporate strategy
- ❖ To provide insights on how business is responsible socially and ethically.
- ❖ To highlight on the environmental analysis framework.
- ❖ To throw light on strategic formulation and strategic choice.
- ❖ To understand strategic implementation and strategic control.

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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

CORE – XII – STRATEGIC MANAGEMENT

Unit	Details	No. of Hours
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 of Directors: Role and Functions–Board Functioning– Top Management: Role and Skills – Concept of synergy .	12
II	Corporate Policy and Planning in India: Importance - Characteristics – Objectives – Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business–Corporate Governance and Ethical Responsibility.	12
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
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
V	Strategy Implementation: Strategy Implementation - Corporate Culture– Matching Organization 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- Strategic Information System. Self Study : Corporate Social Responsibility	12
	Total	60
* Self Study Related to the about topic to be considered Internal Exam only		

Text Books

- ❖ Business policy and Strategic Management Azar Kazmi Tata McGraw Hill
- ❖ Strategic Management U.C. Mathur Mac Millan India Ltd
- ❖ Strategic Management R. Srinivasan PHI New Delhi
- ❖ Mastering Strategic Management – www.saylor.org.

Reference books

- ❖ VSP Rao, Strategic Management Text and Cases, 2nd edition 2013.
- ❖ Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw Hill Education, 2018.
- ❖ Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw Hill, 2018.
- ❖ Hill, C.W.L. and Jones, G.R., Strategic Management An Integrated Approach, 9th Edition, Cengage Learning, 2012.
- ❖ Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw Hill, 2017.
- ❖ Wheelen, T.L. and Hunger, D. Strategic Management and Business Policy, 13th Edition, Pearson, 2012.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	3	2	0	0	3	0
CO 2	0	0	3	0	0	0	0	3
CO 3	0	0	2	0	0	0	0	3
CO 4	0	2	0	0	3	0	0	2
CO 5	0	0	0	3	3	0	0	3

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

EDC II – INTERNATIONAL BUSINESS

Subject Code	Category	L	T	P	Hours	Credit
24S2PBAN02	EDC - II	Y	Y	-	3	3

Learning Objectives

- ❖ To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.
- ❖ To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.
- ❖ To throw light on international trade theories and the management of business functional operations in an international context.
- ❖ To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.
- ❖ To know about regional economic integration and contemporary issues in international business..

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme 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 economic integration and contemporary issues in international business.	PO6, PO7, PO8

EDC II – INTERNATIONAL BUSINESS

Unit	Details	No. of Hours
I	Introduction International Business: Importance,nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers-transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications-Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade ; Import-Export Process and Documentation.	9
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction—Social Structure—Religion — Language — Education —Culture and the Workplace — Cultural Change — Cross-culturalLiteracy — Culture and Competitive Advantage.	9
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)- GATS-UNCTAD- Trade Blocks Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)Latin American Free Trade Association(LAFTA)- North AmericanFree Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSP-SAPTA- Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency(MIGA). Self Study : Creation of LC	9
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air,	9

	Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment Advantages Of FDI to Host and Home Countries.	
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract-Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export-Role of Clearing and Forwarding Agents.	9
	Total	45
• Case study Related to the about topic to be considered internal Exam only		

Text Books

- ❖ www.internationalbusinesscorporation.com
- ❖ www.business-ethics.org
- ❖ <https://www.jstor.org/journal/jintebusistud>
- ❖ Journal of International Business and Management(JIBM)

Reference books

- ❖ International Business: Competing in the Global Market place (SIE) | 11th Edition
14 August 2018 by Charles W. L. Hill G. Tomas M. Hult , Rohit Mehtani
- ❖ International Business | Fourth Edition | By Pearson – 30 November 2017 by S. Tamer Cavusgil , Gary Knight , John Riesenberger
- ❖ Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
- ❖ Paul, J., International Business, 5th Edition, PHI Learning, 2010.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	2	0	3	0	0	2	0
CO 2	0	0	0	2	0	0	2	0
CO 3	0	0	0	3	0	3	3	0
CO 4	0	3	0	3	0	0	3	0
CO 5	0	0	0	0	0	3	3	3

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

SOFT SKILLS II-BUSINESS ETIQUETTE

Subject Code	Category	L	T	P	Hours	Credit
24S2PBAP02	PRACTICAL	-	-	Y	2	2

Learning Objectives

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

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme Outcomes
CO1	Learn using business etiquette at work place	PO4, PO6, PO7
CO2	Be able to acquire knowledge about the Principles of exceptional work behavior	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 Multi-cultural challenge	PO4, PO6, PO7
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7

SOFT SKILLS II-BUSINESS ETIQUETTE

Unit	Details	No. of Hours
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behavior - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions-Introductory scenarios- Addressing individuals.	
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 Dining-Specific food Etiquette guidelines.	
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette-Telephone etiquette guidelines - 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	
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.	
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.	
	Total	

Text Books

- ❖ <https://accountingexplained.com/managerial/capital-budgeting/>
- ❖ <http://www.studyfinance.com/lessons/workcap/>
- ❖ Journal of International Financial Management & Accounting
- ❖ The Management Accountant Journal-icmai-rnj.in

Reference books

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	2	0	2	2	0
CO 2	0	0	0	2	0	2	2	0
CO 3	0	0	0	2	0	2	2	0
CO 4	0	0	0	2	0	2	2	0
CO 5	0	0	0	2	0	2	2	0

3-Strong 2-Medium 1-Low
Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

SOFT SKILLS III–COMPUTING SKILLS

Subject Code	Category	L	T	P	Hours	Credit
24S2PBAP03	PRACTICAL	-	-	Y	2	2

Learning Objectives

- ❖ To create awareness and understanding on the basic functions of MS Excel
- ❖ To elucidate the students on the various advanced functions of MS Excel
- ❖ To educate the students on MS Access and its application in database management
- ❖ To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs
- ❖ To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing

Course Outcomes		
Course Outcomes	On completion of this course, students will able to	Programme Outcomes
CO1	Have awareness and understanding on the basic functions of MS Excel	PO4, PO6, PO7
CO2	Know the advanced functions of MS Excel	PO4, PO6, PO7
CO3	Possess knowledge on MS Access and its application in database management	PO2, PO4, PO6, PO7
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	PO4, PO5, PO6, PO7
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7

SOFT SKILLS III-COMPUTING SKILLS

Unit	Details	No. of Hours
I	MS 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.	
II	MS Excel Advanced Functions – V lookup – H lookup – Charts – Count – Count if – Sum – Sum if – Product – Sum product. Functions: Mathematical - Financial - logic – Text - Statistical	
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – Creating and layout.	
IV	Cloud based apps – Google Drive, Google Sheets, GoogleDocs,	
V	Cloud based apps - Google Forms, Google Slides – GoogleCloud Print	
	Total	

Text Books

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

Reference books

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	0	0	0	3	0	3	3	0
CO 2	0	0	0	3	0	3	3	0
CO 3	0	3	0	3	3	3	3	0
CO 4	0	0	0	3	3	3	3	0
CO 5	0	0	0	3	0	3	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

SECOND YEAR - SEMESTER III

CORE XIII - INFORMATION SYSTEMS FOR BUSINESS

Subject Code	Category	L	T	P	Hours	Credit
24S3PBA13	CORE XIII	Y	-	-	4	4

Learning Objectives

- ❖ To enable students to understand the fundamentals of information system and its role of information in managerial decision making
- ❖ To throw light on fundamentals of information systems like TPS, DSS, and EIS.
- ❖ To manage system applications and data to best support functional areas of business
- ❖ To provide insights in securely managing database and information using the process of
- ❖ To elucidate the need and importance of ERP, its selection and implementation in workplace

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 various functions 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

SECOND YEAR - SEMESTER III

CORE I - INFORMATION SYSTEMS FOR BUSINESS

UNIT	Details	No. of Hours
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.	12
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
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.	12
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, 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.	12
V	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.	12
	Total	60

TEXT BOOKS

- ❖ Information Systems for Business and Beyond – open text books. site.
- ❖ Management Information Systems: Managing the Digital firm – www.textbooks.com
Information systems Journal – Wiley Online Library.
- ❖ Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.

REFERENCES BOOKS

- ❖ Azam, M., Management Information System, McGraw Hill Education, 209
- ❖ Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010
- ❖ Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.
- ❖ O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	0	0	0	3	0	0
CO 2	0	0	3	0	3	0	0	3
CO 3	2	0	3	0	2	0	0	3
CO 4	3	3	0	0	0	2	3	0
CO 5	3	2	0	0	2	0	0	3

3 Strong, 2 – Medium, 1 – Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE (FINANCE) - CORPORATE FINANCE

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAF01	ELECTIVE - I	Y	-	-	3	3

Learning Objectives

- ❖ To familiarize the students with the fundamental understanding of corporate finance.
- ❖ To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.
- ❖ To throw light on the investment techniques on the investment decision making
- ❖ To educate the students on the various sources of international finance available to the Indian companies.
- ❖ To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.

Course Outcomes		
Cours Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the fundamentals of corporate finance.	PO3, PO6
CO2	Summarize the role of SEBI and the structure of Indian capital market.	PO3, PO6, PO7
CO3	Analyze the various investment techniques and the investment decision making.	PO2, PO7
CO4	Appraise the various sources of finance that are available to the Indian companies.	PO6, PO7
CO5	Categorize the various modes through which corporate can go international and multinational.	PO6, PO7

ELECTIVE I - CORPORATE FINANCE

UNIT	Details	No. of Hours
I	Introduction to Corporate Finance: Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts	9
II	Indian Capital Market – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity–Debenture financing– Guide lines from SEBI, advantages and disadvantages	9
III	Investment Decision: Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation.	9
IV	Finance from international sources, – Role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions	9
V	Foreign Collaboration – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax	9
	Total	45

TEXT BOOKS

- ❖ Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021
- ❖ Mike Piper, Corporate Finance made simple, Kindle Edition, 2020
- ❖ Journal of Corporate Finance, Elsevier
- ❖ The Review of Corporate Finance, Oxford Academic

REFERENCE BOOKS

- ❖ Brealey ,R.A., Myers, S. C., Allen, F. and Mohanty, P. ,Principles of Corporate Finance,9th Edition, Paper back, Tata McGraw- HillPublishers,2018.
- ❖ Damodaran, A., Applied Corporate Finance, 3th Edition,Wiley,2015
- ❖ Damodaran, A., Corporate Finance:TheoryandPractice,2nd Edition aperback,WileyIndiaPvtLtd.,2007.
- ❖ Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley IndiaPvt.Ltd.,2011.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	3	0	0	3	0	0
CO 2	0	0	3	0	0	3	3	0
CO 3	0	3	0	0	0	0	2	0
CO 4	0	0	0	0	0	3	3	0
CO 5	0	0	0	0	0	3	3	

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAF02	ELECTIVE-II	Y	-	-	3	3

Learning Objectives

- ❖ To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market
- ❖ To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges
- ❖ To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.
- ❖ To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.
- ❖ To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7
CO2	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO3, PO6, PO7
CO3	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO3, PO7, PO8
CO4	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	PO3, PO6 PO7
CO5	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7

ELECTIVE II – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT	Details	No. of Hours
I	Investment - Concept of investment-importance- alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes- post office schemes-provident fund-company deposits- real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.	9
II	Securities Market - Investment Environment ;Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges–Trading system in stock exchanges SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, - Algo trading Block Chain Technology.	9
III	Fundamental Analysis - Economic Analysis Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques–Graham and Dodds investorratios.	9
IV	Technical Analysis - Fundamental Analysis Vs Technical Analysis Charting methods – Market Indicators. Trend –Trend reversals – Patterns-Moving Average–Exponential moving Average–Oscillators– Market Indicators–Efficient Market theory	9
V	Portfolio Management -Portfolio analysis–Portfolio Selection–Capital Asset Pricing model–Portfolio Revision –Portfolio Evaluation	9
	Total	45

TEXT BOOKS

- ❖ Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015
- ❖ Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009
- ❖ The Journal of Portfolio Management, Springer
- ❖ Financial Markets and Portfolio Management, Scimago Journal and Country Rank

REFERENCES BOOKS

- ❖ Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.
- ❖ Prasanna Chandra, P. Investment Analysis and Portfolio Management, Tata McGraw- Hill Education, 5th Edition, 2017.
- ❖ Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.
- ❖ Khatr D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2013.
- ❖ Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2nd Edition, Pearson, 2015.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	0	0	0	3	0	0
CO 2	0	0	3	0	3	0	0	3
CO 3	2	0	3	0	2	0	0	3
CO 3	3	3	0	0	0	2	3	0
CO 5	3	2	0	0	2	0	0	3

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO3	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE – FINANCIAL MARKETS AND SERVICES

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAF03	ELECTIVE-III	Y	-	-	3	3

Course Objectives

- ❖ This course is aimed at enabling the students:
- ❖ To make investment decision and at providing a comprehensive introduction to the areas of security analysis and portfolio management.
- ❖ To enable a comprehensive and continuing illustration of the application of the techniques of the course with the help of analytical tools.
- ❖ To dwell on the investment avenues, and operations of the Indian stock market and the role of various financial institutions in aiding the capital formation

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Summarise the basic functions and structures of the major financial markets and financial institutions.	PO2, PO6, PO7
CO2	Interpret the key role of a central bank, banking and non-banking companies in the financial systems.	PO2, PO3, PO6, PO7
CO3	Demonstrate an understanding of the range of financial services by studying the working of the various types of financial institutions in India.	PO2, PO3, PO7, PO8
CO4	Distinguish among various financial intermediaries and markets.	PO3, PO6 PO7
CO5	Assess the role of merchant banking in the evolving financial markets.	PO6, PO7

ELE – III - FINANCIAL MARKETS AND SERVICES

UNIT	Details	No. of Hours
I	The Basic Theoretical Perspectives: The financial market system and its nature and scope - Factors affecting the stability of the financial system - Development money market vs. capital market - Financial intermediaries.	9
II	Banking Financial Institutions: RBI- Central banking- Commercial banks - Public and the private sectors –Structure and comparative performance - Bank capital – Adequacy norms and capital market support; Non- Banking financial institutions- control by RBI and SEBI- A perspective on future role; Commercial paper- features and advantages	9
III	The Financial Institutions: A brief historical perspective - An update on the performance of ICIC, IDIBI, IFCI and SFCs - The insurance industry and its regulation - Efficiency and the structure of the insurance industry - Pension funds-Pension plans today. Specialized Financial Services – Microfinance, Venture Capital, Private Placement, Overview of Credit Information Reporting	9
IV	Mutual Fund: Concept, Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP. Crowd funding: Concept of crowd funding, types of crowd funding platforms, crowd funding in India. Basics of Crypto currency	9
V	Merchant Banking and Operation: Nature and scope of merchant banking service - Functions and activities - Bankers to an issue - Portfolio managers - The regulatory framework - SEBI and Regulation of primary and secondary Markets - India company law provisions.	9
	Total	45
	Self Study: Relevant cases have to be discussed in each unit. (Internal Only)	

TEXT BOOKS

- ❖ Financial Markets and Services , by Dr [Sudha P](#) Sultan Chand & Sons 2023
- ❖ Financial Markets and Services Dr. K. Natarajan, Prof. E. Gordon Himalaya Publishing House 2nd edition - 2017
- ❖ Financial Markets and Services Punithavathy Pandian Vikas Publishing

REFERENCE BOOKS

- ❖ Bhole L.M. and Mahakud J., Financial Institutions and Markets: Structure, Growth and Innovations (6th Edition). McGraw Hill Education, Chennai, India
- ❖ Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
- ❖ Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education, New Delhi, Second edition, 2008.
- ❖ Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Third edition, 2005

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	0	0	0	3	0	0
CO 2	0	0	3	0	3	0	0	3
CO 3	2	0	3	0	2	0	0	3
CO 4	3	3	0	0	0	2	3	0
CO 5	3	2	0	0	2	0	0	3

3-Strong 2-Medium 1-Low
Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO3	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - MERCHANT BANKING AND FINANCIAL SERVICES

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAF04	ELECTIVE-IV	Y	-	-	3	3

Course Objectives

- ❖ To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.
- ❖ To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities
- ❖ To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating
- ❖ Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.
- ❖ Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	PO4, PO6
CO2	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities	PO2, PO6
CO3	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating	PO2, PO4, PO6
CO4	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation	PO2, PO6
CO5	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6

ELE – IV - MERCHANT BANKING AND FINANCIAL SERVICES

UNIT	Details	No. of Hours
I	Merchant Banking: Introduction–An Overview of Indian Financial System– Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines FEMA, etc. –Relation with Stock Exchanges and OTCEI.	9
II	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing–Advertising Strategies.	9
III	Fee based financial services: Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation.	9
IV	Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.	9
V	Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.	9
	Total	45

TEXT BOOKS

- ❖ Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011
- ❖ Pathak Barthi, Indian Financial System, 5th Edition, Pearson Education, 2018
- ❖ Indian Journal of Finance, ISSN: 0973-8711, Researchgate
- ❖ Journal of Corporate Finance, Elsevier

REFERENCES BOOKS

- ❖ M.Y.Khan, Financial Services, Tata McGraw-Hill, 9th Edition, 2009
- ❖ Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
- ❖ Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
- ❖ J.C .Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi
- ❖ Varshney P.N.& Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi
- ❖ Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	3	0	0
CO 2	0	3	0	0	0	3	0	0
CO 3	0	3	0	3	0	2	0	3
CO 4	0	3	0	0	0	2	0	0
CO 5	0	0	0	3	0	3	0	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weight age	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - BANKING AND INSURANCE

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAF05	ELECTIVE-V	Y	Y	-	3	3

Course Objectives

- ❖ To provide a basic understanding of the insurance mechanism and principle of insurance.
- ❖ To provide an overview of Indian insurance industry
- ❖ To understand the basics of Banking and the emergence of Banking in India.
- ❖ To get acquainted with the functionality of the Banks.
- ❖ To know the meaning and use of commonly used technologies in Banking.

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand, analyze and communicate on the Indian Financial System	PO4, PO6, PO7
CO2	Explain the basics of Banking and the emergence of Banking in India and its lending practices	PO4, PO6, PO7
CO3	Analyze the Digital Banking and the current trend in banking and new banking products and services	PO4, PO6, PO7
CO4	Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry	PO4, PO6, PO7
CO5	Categorize the knowledge and understanding on Marine, fire, home and medical insurances	PO4, PO6, PO7

ELE – V - BANKING AND INSURANCE

UNIT	Details	No. of Hours
I	Indian Financial System: Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory Provisions/Enactments Governing Banks Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Aadhaar Seeding- -Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks	9
II	Basics of Banking: Basic Concepts in Banking - Banker- Customer Relationships – Know Your Customer, Anti Money Laundering –Guidelines Negotiable instruments – Bankers’ Duties and Responsibilities - DICGC - Types of Customers & Various Types of Accounts – Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks.	9
III	Electronic Banking: Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact – Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) – NACH Global Trends in Banking Technology - IT Security in Banks & Disaster Management Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development – Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).	9
IV	Insurance: Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors	9
V	General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.	9
	Total	45

TEXT BOOKS

- ❖ Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2009
- ❖ Natarjan. S, and Parameshwaran. R, Indian Banking, S.Chand & Company
- ❖ Journal of Banking and Finance, Elsevier
- ❖ Indian Journal of Banking, Risk and Insurance, Pubishing India

REFERENCES BOOKS

- ❖ Bhattacharya, H.,Banking Strategy, Credit Appraisal and Lending Decisions, Oxford University Press, 2 nd Edition, 2011
- ❖ Indian Institute of Banking and Finance, Principles and Practices of Banking, Macmillan India Ltd, Fifth Edition,2015
- ❖ Maheshwari, S. N. and Maheshwari, S.K., Banking Law and Practice, Kalyani Publishers,11th Edition, 2013.
- ❖ Muraleedharan, Modern Banking: Theory and Practice, PHI Learning, Second Edition, 2013.
- ❖ Varshney, P. N., Banking Law and Practice, Sultan Chand and Sons, fist Edition, 2015.
- ❖ Gopinath. M. N. –Banking Principles & Operations, Snow White Publications, 7th Edition, 2021

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	3	3	0
CO 2	0	0	0	3	0	3	3	0
CO 3	0	0	0	3	0	3	3	0
CO 4	0	0	0	3	0	3	3	0
CO 5	0	0	0	3	0	3	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - FINANCIAL SERVICES

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAF06	ELECTIVE-VI	Y	Y	-	3	3

Course Objectives

- ❖ This paper equips students with the basic structure of the Financial Services Sector and enables them to make a career in the financial services sector.

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Analyse the development in housing finance	PO2, PO6, PO7
CO2	Understand the regulatory framework in financial services	PO2, PO3, PO6, PO7
CO3	Understand the concepts of Leasing and Hire Purchase system	PO2, PO3, PO7, PO8
CO4	Develop understanding of Venture Capital, Insurance and Credit Ratings.	PO3, PO6 PO7
CO5	Learn about the recent developments in Retail Financing	PO6, PO7

ELE – VI - FINANCIAL SERVICES

UNIT	Details	No. of Hours
I	Concept of financial services, difference between financial and non-financial services, financial service providers in India, latest development in financial services, Regulatory frameworks related to different financial services like leasing, HP, NBFCs, Insurance Cos, HFCs. Significance of housing finance in economic development, NHB- as a regulator and refinancer, securitization in India	9
II	Concepts of leasing, types of leasing - financial & operating lease, direct lease and sales & lease back, single investor lease and leveraged lease, Domestic lease and International lease, advantages and limitations of leasing, legal aspects of leasing, determination of lease rental; lease evaluation- the lessee's angle, determination of breakeven lease rental. Hire-Purchase: concept, mathematics of HP, legal aspects of HP, financial evaluation the hirer's view	9
III	Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance. Health Insurance, Life Insurance. Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices	9
IV	Introduction to retail finance, benefits and objective, different models/channels of retail finance, methods of determining profit for retail financier, opportunities and challenges of retail finance, Global retail finance scenario, overview of retail finance in India, customer perception and expectation about retail finance.	9
V	Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI's directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines .	9
	Total	45

TEXT BOOKS

- ❖ Khan, M. Y. (2015). Financial Services (8th ed.). Tata Mc Graw Hill Education Private Limited
- ❖ Pond, K. (2017). Retail banking. Global Professional Publishing Ltd
- ❖ Gupta, N. K., & Chopra, M. (2010). Financial Markets, Institutions & Services. Ane Books Pvt Ltd

REFERENCE BOOKS

- ❖ Kataria, K., & Rajni. (2017). Financial Markets, Institutions and Financial Services. Galgotia Publishing Company.
- ❖ Irani, F. (1993). Inside Leasing. Tata McGraw Hill
- ❖ Gurusamy, S. (2017). Essentials of Financial Services.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	3	0	0	0	3	3	0
CO 2	0	3	3	0	0	3	3	0
CO 3	0	3	3	0	0	0	3	3
CO 4	0	0	3	0	0	3	2	0
CO 5	0	0	0	0	0	3	3	0

3-Strong 2-Medium 1-Low
Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - FINANCIAL MODELLING

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAF07	ELECTIVE-VII	Y	Y	-	3	3

Course Objectives

- ❖ To equip the students with the knowledge of different aspects of financial modelling and be familiar with using financial functions in a spreadsheet.
- ❖ To gain an understanding of the valuation tools and techniques used in bond and equity valuation.
- ❖ To design and construct useful and robust corporate modelling applications
- ❖ To learn about the risk and return of a portfolio and how to measure them using different methods.
- ❖ To acquaint the students with the fundamentals of derivative modelling and their application

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Identify the relevance of financial models for various corporate finance purposes.	PO1,PO2,PO6,PO7
CO2	Estimate the securities by using the modelling techniques	PO1,PO2, PO6
CO3	Calculate efficient financial budgeting and appraise the equity value of a company by applying various methods.	PO1,PO2,PO6,PO7
CO4	Assess the evaluation of securities through the tools and techniques of portfolio models	PO1,PO2
CO5	Appraise the aptitude of analyzing the investment decision-based on derivatives.	PO1,PO2

ELE – VII - FINANCIAL MODELLING

UNIT	Details	No. of Hours
I	Introduction to financial modelling & built-in functions using spread sheets -Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling - Introduction to Time value of money & Lookup array functions: FV, PV, PMT, RATE, NPER, Vlookup, Hlookup, if, countif, etc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortization modelling- Debenture redemption modeling.	9
II	Bond & Equity Share Valuation Modelling -Bond valuation – Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling –Equity share valuation: Multiple growth rate valuation modelling with and without growth rates	9
III	Corporate Financial Modelling -Altman z score, bankruptcy modelling indifference point modelling – financial break-even modelling -corporate valuation modelling (two stage growth) - business modelling for capital budgeting evaluation: payback period, NPV, IRR and MIRR.	9
IV	Portfolio Modelling -Risk beta and annualized return – security market line modelling – portfolio risk calculation (equal proportions) - portfolio risk optimization (varying proportions) - portfolio construction modeling.	9
V	Derivative Modelling - option pay off modelling: long and short call & put options -option pricing modeling (b-s model) - optimal hedge contract modeling	9
	Total	45

TEXT BOOKS

- ❖ Kienitz, J., & Wetterau, D. (2013). Financial modelling: Theory, implementation and practice with MATLAB source. John Wiley & Sons.
- ❖ Spronk, J., & Hallerbach, W. (1997). Financial modelling: Where to go? With an illustration for portfolio management. european Journal of operational research
- ❖ Tankov, P. (2003). Financial modelling with jump processes. Chapman and Hall/CRC.
- ❖ Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to Applied.

REFERENCE BOOKS

- ❖ Wayne L Winston, Microsoft Excel 2016-Data Analysis and Business Modelling, PHI publications, (Microsoft Press), New Delhi, 2017.
- ❖ Chandan Sen Gupta, Financial analysis and Modelling –Using Excel and VBA, Wiley Publishing House, 2013
- ❖ Craig W Holden, Excel Modelling in Investments|| Pearson Prentice Hall, Pearson Inc, New Jersey, 5th Edition 2015
- ❖ Ruzhbeh J Bodanwala, Financial management using excel spread sheet, Taxman Allied services Pvt Ltd, New Delhi, 3rd Edition 2015.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	0	0	0	3	2	0
CO 2	3	3	0	0.	0	2	0	0
CO 3	2	3	0	0	0	2	3	0
CO 4	3	3	0	0	0	0	0	0
CO 5	3	3	0	0	0	0	0	0

3-Strong

2-Medium

1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - CAPITAL MARKETS AND FINANCIAL SERVICES

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAF08	ELECTIVE-VIII	Y	Y	-	3	3

Course Objectives

- ❖ To expose the students to the world of capital markets.
- ❖ To enable the students to learn the working mechanism of Stock exchanges
- ❖ To make the students understand the regulatory framework of Indian capital markets.

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the role and function of the financial system in reference to the macro economy.	PO3,PO6
CO2	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.	PO6, PO7
CO3	Evaluate and create strategies to promote financial products and services..	PO7
CO4	To understand the various types of Non-Banking Financial Companies (NBFCs) and to appreciate the role of financial services in economic development	PO2, PO6 PO7
CO5	To know various legislations relating with financial sector and the recommendations of various committees suggesting finical reforms	PO6, PO7

ELE – VIII - CAPITAL MARKETS AND FINANCIAL SERVICES

UNIT	Details	No. of Hours
I	Financial markets - Definition - Role -Functions-Constituents - Financial Instruments - Indian Financial Market - Global Financial Market - Capital Market - Evolution and growth Constituents - Capital Market Instruments - Types - Preference shares Equity Shares -Non - voting equity shares - Company fixed deposits - Warrants Debentures and Bonds- Global Debt Instruments.	9
I	Regulatory Framework - Committees on Regulatory Framework - SE BI - Objectives Management - Powers and functions - Regulatory role - Investor Protection – Insider Trading Rationale - Insiders - Insider information - Connected persons.	9
III	Risk management: Advisory services and consulting services - Collateral management Need for collateral management - Multiple complex and interrelated functions- Systematic and Unsystematic risk-Types of risks-Credit Risk, types-Operational Risk, Liquidity risk-Financial Risk Management	9
IV	Financial Services: Range of services - Characters - Financial services- UTI and mutual funds organizations and hire purchase finance - Lease finance- Housing finance organizations - Venture capital financing - Evaluation of factoring and forfeiting - Functions and advantages - Credit rating agency.	9
V	Merchant Banking and Operation: Nature and scope of merchant banking service Functions and activities - Bankers to an issue - Portfolio managers - The regulatory framework - SEBI and Regulation of primary and secondary Markets - India company law provisions.	9
	Total	45
	Case Study: Relevant cases have to be discussed in each unit (Internal Only)	

TEXT BOOKS :

- ❖ Clifford Gomez, “Financial Markets, Institutions and Financial Services”, PHI learning, New Delhi, 2009.
- ❖ Gordon E. and Natarajan K., “Financial Market and Services”, Himalaya Publishing House, New Delhi
- ❖ Meir Kohn, “Financial Institution and Markets”, Oxford University press, New Delhi, 2009

REFERENCE BOOKS

- ❖ Avadhani V. A., “Marketing of Financial Services”, Himalaya Publishing House, Mumbai.
- ❖ Bharti V. Pathak, “The Indian Financial System”, Pearson Education, New Delhi, 2010.
- ❖ L.M. Bhole, “Financial Institution and Markets”, TMH, New Delhi, 2009.
- ❖ Shanmugham R., “Financial Services”, Wiley India, New Delhi,
- ❖ Verma J.C., “Management of Financial Services”, Anmol Publications, New Delhi.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	3	0	0	3	0	0
CO 2	0	0	0	0	0	3	3	0
CO 3	0	0	0	0	0	0	3	0
CO 4	0	3	0	0	0	3	2	0
CO 5	0	0	0	0	0	3	2	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

ELECTIVE - FINANCIAL PLANNING AND WEALTH MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAF09	ELECTIVE - IX	Y	Y	-	3	3

Course Objectives

- ❖ To give clarity on the concept of Personal Financial Planning
- ❖ To acquire knowledge on the process of Comprehensive Financial Planning
- ❖ To understand the concept of Insurance & Retirement Planning
- ❖ To throw light on the Concept of Wealth Management
- ❖ To provide knowledge on tax planning & issues

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Express the concept of Personal Financial Planning	PO2, PO7
CO2	Demonstrate the process of Comprehensive Financial Planning	PO2, PO6, PO7
CO3	Explain the concept of Insurance & Retirement Planning	PO2, PO5
CO4	Assess the concept of Wealth Management	PO7
CO5	Appraise on the tax planning & issues	PO2, PO7

ELE – IX - FINANCIAL PLANNING AND WEALTH MANAGEMENT

UNIT	Details	No. of Hours
I	Personal Financial Planning - Financial Planning – Meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget - Estimating financial goals - Financial Planning Delivery Process.	9
II	Comprehensive Financial Planning - The role of debt and financial pressure from debt - Debt counselling. Investment for Liquidity and Financial Goals. Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios	9
III	Insurance Planning & Retirement Planning - Insurance Planning – Need of life and non-life insurance, life insurance need analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, retirement products	9
IV	Wealth Management - Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories - Types of Service Mandates; Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs. Understanding the Client Segmentation; Segmentation based on Personality, Age and way of accumulation, Risk & return preferences - Client Engagement; Client profiling, targeting and Building relationships - Finding HNI Clients; Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family	9
V	Tax Planning & Contemporary Issues Indian Tax Laws for investment and Wealth Management - Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 53EC.	9
	Total	45

TEXT BOOKS

- ❖ Kochis, S. T. (2006). Wealth Management: A Concise Guide to Financial Planning and Investment Management for Wealthy Clients. CCH.
- ❖ Danes, S. M., Huddleston-Casas, C., & Boyce, L. (1999). Financial planning curriculum for teens: Impact evaluation. Journal of Financial Counseling and Planning.
- ❖ Wu, C. R., Lin, C. T., & Tsai, P. H. (2010). Evaluating business performance of wealth management banks. European journal of operational research

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- ❖ Dun, Bradstreet , Wealth Management, Tata Mcgraw Hill, India
- ❖ JoydeepSen - Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers & Distributors Limited, 2020
- ❖ Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook
- ❖ G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	3	0	0	0	0	3	0
CO 2	0	3	0	0	0	3	3	0
CO 3	0	3	0	0	2	0	0	3
CO 4	0	0	0	0	0	0	3	0
CO 5	0	3	0	0	0	0	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE RISK MANAGEMENT IN BANKS

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAF10	ELECTIVE-X	Y	Y	-	3	3

Course Objectives

- ❖ This course is aimed at enabling the students:
- ❖ describe and evaluate the variety and complexity of risks facing banks
- ❖ illustrate and discuss the need for effective risk management tools and systems
- ❖ explain the principles of risk measurement
- ❖ explain how to evaluate the risk of a given position using the Value at Risk methodology

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Identify what are the different types of Risk, how they affect banking industry and what are the techniques for Risk Management.	PO7
CO2	Evaluate Asset Liability Management (ALM) for measuring, monitoring and managing the market Risk of a bank	PO2,PO6,PO7
CO3	Conceptualize different components of Risk Modeling in Banking Industry.	PO7
CO4	Assess different types of regulations pertaining to Risk Management in Banking Industry.	PO2, PO6,PO7
CO5	Gain knowledge on Risk Management Processes for managing Risks in Banking Sector.	PO7

ELE – X RISK MANAGEMENT IN BANKS

UNIT	Details	No. of Hours
I	Banking Risk: Concept, Types: Credit Risk, Liquidity Risk, Interest Rate Risk, Foreign Exchange Risk, Market Risk, Operational Risk, Other Risk (Country Risk, Performance Risk etc.); Component of Risk Management System: Risk Identification, Risk Management and Risk Control.	9
II	ALM Overview, Benefits of ALM, ALM Process, Asset-Liability Management (ALM)- Organization and Techniques, Hedging Issues: Interest rate exposure, the natural exposure of commercial bank, hedging policies.	9
III	Risk Measures: Measuring Uncertainty, Sensitivity, Volatility, Value at Risk (VaR) and Capital: VaR and Risk Management, Potential Loss, Measuring expected and unexpected losses, Loss percentiles of the normal distribution, Issues and advances in modelling VaR and Portfolio risks, Risk Based Capital; Valuation: Accounting Standards, Market to Market Valuation, Mark-ToModel Versus Full Mark-To-Market Valuation.	9
IV	Regulatory Issues: The need for regulation, the dilemmas of the regulator; Capital Adequacy: Risk-based Capital Regulations, The implications of capital requirements; The „Current Accord“ Capital Regulations: The Cooke Ratio and Credit Risk, Market Risk, Derivatives and credit risk, Interest rate risk; The New Basel Accord.	9
V	The basic building blocks of risk management processes: Bottom-up and Top-Down Processes, Transversal Process Building Blocks; Risk Models and Risk Processes, Risk Processes and Business Policy; Three basic transversal processes: Process1-Setting up Risk and Return Guidelines, Process 2-Decision-Making, Process 3-Risk-Return Monitoring; Bank Wide Risk Management: Risk Management Differs across Risk, Different Risks Fit into a Single Framework	9
	Total	45

TEXT BOOKS

- ❖ Joel Bessis, “Risk Management in Banking”, John Wiley & Sons, LTD, Second Edition, 8th April,
- ❖ Hull, John C, Risk Management and Financial Institutions, Pearson Education, India, 2009.
- ❖ Gallati, Reto, Risk Management and Capital Adequacy, McGraw Hill Series,

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- ❖ Resti, Andrea & Sironi, Andrea, Risk Management and shareholder’s value in banking, John Wiley & Sons, New York, USA, 2007
- ❖ Gup, Benton E. & W. Kolari, James, Commercial Banking, The Management of Risk, John Wiley & Sons (Asia) Pte. Ltd. 2005
- ❖ Heffernan, Shelagh, Modern Banking in Theory and Practice, John Wiley & Sons, New York, USA,

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	2	0	0	0	0	3	0
CO 2	0	3	0	0	0	3	3	0
CO 3	0	0	0	0	0	0	3	0
CO 4	0	3	0	0	0	3	3	0
CO 5	0	0	0	0	0	0	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE (MARKETING) SALES AND DISTRIBUTION MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAM01	ELECTIVE-I	Y	Y	-	3	3

Course Objectives

- ❖ To introduce students to sales management and its related software
- ❖ To impart knowledge on sales performance strategies and tactics.
- ❖ To acquaint students with sales forecasting techniques, sales quotas and sales force planning
- ❖ To provide inputs on sales force staffing, training and sales audit.
- ❖ To orient students on role of distribution in sales management

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand sales management and its related software	PO4, PO6
CO2	Know sales performance strategies and tactics	PO1,PO2, PO6
CO3	Understand sales forecasting techniques, sales quotas and sales force planning	PO4, PO6,PO7
CO4	Know the concepts of sales force staffing, training and sales audit.	PO5, PO6
CO5	Have knowledge on the role of distribution in sales management	PO6,PO7

ELE – I SALES AND DISTRIBUTION MANAGEMENT

UNIT	Details	No. of Hours
I	Introduction, Nature, Concepts and Scope - Organization Framework of The Field Sales Force - Sales force Automation - Types of Field Sales Organizations – Career in Field Sales Management. Field – Emerging trend in Sales Management - Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force. Software application in Sales management. Sales Management Process	9
II	Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards –Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Review of Training and Staffing Programmes	9
III	Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.	9
IV	Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior- Training and Development of Sales force. Sales Training Process, Designing Training Content- Training for Different sales personnel, Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs	9
V	Distribution: Role of Distribution in the Marketing Mix Distribution center network, suppliers milk run, supply tracking, network configuration, quality control monitoring; Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport. Organization, Machines, Procedures and Documentation- Policies; Role of Transport; Transport in emergencies; safety and security of goods- Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution- Channel Information System- Designing a Channel information system. Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution- Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.	9
	Total	45

TEXT BOOKS

- ❖ Dr.S.S.Guptha, Sales and Distribution Management – Text and Cases an Indian Perspective, Laxmi Publications Pvt Ltd; 2018
- ❖ Pingali Venugopal ,Sales and Distribution Management: An Indian Perspective, Sage, 2008
- ❖ Ramendra Singh , Sales And Distribution Management,Vikas Publishing , 2016
- ❖ Tapan K. Panda , Sales and Distribution Management ,Oxford University Press,2011

REFERENCE BOOKS

- ❖ Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.
- ❖ Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution Management ISBN: 9780199399045, Oxford University Press, 2019.
- ❖ Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Publications, 2008.
- ❖ Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill 2011.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	3	0	0
CO 2	3	3	0	0	0	3	0	0
CO 3	0	0	0	3	0	2	3	0
CO 4	0	0	0	0	3	3	0	0
CO 5	0	0	0	0	0	3	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - BRAND MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAM02	ELECTIVE-II	Y	Y	-	3	3

Course Objectives

- ❖ Understand brand equity & assess the equity of a brand by applying brand equity models
- ❖ Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model
- ❖ Ability to develop a comprehensive go to market strategy for a brand
- ❖ Evaluate various architecture types & examine brand extension strategies for success
- ❖ Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand brand equity & assess the equity of a brand by applying brand equity models	PO4, PO7
CO2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	PO1, PO2, PO6
CO3	Possess the ability to develop a comprehensive go to market strategy for a brand	PO4, PO6, PO7
CO4	Evaluate various architecture types & examine brand extension strategies for success	PO1, PO4
CO5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	PO5, PO6, PO7

ELE – II BRAND MANAGEMENT

UNIT	Details	No. of Hours
I	Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase	9
II	Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference –Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.	9
III	Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands	9
IV	Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management	9
V	Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global	9
	Total	45

TEXT BOOKS

- ❖ Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2nd Edition, 2013
- ❖ Brand Management, Palgrave Mcmillan, 2021
- ❖ Journal of brand management, Palgrave Macmillan
- ❖ Journal of Product & brand Management ,Emerald Publishing

REFERENCES BOOKS

- ❖ Aaker, D., Building Strong Brands, Simon & Schuster,
- ❖ Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons
- ❖ Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 209.
- ❖ Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
- ❖ Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition Kogan Page, 209.
- ❖ Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	0	3	0
CO 2	3	3	0	0	0	3	0	0
CO 3	0	0	0	3	0	2	3	0
CO 4	3	0	0	3	0	0	0	0
CO 5	0	0	0	0	3	3	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - CONSUMER BEHAVIOUR

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAM03	ELECTIVE-III	Y	Y	-	3	3

Course Objectives

- ❖ To understand the conceptual foundations of consumer buying behavior
- ❖ To create awareness of the theories of motivation and perception as applied in consumer behavior, and
- ❖ To acquaint with the communication and consumer decision making
- ❖ To improve product development , sales and customer satisfaction.

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	To explain the concept of Consumer Behaviour & describe Consumer research process in detail	PO2, PO6, PO7
CO2	To evaluate the factors affecting consumer behaviour in detail	PO2, PO3, PO6, PO7
CO3	To analyze the consumer decision process	PO2, PO3, PO7, PO8
CO4	To assess the impact of consumer's motivation, personality on the buying behaviour.	PO3, PO6 PO7
CO5	To impart the basic knowledge of consumer protection rights	PO6, PO7

ELE – III CONSUMER BEHAVIOUR

UNIT	Details	No. of Hours
I	Consumer Behaviour and Marketing Action - An overview – Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications – Consumer Behaviour Models	9
II	Environmental influences on Consumer Behaviour - Cultural influences – Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences	9
III	Consumer buying behaviour - Marketing implications - Consumer perceptions Learning and attitudes - Motivation and personality – Psychographics – Values and Lifestyles, Click-ographic	9
IV	Strategic marketing applications - Market segmentation strategies – Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty – Consumerism - Consumer rights and Marketers' responsibilities	9
V	The Global Consumer Behaviour and Online buying behaviour – Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.	9
	Total	45

TEXT BOOKS

- ❖ Bennet and kassarjian, consumer behaviour, prentice hall of india, new delhi
- ❖ Michael r. Solomon, consumer behaviour, phi learning private limited, new delhi, 2011
- ❖ Berkman & gilson, consumer behaviour: concepts and strategies, kent publishing Company.
- ❖ Efraim turban, jae lce, david king, & i-i. michael chung: electronic commerce:
- ❖ Managerial perspective, pearson education inc., 2000.

REFERENCE BOOKS

- ❖ Consumer behavior Michael R. Solomon and Tapan Kumar, Pearson - 2023
- ❖ Consumer behavior. Dr. S.L. Gupta and Sumitra Pal Sultan Chand & Sons , 2011
- ❖ Consumer behavior. P.C. Jain and Monika Bhatt S Chand
- ❖ Consumer behavior Prof. (Dr.) Shruti V. Joshi, Prof. (Dr.) Rijwan Ahmed Mushtak Ahmed Shaikh,
- ❖ Lakhan Jaiprakash Lohiya , Thakur Publication Private Limited, Nov 2023
- ❖ Consumer behavior. C.L. Tyagi, Arun Kumar , Atlantic Publishers & Dist, 2003

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	2	0	0	0	3	3	0
CO 2	0	3	3	0	0	3	3	0
CO 3	0	2	3	0	0	0	3	3
CO 4	0	0	3	0	0	3	2	0
CO 5	0	0	0	0	0	3	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - SERVICES MARKETING

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAM04	ELECTIVE -IV	Y	Y	-	3	3

Course Objectives

- ❖ To familiarize the students to the basic concepts of Services marketing and Service Sector
- ❖ To throw light on Effective Management Of Service Marketing
- ❖ To provide insights on Marketing Mix In Service Marketing
- ❖ To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing
- ❖ To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector	PO4,PO7
CO2	Possess knowledge on Marketing Mix in Service Marketing	PO6
CO3	Have insights on Effective Management of Service Marketing	PO6,PO7
CO4	Learn Quality of Services,GAPS and factors influencing Services Marketing	PO6
CO5	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism,Professional Service, Public Utility Services & Educational Services	PO4, PO5, PO6, PO7

ELE – IV SERVICES MARKETING

UNIT	Details	No. of Hours
I	Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations	9
II	Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process	9
III	Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy	9
IV	Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality	9
V	Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services	9
	Total	45

TEXT BOOKS

- ❖ R. Srinivasan, Services Marketing: The Indian Context 3th Edition, PHI, Edition, 2013
- ❖ Jayantha Chatterjee Christopher Lovelock, Pearson, 2017, Kindle
- ❖ Journal of services marketing, Emerald Insight
- ❖ Journal of service management, Emerald Group Publishing Ltd

REFERENCE BOOKS

- ❖ Bateman, J.E. and Hoffman, D., Services Marketing, 3th Edition, Cengage Learning, 2011.
- ❖ Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rd Edition, Wiley India,
- ❖ Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7th Edition, Pearson, 2019.
- ❖ Srinivasan, R., Services Marketing: Indian Context, PHI Learning
- ❖ Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5th Edition Tata McGraw-Hill, 2017

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	0	3	0
CO 2	0	0	3	0	0	3	0	0
CO 3	0	0	0	0	0	3	3	0
CO 4	0	0	0	0	0	3	0	0
CO 5	0	0	0	3	3	2	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - CUSTOMER RELATIONS MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAM05	ELECTIVE -V	Y	Y	-	3	3

Course Objectives

- ❖ To familiarize the students to the basics and evolution of CRM
- ❖ To provide insights on CRM Concepts
- ❖ To throw light on Planning for CRM and strategy its development in an organization
- ❖ To elucidate on CRM and Marketing Strategy
- ❖ To create awareness and importance of CRM Planning and Implementation

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	To familiarize the students to the basic and evolution of CRM	PO4,PO6,PO7
CO2	To provide insights on CRM Concepts	PO2,PO3
CO3	To throw light on CRM and strategy its development in an organization	PO5,PO6,PO8
CO4	To elucidate on CRM and Marketing Strategy	PO1,PO5
CO5	To create awareness and importance of CRM Planning and Implementation	PO3,PO5,PO7

ELE – V CUSTOMER RELATIONS MANAGEMENT

UNIT	Details	No. of Hours
I	Evolution of Customer Relationship: CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing	9
II	CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.	9
III	Planning for CRM: Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.	9
IV	CRM and Marketing Strategy: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector	9
V	CRM Planning and Implementation: Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance CRM Metrics.	9
	Total	45

TEXT BOOKS

- ❖ How to Win at CRM| Strategy, Implementation, Management,ebook
- ❖ The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition
- ❖ Electronic Customer Relationship Management,Kindle Edition

REFERENCE BOOKS

- ❖ Kincaid, J., Customer Relationship Management: Getting it right, Pearson
- ❖ Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd.,
- ❖ Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education
- ❖ Peelen, E., Customer Relationship Management, Pearson, 2008.
- ❖ Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education
- ❖ Kincaid, J., Customer Relationship Management: Getting it right, Pearson

CO-PO Mapping

	PO 1	PO 2	PO 3	PO4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	3	3	0
CO 2	0	3	3	0	0	0	0	0
CO 3	0	0	0	0	3	3	0	3
CO 4	3	0	0	0	3	0	0	0
CO 5	0	0	3	0	2	0	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - RETAIL MARKETING

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAM06	ELECTIVE -VI	Y	Y	-	3	3

Course Objectives

- ❖ To educate students and enable to understand and analyze current retailing trends and strategies.
- ❖ To develop the students towards managing the retail stores and organizations
- ❖ To identify the nuances of visual merchandising and its elements
- ❖ To know the consumer purchase decision process in the context of organized retailing.
- ❖ To emphasis on global retailing strategies.

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to enhance knowledge about current retailing trends and strategies.	PO6, PO7
CO2	Know the significance of visual merchandising strategies	PO1, PO2, PO7
CO3	Develop knowledge and Understanding on consumer buying behavior	PO4, PO6, PO7
CO4	Be able to understand the importance of global retailing strategies.	PO4, PO6
CO5	The students would be able to develop insights towards managing the retail stores and organizations.	PO4, PO6

ELE – VI - RETAIL MARKETING

UNIT	Details	No. of Hours
I	Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.	9
II	The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security. Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.	9
III	Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display , lighting / special display kinds – window, marquee, freestanding or island , counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture.Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP's / Planogram.	9
IV	Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management. Retail Consumer Behavior – Difference between consumer and shopper Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.	9
V	Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture forming strategic alliances and franchising. Online shopping – different formats retail convergence.	9
	Total	45

TEXT BOOKS

- ❖ The Open University, Retail Marketing, Kindle
- ❖ Barry Berman, Retail Management, Kindle Edition
- ❖ Journal of retailing ,Elsevier
- ❖ International Journal of Sales, Retailing and Marketing ,Circle International

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- ❖ Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11th Edition, Pearson, 2011.
- ❖ Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.
- ❖ Gilbert, D., Retail Marketing Management, 2nd Edition, Pearson
- ❖ Goldrick, P., Retail Marketing, 2nd Edition, McGraw-Hill Education
- ❖ Miller, D., Retail Marketing, Tilde University Press

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	0	0	3	3	0
CO 2	3	3	0	0	0	0	3	0
CO 3	0	0	0	3	0	2	3	0
CO 4	0	0	0	3	0	3	0	0
CO 5	0	0	0	3	0	3	0	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELE – VII - RURAL MARKETING

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAM07	ELECTIVE -VII	Y	Y	-	3	3

Course Objectives

- ❖ To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing
- ❖ Differentiate the rural market environment from the urban and semi-urban markets.
- ❖ Understand the factors influencing the rural consumer behavior and their brandloyalty.
- ❖ To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.
- ❖ To evaluate pricing and distribution strategies for rural consumers

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have an understanding about basic concepts of rural marketing	PO4, PO6
CO2	Be able to Differentiate the rural market environment from the urban and semi-urban markets.	PO6
CO3	Have In depth understanding the factors influencing the rural consumer behavior and their brand loyalty.	PO4.PO6,PO7
CO4	Be able to apply the marketing concepts suitable to the rural markets.	PO4, PO6
CO5	Be able to understand pricing and distribution strategies for rural consumers	PO2, PO4, PO6

ELE – VII - RURAL MARKETING

UNIT	Details	No. of Hours
I	Rural Marketing– Definitions, myths and realities of rural marketing, potential of the Indian rural market, the rate of growth and market share of rural market for consumer and non durable goods. Needs, Wants and Demands of the Rural Customer. Values and satisfaction that spell satisfaction for the rural customer. The Rural Marketing Environment – Rural demography – the percentage of youth and their influence on family buying. Economic capacity and potential of rural market. Lack of technological support and infrastructure. Political environment and Rural Culture and its influence on rural marketing	9
II	Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. Caste and social divisions and their influence. Influence of city educated youth, city bred daughter/son in law, village heads on rural buying. Occupation, lifestyle, influence of men over women and other determinants in rural marketing choice. Rural Marketing Segmentation – Geographic / Climatic Water resources based / Nearness to town based Industrialization based / Access by road or railway based / Demographic based Population concentration, Socio Economic Classification, Income based	9
III	Product – Specifically designed to suit rural environment / Products that work without electricity on batteries /Colours to choose rural choice (bright and colourful and not subtle and somber) Smaller packages that are less priced / Value based but not cheap products that hurt rural sensitivities. Pricing – Pre conceived notions do not help / Pricing related to Crop Harvest Times / Special Occasion Pricing / Pricing relating to rural Festivities and Fairs (Thiruviza), Easy Payment terms.	9
IV	Place of Sale – Lack of outlets, transportation and warehousing, cost / service dilemma / the village shop that sells all from groceries to sanitary, cement, consumer durables and so on. The power of the delivery cum sales van. Other non conventional delivery mechanisms such as sales through computer based kiosks, self help groups, retired army personnel. Promotion – Logos, symbols and mnemonics to suit rural understanding. Picture based brands /Packaging should carry pictures for easy identification (Detol Sword / Nirma dancing girl) Selecting Proper Media Mix – TV / Radio / Cinema / Outdoor / Audio visual units / Publicity vans or bullock carts / Contacted Audio visual vans / Group demonstrations / Puppet Shows / Harikathas / Music CD's / Word of Mouth Promotions / Interpersonal Rural Specific Media through touch, feel and talk modes of communication.	9
V	Rural Sales Force Management – Importance of Hiring Salesmen willing to work in Rural Environment / Possess rural culture and congruence / Attitude suited to Rural Culture / Knowledge of local language, culture and habits / Ability and willingness to several products at a time. Corporate and Government Efforts and Innovations – Mckinsey Study / Hansa Research / National Council of Agricultural and Economic Research / FICCI and Ernst and Young Studies / DCM Hariyali Kisan Bazar / ITC Choupal Sagar / Godrej Agrovet (GAVL), HUL's - Fair and Lovely, Lipton / Project Shakti / Hindustan Petroleum's Rasoi Ghars or community kitchens to popularize and sell LPG cylinders (cooking gas).	9
	Total	45

TEXT BOOKS

- ❖ Bhatia, T., Advertising and Marketing in Rural India, 2nd Edition, Macmillan Publishers India Ltd
- ❖ Dogra, B. and Ghuman, K., Rural Marketing: Concepts and Practices, Tata McGraw-Hill Education,
- ❖ Kashyap, P., Rural Marketing, 2nd Edition, Pearson, 209.
- ❖ Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing: An Integrated Approach, Pearson

REFERENCE BOOKS

- ❖ Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2nd Edition, Pearson
- ❖ Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2nd Edition, Response Books
- ❖ Sanal Kumar Velayudhan, Rural Marketing, Kindle
- ❖ Pradeep Kashyap, Rural Marketing, Kindle
- ❖ International journal of Rural Management, Sage

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	3	0	0
CO 2	0	0	0	0	0	3	0	0
CO 3	0	0	0	3	0	3	2	0
CO 4	0	0	0	3	0	3	0	0
CO 5	0	3	0	3	0	2	0	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - INTERNATIONAL MARKETING

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAM08	ELECTIVE -VIII	Y	Y	-	3	3

Course Objectives

- ❖ To increase globalization by integrating the economies of different countries.
- ❖ To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries.
- ❖ To assure sustainable management of resources globally.
- ❖ To propel export and import of goods globally and distribute the profit among all participating countries
- ❖ To enhance free trade at global level and attempt to bring all the countries together for the purpose of trading.

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Identify and analyse opportunities within international marketing environments	PO4, PO7
CO2	Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment; Select, research, and enter a new international market	PO4, PO7
CO3	Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision making processes;	PO2 PO4.
CO4	Possess understanding and knowledge on Export trade	PO4, PO6 PO7
CO5	Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils	PO4, PO6

ELE – VIII - INTERNATIONAL MARKETING

UNIT	Details	No. of Hours
I	International Marketing Environment: Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.	9
II	Product Policy – International Product Life Cycle – Export Pricing. International Marketing Decision: Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision. International Marketing Research: Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Field Research – Market Oriented Information – International Marketing Intelligence – Competitive Intelligence.	9
III	International Sales Contract: Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. International Trade Liberalization: General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA) – Association of South East Asian Nations (ASEAN) – CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.	9
IV	India's Foreign Trade: Recent Trends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries Institutional Infrastructure for Export Promotion in India – Export Assistance Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc. Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents. Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerization – World Shipping – Liners and Tramps – Dry ports- Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.	9
V	World Trade and India: - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.	9
	Total	45

TEXT BOOKS

- ❖ Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 209.
- ❖ Cateora, P., Graham, J. and Salwan, P., International Marketing, 13th Edition, Tata McGraw-Hill Education, 2008
- ❖ Czinkota, M. and Ronkainen, I., International Marketing, 8th Edition, South-Western, 2007.

REFERENCE BOOKS

- ❖ Paul, J. and Aserkar, R., Export Management, Oxford University Press
- ❖ Salvatore, D., International Economics: Trade and Finance, 10th Edition, Wiley, 209.
- ❖ R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008
- ❖ Roger Bennett, Jim Blythe, International Marketing: Strategy Planning, Market Entry & Implementation, Kogan Page, 2002
- ❖ Journal of International Marketing, SAGE Publications

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	0	3	0
CO 2	0	0	0	3	0	0	3	0
CO 3	0	3	0	3	0	0	0	0
CO 4	0	0	0	3	0	3	3	0
CO 5	0	0	0	3	0	3	0	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - DIGITAL MARKETING

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAM09	ELECTIVE -IX	Y	Y	-	3	3

Course Objectives

- ❖ Understand the digital marketing space and acquire knowledge on digital marketing strategy
- ❖ To learn and comprehend on SEO and SEM
- ❖ To acquire knowledge on the various channels of SMM
- ❖ To learn, understand, and evaluate Search analytics and Web analytics
- ❖ To create awareness and understanding on google analytics

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.	PO1, PO3, PO7
CO2	To focusses on how digital marketing can be utilised by organizations and how its effectiveness can measured.	PO1, PO2, PO7, PO8
CO3	To know the key elements of a digital marketing strategy	PO1, PO3, PO6
CO4	To study how the effectiveness of a digital marketing campaign can be measured	PO2, PO5, PO7
CO5	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	PO1, PO3, PO8

ELE – IX - DIGITAL MARKETING

UNIT	Details	No. of Hours
I	Digital Marketing Strategy: Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.	9
II	SEO: Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.	9
III	Social Media Marketing: Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.).	9
IV	Search and Web Analytics: Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: click stream data, online surveys, usability research – Click stream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting	9
V	Google Analytics: Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications.	9
	Total	45

TEXT BOOKS

- ❖ Rob Stokes, (2013), e-marketing: The Essential Guide to Digital Marketing, 5th edition, Quirk Education
- ❖ Vandana Ahuja, (2015), Digital Marketing, 1st edition, Oxford University Press.
- ❖ Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.

REFERENCE BOOKS

- ❖ M Bala, D Verma - ... (2018). A Critical Review of **Digital Marketing** ..., 2018 - papers.ssrn.com
- ❖ **Digital marketing**: global strategies from the world's leading experts YJ Wind, V Mahajan - 2002 - books.google.com
- ❖ **Digital marketing**: A practical approach A Charlesworth - 2013 - taylorfrancis.com
- ❖ Rob Stokes, (2013), e-marketing: The Essential Guide to Digital Marketing, 5th edition, Quirk Education.
- ❖ Rob Stokes, (2013), e-marketing: The Essential Guide to Digital Marketing, 5th edition, Quirk Education.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	0	3	0	0	0	3	0
CO 2	3	3	0	0	0	0	3	3
CO 3	3	0	3	0	0	2	0	0
CO 4	0	3	0	0	3	0	3	0
CO 5	3	0	3	0	0	0	0	2

3-Strong 2-Medium 1-Low Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - INTEGRATED MARKETING COMMUNICATION

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAM10	ELECTIVE -X	Y	Y	-	3	3

Course Objectives

- ❖ Identify and understand the major components of IMC and be familiar with prospects and constraints of each of them
- ❖ Understand how IMC is being used by professionals in the market
- ❖ Develop an IMC plan
- ❖ Attain required skills to analyze actual business situation

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Identify and understand the major components of IMC	PO1, PO3,
CO2	Understand different non traditional marketing	PO2, PO7, PO8
CO3	Understand Advantages and limitations of Different Media	PO1, PO3, PO6
CO4	Basic terms and concepts in media planning, different scheduling techniques, reach vs. Frequency, Different media planning strategies	PO2, PO5, PO7
CO5	Understand considerations involved in selecting a source or communicator of a promotional message	PO1, PO3, PO8

ELE – X - INTEGRATED MARKETING COMMUNICATION

UNIT	Details	No. of Hours
I	Integrated Marketing Communication (IMC) – An integrated marketing communication plan – Value of IMC plan – Globally integrated marketing communication. Promotion opportunity Analysis – Communication market analysis – Establishing a Communication budget – Types of budget	9
II	Advertising management – Advertising and the IMC process – Choosing an agency – Advertising planning and research – Advertising goals. Advertising design – Advertising theory – Types of advertising appeals – Structure of an advertisement agency	9
III	Advertising media selection - Media Strategy – Media planning - Media buyers and Media selection – Television – Radio – Internet – Magazine – News papers – Direct Mail. Marketing functions on the internet E-Commerce – E-Commerce Component security issues – Purchasing habits – Business-to-Business E-Commerce – International E-Commerce.	9
IV	Message Strategies and Execution – Message Strategies – Cognitive strategies – Affective strategies – Conative strategies – Executional frameworks – Animation – Slice-of-life – Dramatization – Testimonials – Authoritative – Demonstration – Fantasy – Informative – Creative advertisement – Advertising effectiveness – Beating Ad Clutter	9
V	Promotional Tools: Trade promotions – Nature of trade promotions – Types of trade promotions – Trade allowances – Trade contests – Trade incentives – Training programme – Trade shows – Point-of-purchase advertising. Consumer Promotions: Coupons – Premiums – Refunds and Rebates – Sampling – Bonus pack – Price – offs-planning for consumer promotions – Business-to-Business programs – International consumer promotions	9
	Total	45

TEXT BOOKS

- ❖ Integrated Advertising, Promotion and Marketing Communication, Clow Baack, PHI Learning
- ❖ Contemporary Advertising, William F.Arens, McGraw Hill.
- ❖ Advertising Management, Rajeev Batra et al, Pearson Education.
- ❖ Advertising Procedure, Kleppner's McGraw Hill.

REFERENCE BOOKS

- ❖ Personal Selling - M. C. Cant, C. H. van Heerden
- ❖ Fundamental Of Selling – Futrell
- ❖ Personal Selling: Achieving Customer Satisfaction and Loyalty - Rolph E. Anderson, Alan J. Dubinsky
- ❖ Integrated Marketing Communication: Putting the Human Person at the Core By Jerry G. Kliatchko
This book first published 2020 Cambridge Scholars Publishing

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	0	3	0	0	0	0	0
CO 2	0	3	3	0	0	0	3	3
CO 3	3	0	3	0	0	2	0	0
CO 4	0	3	0	0	3	0	3	0
CO 5	3	0	3	0	0	0	0	3

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - HUMAN RESOURCES DEVELOPMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAH01	ELECTIVE -I	Y	Y	-	3	3

Course Objectives

- ❖ To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD
- ❖ To analyse and explore the models and factors influencing employee behavior and Learning.
- ❖ To explore the developing needs of Human capacity and its impact of HRD initiatives.
- ❖ To understand the training need & explore the technique for development
- ❖ To explore the recent trends in career planning & development

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the need of the HRD professionals.	PO1, PO8
CO2	Integrate the concept and practical implication of learning & behavior.	PO3, PO5
CO3	Understand the developing need of Human capacity.	PO3, PO5
CO4	Understand Training need & its development.	PO1, PO2, PO4
CO5	Have a better understanding of career planning & development.	PO6, PO7, PO8

ELE – I - HUMAN RESOURCES DEVELOPMENT

UNIT	Details	No. of Hours
I	Introduction: Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.	9
II	Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.	9
III	Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development. Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization	9
IV	Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On -job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness	9
V	Career Planning and Development: Definition - objectives – importance – career development –Career path defining- principles of theories career planning – steps involved – succession planning. Recent Trends in HRD: Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.	9
	Total	45

TEXT BOOKS

- ❖ Gibb, S., Human Resource Development: Foundations, Process, Context, 3rd Edition, Palgrave Macmillan, 2011.
- ❖ McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011
- ❖ Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2009.

REFERENCE BOOKS

- ❖ Brian Becker, Mark Huselid, Dave Ulrich, _The HR Scorecard_, Harvard Business School Press.
- ❖ Kirsten & Martin Edwards, _Predictive HR Analytics: Mastering the HR Metric_, Kogan Page
- ❖ KirsWayne Cascio, John Boudreau, _Investing in people. Financial Impact of Human Resource Initiatives
- ❖ Tomas Chamorro-Premuzic, _The Talent Delusion_.
- ❖ Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
- ❖ Werner, J.M. and DeSimone, R.L., Human Resource Development, 5th Edition, Cengage Learning, 2009

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	0	0	0	0	0	0	3
CO 2	0	0	3	0	3	0	0	0
CO 3	0	0	3	0	3	0	0	0
CO 4	3	3	0	3	0	0	0	0
CO 5	0	0	0	0	0	3	3	2

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - PERFORMANCE MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAH02	ELECTIVE -II	Y	Y	-	3	3

Course Objectives

- ❖ To summarize basic concepts of performance management.
- ❖ To employ, and design performance management process
- ❖ To interpret optimal use of performance analysis techniques
- ❖ To elucidate role of Performance Management system and standards in place
- ❖ To constitute and appraise high performance teams

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recognize and apply performance management techniques.	PO2, PO6
CO2	Design performance management process across various business units.	PO2, PO8
CO3	Formulate, comply and implement performance analysis tools and standards.	PO2, PO4, PO7
CO4	Construct performance review and employ Performance Management system.	PO1, PO5
CO5	Critique team management strategies.	PO1, PO5

ELE – II - PERFORMANCE MANAGEMENT

UNIT	Details	No. of Hours
I	Introduction: Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.	9
II	Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.	9
III	Performance Planning: Ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/13001/18001- Crisis Management- Performance Analysis Process.	9
IV	Performing Review and Discussion: Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.	9
V	Managing Team Performance: Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry	9
	Total	45

TEXT BOOKS

- ❖ Aguinis, H., Performance Management, 3th Edition, Chicago Business Press, 2019.
- ❖ Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1st Edition, Kogan Page, 2018.
- ❖ T V Rao, Performance Management: Toward Organizational Excellence, 2nd Edition, SAGE response, 2015

REFERENCE BOOKS

- ❖ Sir John Whitmore, _Coaching for Performance
- ❖ Andrew S Grove, _High output Management
- ❖ Camille Fournier, _The Manager's Path'
- ❖ Armstrong, M., Armstrong's Handbook of Performance Management, 3th Edition, Kogan Page, 209.
- ❖ Hedda Bird, The Performance Management Playbook, 1st Edition, Pearson, 2022.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	3	0	0	0	3	0	0
CO 2	0	3	0	0	0	0	0	3
CO 3	0	3	0	3	0	0	3	0
CO 4	3	0	0	0	3	0	0	0
CO 5	3	0	0	0	3	0	0	0

3-Strong 2-Medium 1-Low
Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - ORGANIZATIONAL DEVELOPMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAH03	ELECTIVE -III	Y	Y	-	3	3

Course Objectives

- ❖ To generalize a fair comprehension of basic concepts on OD.
- ❖ To assimilate design elements of OD.
- ❖ To summarize the effects of Organizational culture and reinforcing techniques.
- ❖ To illustrate the effectiveness of working in teams.
- ❖ To interpret constructs of well-being and approaches to achieving a balance

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Comprehend and justify basic concepts on OD.	PO2, PO6
CO2	Assimilate and design OD process.	PO4, PO8
CO3	Summarize Organizational culture and use reinforcing techniques.	PO3
CO4	Illustrate effectiveness of working in teams.	PO1, PO5
CO5	Interpret constructs of wellbeing and approaches to achieving a balance.	PO1, PO3, PO5

ELE – III - ORGANIZATIONAL DEVELOPMENT

UNIT	Details	No. of Hours
I	Introduction: Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.	9
II	Approaches: Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure- Forces Reshaping Organization – Life Cycles in Organization.	9
III	Organizational culture: Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture	9
IV	Groups & teams: Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder	9
V	Wellbeing: Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.	9
	Total	45

TEXT BOOKS

- ❖ Anderson, D., Organization Development: The Process of Leading Organizational Change, 5th Edition, Sage Publication 2019.
- ❖ W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3rd Edition, Pearson FT Press, 2015
- ❖ Cummings, T., Theory of Organization Development and Change, 9th Edition, South-Western, 2011.

REFERENCE BOOKS

- ❖ Laslo Bock, _Work Rules-Insights from inside Google‘
- ❖ Edgar H Schein, _Organisational Culture and Leadership
- ❖ Kirk Blackard, James W Gibson, _Capitalizing on conflict‘
- ❖ Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner’s Guide for OD and HR, Kogan Page, 2nd Edition, 2015.
- ❖ Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	3	0	0	0	3	0	0
CO 2	0	0	3	0	3	0	0	3
CO 3	0	0	3	0	0	0	0	0
CO 4	3	0	0	0	3	0	0	0
CO 5	3	0	3	0	2	0	0	0

3-Strong 2-Medium 1-Low
Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO3	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

ELECTIVE - INDUSTRIAL AND LABOUR RELATIONS

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAH04	ELECTIVE -IV	Y	Y	-	3	3

Course Objectives

- ❖ To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.
- ❖ To provide insights on Industrial Harmony and Conflicts
- ❖ To throw light on Labour Relations, Joint consultation
- ❖ To explicate on Trade Union, Problems and role of Indian Trade Unions
- ❖ To elucidate on Collective Bargaining, Tripartite Machinery

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Generalize with the basic concepts of Industrial Relations.	PO2, PO6
CO2	Enumerate insights on Industrial Harmony and Conflicts.	PO4, PO8
CO3	Have insights on Labor Relations, Joint Consultation	PO8
CO4	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO1, PO5
CO5	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	PO1, PO3, PO5

ELE– IV - INDUSTRIAL AND LABOUR RELATIONS

UNIT	Details	No. of Hours
I	Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.	9
II	Industrial Harmony and Conflict: Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Code of Discipline- Grievance procedure-Labour management co- operation; Worker's participation in management.	9
III	Labour Relations: Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India	9
IV	Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions. Problems and Role of Indian Trade Unions: Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.	9
V	Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice. Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.	9
	Total	45

TEXT BOOKS

- ❖ Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6th Edition 2020
- ❖ Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan Publishers India, 2009
- ❖ Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2009.
- ❖ Sivarethinamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1st Edition 2010.

REFERENCE BOOKS

- ❖ Campbell Balfour, _Industrial Relations in the common market
- ❖ Michael Poole, _Theories of Trade unionism‘
- ❖ Srikanth Goparaju, _Industrial Relations in Modern India‘
- ❖ PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3rd Edition, 2017.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	3	0	0	0	3	0	0
CO 2	0	0	0	3	0	0	0	3
CO 3	0	0	0	0	0	0	0	3
CO 4	3	0	0	0	3	0	0	0
CO 5	3	0	3	0	2	0	0	3

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - CAREER MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAH05	ELECTIVE -V	Y	Y	-	3	3

Course Objectives

- ❖ To comprehend the dimensions of career planning and career development, career management
- ❖ To demonstrate techniques of self-assessment and changing landscapes of career management.
- ❖ To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.
- ❖ To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.
- ❖ To summarize and select appropriate Learning and Development for Career & Organizational growth

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Comprehend fairly the dimensions of career planning and career development, career management.	PO4, PO6
CO2	Demonstrate techniques of self-assessment and changing landscapes of career management.	PO2, PO8
CO3	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.	PO3, PO8
CO4	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	PO1, PO8
CO5	Summarize and select appropriate Learning and Development for Career & Organizational growth	PO1, PO3, PO6

ELE– V - CAREER MANAGEMENT

UNIT	Details	No. of Hours
I	Introduction to Career Management: Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.	9
II	Self-Assessment and Career Management: Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.	9
III	Contemporary Issues in Career Management: Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.	9
IV	Career Management System in Organization: Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.	9
V	Role of Learning in Career Growth: Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.	9
	Total	45

TEXT BOOKS

- ❖ Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.
- ❖ John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.
- ❖ Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers
- ❖ Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st edition Sage Pub.

REFERENCE BOOKS

- ❖ Ben Horowitz, 'The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers
- ❖ Elaine Welteroth, 'More Than Enough: Claiming Space For Who You Are (No Matter What They Say
- ❖ Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, Encyclopedia of Personality Development and Career Management, 1st Edition 2016 Himalaya publishing house Pvt. Ltd.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	3	0	0
CO 2	0	3	0	0	0	3	0	0
CO 3	0	0	0	0	0	3	0	0
CO 4	3	0	0	0	0	0	0	3
CO 5	3	0	3	0	0	3	0	0

3-Strong 2-Medium 1-Low
Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - STRATEGIC HRM

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAH06	ELECTIVE -VI	Y	Y	-	3	3

Course Objectives

- ❖ To familiarize the students with the basic concepts of Strategic Management
- ❖ To provide insights into Environmental Forecasting
- ❖ To throw light on Human Resource Strategy
- ❖ To elucidate on Strategic Human Resource Processes
- ❖ To create awareness and importance of New Economic Policy and HRM Strategy

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Comprehend the application of Strategic Management	PO1, PO2, PO6, PO7
CO2	Evaluate Corporate Strategy & aid in Environment Forecasting	PO1, PO6, PO7
CO3	Develop strategies, approaches for higher Organizational Performance	PO1, PO2, PO6
CO4	Elucidate on Strategic Human Resource Processes and resource utilization	PO1, PO6, PO7
CO5	Analyse and formulate New Economic Policy and HRM Strategy	PO2, PO6, PO7

ELE– VI - STRATEGIC HRM

UNIT	Details	No. of Hours
I	Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;	9
II	Environment Forecasting: Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy	9
III	Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation	9
IV	Strategic Human Resource Processes: Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.	9
V	New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.	9
	Total	45

TEXT BOOKS

- ❖ Ananda Das Gupta, Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Rouledge, 1st Edition 2020
- ❖ Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1st Edition 2007.
- ❖ Gary Rees & Paul Smith, Strategic Human Resource Management An International Perspective, Sage, 3rd Edition, 2021

READING BOOKS

- ❖ J.C. Spender, 'Business Strategy: Managing Uncertainty, Opportunity, and Enterprise'.
- ❖ Mark Schaefer, 'Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing'.
- ❖ Rajib Lochan Dhar : Strategic Human Resource Management, Excel Books New Delhi, 1st Edition 2010
- ❖ David Ulrich, Jon Younger, Wayne Brocbank, 'HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)', McGraw Hill. 1st Edition, 2009.
- ❖ Niraj Dawar, 'Tilt: Shifting Your Strategy from Products to Customers

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	0	0	0	3	3	0
CO 2	3	0	0	0	0	3	3	0
CO 3	3	2	0	0	0	0	3	0
CO 4	3	0	0	0	0	3	2	0
CO 5	3	0	0	0	0	3	2	0

3-Strong 2-Medium 1-Low
Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO3	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - TALENT MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAH07	ELECTIVE -VII	Y	Y	-	3	3

Course Objectives

- ❖ To have a clear understanding of the concept of talent management and its role
- ❖ To acquire knowledge on talent planning
- ❖ To obtain knowledge on talent acquisition and retention
- ❖ To understand the concept of competency mapping and models of competency mapping
- ❖ To understand the methodology to be followed in competency mapping

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have a clear understanding the concept of talent management and its role	PO2,PO4,PO5
CO2	Have knowledge on talent planning	PO1,PO4
CO3	Have knowledge of talent acquisition and retention	PO3,PO5,PO8
CO4	Have an understanding of the concept of competency mapping and models of competency mapping	PO1,PO6
CO5	Have an understanding the methodology to be followed	PO1,PO7

ELE– VII - TALENT MANAGEMENT

UNIT	Details	No. of Hours
I	Introduction to Talent Management: Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building the sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management, Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent , Tools for Managing Talent. Building blocks of talent management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.	9
II	Talent Planning – Understanding the needs and mind set of employees, Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management	9
III	Talent Acquisition and Retention – Talent Acquisition- Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model (Satisfy, Motivate and Reward), Employee Retention Programs, Career Planning and Development, Best practices in employee retention.	9
IV	Competency Mapping: Concepts and definition of competency; types of competencies, Features of competency, approaches to mapping methods, Competency mapping procedures and steps , 5- level competency model, Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals	9
V	Methodology of Competency Mapping: Competency models people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping competency-based interviewing, assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.	9
	Total	45

TEXT BOOKS

- ❖ Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016
- ❖ Lance A. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People Tata McGraw Hill, 3rd Edition, 2018
- ❖ Edward J Cripe, Competency Development Guide, Workitect Inc., 1st Edition, 209.

REFERENCE BOOKS

- ❖ Talent management, William J Rothwell
- ❖ Talent Management for the 21st century, P Cappelli-HBR
- ❖ Strategic Talent Management, Robert J Greene
- ❖ Rao T.V., Performance Management: Toward Organizational Excellence, SAGE, 2nd Edition, 2015.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	3	0	3	3	0	0	0
CO 2	3	0	0	3	0	0	0	0
CO 3	0	0	3	0	2	0	0	3
CO 4	3	0	0	0	0	3	0	0
CO 5	3	0	0	0	0	0	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO3	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - STRESS MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAH08	ELECTIVE -VIII	Y	Y	-	3	3

Course Objectives

- ❖ To understand the concept of stress management
- ❖ To understand the impact of stress
- ❖ To analyse the stress reduction techniques
- ❖ To study the strategies to cope up with stress
- ❖ To develop resilience to stress

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have a clear understanding on the concept of stress management	PO3
CO2	Illustrate the impact of stress and predict Stress warning signals	PO2
CO3	Develop ability to analyse the stress reduction techniques	PO1, PO4
CO4	Acquire the ability to identify the strategies to cope up with stress	PO5,PO6
CO5	Develop resilience strategies to stress	PO7,PO8

ELE– VIII - STRESS MANAGEMENT

UNIT	Details	No. of Hours
I	Introduction to Stress Management: Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors-Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,	9
II	Impact of Stress: Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal	9
III	Stress Reduction Techniques: Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress	9
IV	Coping Strategies: Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem	9
V	Developing Resilience to Stress: Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management	9
	Total	45

TEXT BOOKS

- ❖ Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1st Edition, 2022.
- ❖ Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How To Develop Positive Managers, Wiley Blackwell, 1st Edition, 2011.
- ❖ Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Live a Longer Life, 1st Edition, 2013.

REFERENCE BOOKS

- ❖ Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini
- ❖ Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce
- ❖ Stress and stress management, Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.
- ❖ Emily Nagoski, Amelia Nagoski, Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1st Edition, 2019.
- ❖ Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1st Edition 2016.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 3	PO 4	PO 6	PO 7	PO 8
CO 1	0	0	3	0	0	0	0	0
CO 2	0	3	0	0	0	0	0	0
CO 3	3	0	0	3	0	0	0	0
CO 4	0	0	0	0	0	3	2	0
CO 5	0	0	0	0	0	0	3	3

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - INTERNATIONAL HRD

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAH09	ELECTIVE -IX	Y	Y	-	3	3

Course Objectives

- ❖ To summarize and comprehend the expanding role of global corporations
- ❖ To demonstrate the functioning of international assignments
- ❖ To elucidate development of global IHRM practices
- ❖ To interpret compliance norms of global organizations
- ❖ To introspect future of sustainable IHRM practices

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Demonstrate IHRM factors influential in global corporations	PO2,PO4
CO2	Design IHRM elements for global assignments	PO1,PO5
CO3	Critique and conclude developmental strategies for IHRM practices	PO2
CO4	Implement and audit compliance IHRM norms	PO6
CO5	Predict and appraise sustainable IHRM practices	PO8

ELE– IX - INTERNATIONAL HRD

UNIT	Details	No. of Hours
I	IHRD: Scope of IHRD- Positivist and Interpretive views on Culture, Values, Power-Cross Cultural Management, Model, Dimensions; Comparison between HRD India and Globalization. Learning Theories globally and implications-Career development in multinational and multicultural environment-Schein's career anchors-Holland's vocational preference inventory.	9
II	Processes: Transfer of employment practices across borders-The four influences framework-IHRM approaches-Factors affection-Implications. International Assignments and Employment practices- motives-Process-Dimensions of success and failure. Expatriation- Developing International Staff and Multinational Teams, Approaches to International Compensation.	9
III	Development & Practices: Multinational companies and Host companies-Sustainable practices of host and divergent country employment arrangements-Global Employment Relations. Training & Development in global environment- Krikpatrick's Taxonomy-Expatriate Training, PMS - Transition of Expats to global leaders-Global and local sourcing-Compliance to Labour Market-Capitalist Vs Socialist Market economies.	9
IV	Practices in Economies: PMS in different economies- Total Rewards in International Context-Components-Complexities-approaches. Global Context: EEO-Gender Sensitivity-Diversity-Inclusivity-Onshoring, off shoring, Friend shoring-Models of strategic HRD	9
V	Sustainability: Repatriation-issues-best practices; Sustainable practices through Ethics and CSR; Green HRD; Ethical Issues-dispute settlement-International labour contract. Knowledge Management-Transfer; Changing and Future Trends: International labour standards, Managing Remote Work - issues-digital privacy and decent work.	9
	Total	45

TEXT BOOKS

- ❖ K Ashwathappa, International Human Resource Management, TATA McGraw Hill, 2nd Edition, 2017.
- ❖ Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE, 3th Edition, 2013.
- ❖ Thomas Garavan, Alma McCarthy, Ronan Carbery, Handbook of International Human Resource Development: Context, Processes and People, Edward Elgar Publishing, 3rd Edition, 2017
- ❖ Peter J. Dowling | Marion Festing | Allen D. Engle, International Human Resource Management, CENGAGE INDIA, 7th Edition, 2017.

REFERENCE BOOKS

- ❖ International HRD: context, processes and people – introduction Thomas Garavan, Alma McCarthy, and Ronan Carbery, Jean Woodall
- ❖ The Issue of International Values and Beliefs: The Debate for a Global HRD Code of Ethics, Darlene Russell, Timothy Hatcher
- ❖ Peter J. Dowling | Marion Festing | Allen D. Engle, International Human Resource Management, CENGAGE INDIA, 7th Edition, 2017.
- ❖ Edwards Tony, Chris Rees, International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson Education India, 3rd Edition, 2016.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	3	0	3	0	0	0	0
CO 2	3	0	0	0	3	0	0	0
CO 3	0	3	0	0	0	0	0	0
CO 4	0	0	0	0	0	3	0	0
CO 5	0	0	0	0	0	0	0	3

3-Strong 2-Medium 1-Low
Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

ELECTIVE - COMPENSATION AND REWARDS MANAGEMENT

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAH10	ELECTIVE-X	Y	Y	-	3	3

Course Objectives

- ❖ To familiarize the students to the basic concepts of compensation
- ❖ To provide insights on compensation planning
- ❖ To throw light on compensation Pay
- ❖ To elucidate on Executive compensation
- ❖ To create awareness and importance of Wage administration in India:

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be familiarized with compensation	PO4,PO8
CO2	Understand Compensation Planning	PO1,PO2
CO3	Design Executive Compensation	PO2,PO6
CO4	Understand Wage administration in India	PO6,PO7
CO5	Be aware of the importance of Wage administration in India	PO8

ELE– X - COMPENSATION AND REWARDS MANAGEMENT

UNIT	Details	No. of Hours
I	Compensation: types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic	9
II	Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues	9
III	Variable Pay: Strategic reasons for incentive plans administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.	9
IV	Executive Compensation: Elements of executive compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems	9
V	Wage Administration in India: wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices - Pay for performance for global employees -practices in different industries, Employee benefits around the world, CEO pay in a global context, Beyond compensation	9
	Total	45

TEXT BOOKS

- ❖ A Strategic Perspective on Compensation Management, Milkovich, George T.
- ❖ Compensation Management, Dipak Kumar Bhattacharyya
- ❖ Employees Perception Towards Compensation Management Practices in Software Industry: An Indian Evidence, Dr. Das Kishore Kumar
- ❖ Compensation in Organizations, Sara L. Rynes, Barry Gerhart

REFERENCE BOOKS

- ❖ B. D. Singh, Compensation and Reward Management, Excel Books, 209
- ❖ Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 10th Edition, 2011.
- ❖ Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 1st Edition, 2009.
- ❖ Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011
- ❖ Jerry M. Newman, Barry Gerhart & George T. Milkovich, Compensation, McGrawHill, 9th Edition, 2020.

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	0	0	3
CO 2	3	3	0	0	0	0	0	0
CO 3	0	3	0	0	0	2	0	0
CO 4	0	0	0	0	0	3	2	0
CO 5	0	0	0	0	0	0	0	3

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
Weightage	15	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0	3.0

Course Co ordinator

BOS Chairman

EDC– EMPLOYABILITY SKILLS

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAED01	EDC -III	Y	Y	-	3	3

Course Objectives

- ❖ To learn about the employability skills
- ❖ To understand dimensions of task oriented skills
- ❖ To study on critical problem-solving techniques
- ❖ To develop employability skills
- ❖ To understand the logical and reasoning skills

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Acquire employability skills	PO4, PO6, PO7
CO2	Understand dimensions of task oriented skills	PO4, PO6, PO7
CO3	Study on critical problem-solving techniques	PO4, PO6, PO7
CO4	Develop employability skills	PO4, PO6, PO7
CO5	Understand the logical and reasoning skills	PO4, PO6, PO7

EDC - EMPLOYABILITY SKILLS

UNIT	Details	No. of Hours
I	INTRODUCTION TO EMPLOYABILITY SKILLS Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.	9
II	UNPACKING EMPLOYABILITY SKILLS Embedded employability skills – Dimensions of competency – Task skills – Task Management skills – Contingency Management skills – Job/Role Environment skills	9
III	INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS Communication – Team work Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology	9
IV	RESUME WRITING Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.	9
V	Arithmetic and Logical Reasoning Skills – Exercise.	9
	Total	45

TEXT BOOKS

- ❖ Soft Skills, Dr. K. Alex
- ❖ Winning Interview Skills, Compiled & Edited by J.K. Chopra.
- ❖ A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.
- ❖ Fafinski, S., Finch, E. (2013). Employability Skills for Law Students. United Kingdom: OUP Oxford.
- ❖ Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.

REFERENCE BOOKS

- ❖ Skills for Employability Dr. M. Sen Gupta first edition 2020
- ❖ Employability and Skill development Dr Yogesh malshette and sonali malshette , Nirali prakashan
- ❖ Employability Skills Manish Sharma Neelkanth Publishers
- ❖ Employability skills | c. Subhas, kapil dev, Asian Pulbisher – 2013

CO-PO Mapping 3-Strong 2-Medium 1-Low

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	0	3	3	0
CO 2	0	0	0	3	0	3	3	0
CO 3	0	0	0	3	0	3	3	0
CO 4	0	0	0	3	0	3	3	0
CO 5	0	0	0	3	0	3	3	0

Course Co ordinator

BOS Chairman

SOFT SKILL IV - LEADERSHIP AND TEAM BUILDING SKILLS

Subject Code	Category	L	T	P	Hours	Credit
24S3PBAP03	SOFT SKILLS IV - PRACTICAL	-	-	2	2	2

Course Objectives

- ❖ To understand the characteristics, style, traits of leaders, and theories of leadership.
- ❖ To learn more about self-leadership and developing team-building skills through case studies and examples
- ❖ To understand how to form, manage and lead the team.
- ❖ To understand the measures of conflict in a team
- ❖ To explore team roles & processes in developing and managing a team

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO5, PO6, PO7
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO5, PO6, PO7
CO3	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
CO4	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
CO5	Demonstrate effective written communication skills for plans, strategies and outcomes	PO4, PO6, PO7

SOFT SKILL IV - LEADERSHIP AND TEAM BUILDING SKILLS

UNIT	Details	No. of Hours
I	Leadership Theories: Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership	
II	Leadership Styles: Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.	
III	Leadership Skills: Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate-listening to out group members- communication and conflict resolution skills	
IV	Team Work: Working in group & teams - characteristics of effective team-types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.	
V	Exploring team roles & processes: mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings	
	Total	

TEXT BOOKS

- ❖ Uday Kumar Halder, Leadership and Team Building,
- ❖ D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2013
- ❖ International Journal on Leadership, Publishing India Group
- ❖ International Journal of Organizational Leadership, CIKD

REFERENCE BOOKS

- ❖ Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
- ❖ Mehra, S. K. (2009) Business Etiquette A Guide For The Indian Professional. Nouna: HarperCollins
- ❖ 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
- ❖ Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
- ❖ Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
- ❖ Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

CO-PO Mapping 3-Strong 2-Medium 1-Low

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	0	0	0	3	3	3	3	0
CO 2	0	0	0	3	3	3	3	0
CO 3	0	3	0	3	3	3	3	0
CO 4	0	0	0	3	3	3	3	0
CO 5	0	0	0	3	0	3	3	0

3-Strong 2-Medium 1-Low

Mapping with Programme: Specific Outcomes :

CO/PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1					
CO2					
CO3					
CO4					
CO5					
Weightage					
Weighted percentage of Course Contribution to Pos					

Course Co ordinator

BOS Chairman