

Bachelor of Business Administration (BBA)

Introduction:

The Department of Management of Sister Nivedita University offers a range of innovatively designed programmes whose curriculum is constantly updated to meet the changing requirement of the students and industry. It has recorded consistent improvement in its academics, research and placement performance over the last few years.

We have designed our syllabus to strike a balance between professional knowledge and personal skills. We are confident that our current curriculum has enabled over-all development of budding managers, to meet the expectations of the corporate world. The curriculum is taught by a distinguished faculty combining academic excellence and real-world experience with dedication and commitment.

During the course, the students are reassured to get hands-on experience in the corporate world through internship projects in reputed organizations which will help to amalgamate theoretical knowledge with practical experience. They also undertake projects benefiting local industries or dealing with local problems. These projects enable them to understand the relevance working in a group and help them to realize the finer aspects and importance of teamwork. This will help them to establish themselves in this dynamic corporate world of today.

With this brief introduction, we welcome you to be a part of our journey towards being a world class centre of excellence in education, training and research in regards to Management studies.

Program Aims:

The program aims to enable graduates to understand the challenges of business across all sectors in different functional areas of management which is actually amalgamation of academic rigor and practical exposures. There is a careful balance of teaching and learning, individual and group work, case study analysis and class-based discussion, problem solving and decision-making abilities, conceptual and analytical discussion, and above all regular seminars by external industry experts and academia.

Learning outcomes:

Students who complete program successfully will be able to

- Develop decision making skills
- Demonstrate problem solving skills
- Use application of technology in Business
- Demonstrate a critical awareness of current issues in business
- Demonstrate business intelligence system

Knowledge Objectives:

- Develop cross functional skills
- Create holistic management approach
- Sensitivity towards cross cultural skills
- Develop peer-based learning and working in a group

Skills Objectives:

- Use of conceptual, analytical and quantitative skills for decision making
- Demonstrate ethical, social and environmental responsibilities in business environment,
- Demonstrate the ability to apply knowledge to real business situation

Programme Educational Objectives (PEO)

PEO-01: To develop talent and expertise in the area of leadership, interpersonal skills, entrepreneurship and manpower management.

PEO-02: To empower undergraduate students with knowledge that enable them to meet the needs at different tier of business in the globalized business environment.

PEO-03: To help undergraduate students to become responsible citizen and lead the business with their moral and ethical values.

PEO-04: To empower students with business analysis, data management and problem-solving skills for effective decision making in critical situations.

PEO-05: To nurture the spirit of 'Entrepreneurship' among students that propagates the business world.

Programme Outcome (PO)

At the end of the BBA Programme, graduate students will be able to

PO-01: Acquire basic knowledge and employability skills in the field of management, accounting, marketing and human relations through the practical knowledge obtained from internship and project work as part of the curriculum.

PO-02: Apply the entrepreneurial and managerial skills for effective business management in this VUCA world.

PO-03: Comprehend applicability of management principles to the real-life situations in global business world.

PO-04: Understand the importance of ethics in business decision-making and inculcate the spirit of social responsibility.

PO-05: Develop problem-solving skills through experiential learning and innovative pedagogy to ensure utilization of knowledge in their respective professional careers.

PO-06: Build perspectives about global business environment including cultural, social and sustainability issues.

Programme Specific Outcome (PSO)

At the end of the BBA Programme, graduate students will be able to

PSO-01: Remember the core concept of management principles, accounting and marketing operations in practice.

PSO-02: Comprehend the relevant leadership skills through internship training.

PSO-03: Apply the managerial knowledge in the business world for effective decision making in critical situations.

PSO-04: Demonstrate critical thinking skills in realizing managerial issues and problems related to the global economy and international business.

PSO-05: Demonstrate analytical and problem-solving skills through core elective areas of specialization in Finance, Marketing and Human Resource Management to solve business issues.

NEP Curriculum Framework: Bachelor of Business Administration (BBA)

Semester-wise Subject Details											
SEMESTER	No. of:	MC	ME	NM	NV	MDC	AEC	SEC	VAC	INT/PROJ	TOTAL
1	Subejects	2		1	2		1	1	1		8
	Credits	8		4	2		2	3	2		21
2	Subejects	2			2	1	1	1	1		8
	Credits	8			2	3	2	3	2		20
AFTER 1 YEAR OF UG CERTIFICATE										Total no. of Subejects	16
										Total no. of Credits	41
SEMESTER	No. of:	MC	ME	NM	NV	MDC	AEC	SEC	VAC	INT/PROJ	TOTAL
3	Subejects	2		1	2	1	1				7
	Credits	10		4	2	3	2				21
4	Subejects	2		1	2	1	1				7
	Credits	10		4	2	3	2				21
AFTER 2 YEARS OF UG DIPLOMA										Total no. of Subejects	30
										Total no. of Credits	83
SEMESTER	No. of:	MC	ME	NM	NV	MDC	AEC	SEC	VAC	INT/PROJ	TOTAL
5	Subejects	3			2			1	1		7
	Credits	14			2			3	2		21
6	Subejects	3		1	2					1	7
	Credits	12		4	2					3	21
AFTER 3-YEARS OF UG DEGREE										Total no. of Subejects	44
										Total no. of Credits	125
SEMESTER	No. of:	MC	ME	NM	NV	MDC	AEC	SEC	VAC	INT/PROJ	TOTAL
7	Subejects	4		1							5
	Credits	16		4							20
8	Subejects	2	3							1	5
	Credits	8	12							12	20
AFTER 4-YEARS UG HONOURS DEGREE/ 4-YEARS UG HONOURS WITH RESEARCH DEGREE										Total no. of Subejects	54
										Total no. of Credits	165

MC: Major Program Specific Course – Compulsory

ME: Major Program Specific Course – Elective

NM: Non-Major Specific Subject Course

NV: Non-Major vocational education and training

MDC: Multidisciplinary courses

AEC: Ability Enhancement Courses

SEC: Skill Enhancement Courses

VAC: Value Added Courses

INT: Internship

PROJ: Project

NEP Curriculum Framework Details: Bachelor of Business Administration (BBA)

Semester 1

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Principles of Management (4)		Business Mathematics & Statistics (4)	Soft Skill Development-I (1)		Communicative English-I (2)	Computer Applications (3)	Environment Science-I (2)		21
Business Microeconomics (4)			EAA (Yoga/Sports/NM C/NSS)-I (1)						

Semester 2

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Marketing Management (4)			Soft Skill Development-II (1)	MDC-I (3) [to be selected from the MDC basket]	Communicative English-II (2)	Basic Management Skill (3)	Environment Science-II (2)		20
Business Macroeconomics (4)			Mentored Seminar-I (1)						

Semester 3

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Financial Management (5)		Cost & Management Accounting (4)	Soft Skill Development-III (1)	MDC-II (3) [to be selected from the MDC basket]	Foreign Language-I (2)				19
Financial Institution & Markets (5)			EAA (Yoga/Sports/NM C/NSS)-II (1)						

Semester 4

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Human Resource Management (5)		Income Tax-Laws & Practice (4)	Soft Skill Development-IV (1)	MDC-III (3) [to be selected from the MDC basket]	Foreign Language-II (2)				19
Business Environment (5)			Mentored Seminar-II (1)						

Semester 5

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Production & Operations Management (5)			Soft Skill Development-V (1)			Data Analysis (3)	Ethical Study and IPR (2)		19
Organizational Behaviour (5)			Mentored Seminar-III (1)						
Corporate Communication (4)									

Semester 6

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Business Research (4)		Entrepreneurship Development (4)	Soft Skill Development-VI (1)					Internship (3)	21
Management Information System & E-Commerce (4)			Mentored Seminar-IV (1)						
Services Marketing (4)									

Semester 7

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Emerging Buinesss Issues (4)		Psychology for Business (4)							20
Corporate Finance (4)									
Human Resource Information System (4)									
Corporate Governance (4)									

Semester 8

Major Compulsory	Major Elective	Non-major	Non-major Vocational	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value Added	Internship / Project	Total Credits
Business Policy & Strategy (4)	International Marketing (4)							Research Project & Dissertation (12)	20
Innovation Management & Design Thinking (4)	International Finance (4)								
	Investment Banking (4)								
	International Human Resource Management (4)								
	Human Resource Planning (4)								

Subject: Principles of Management

Semester: 1

Subject Category: MC

Credit: 4 (L: 3, T: 1)

Syllabus

Module-I: Management Introduction

Fundamental Concepts of Management; Characteristics & Features of Management; Objectives of Management; Significance of Management; Management as a Science or as an Art, Concept, process; An overview of Functional Areas of Management – Main Functions of Management; Fundamental Principles of Management; Evolution of management Thoughts; Classical Theory Management; Neo-classical Theory of Management; Contingency approaches; Concepts of Scientific Management; Concept of Administrative Management; Henri Fayol 14th Principle of Management; Difference between Management & Administration; Levels of Management; Roles of a Manager; Significance of Management; Limitations of Management; 5M's of Management , POSDCORB.

Module-II: Planning & Forecasting

Planning: Fundamental Concept of Planning, Characteristics & Features of Planning, Importance & Significance of Planning; Steps involved in the Planning Process; MBO (Management by Objectives); Essential of a Good Plan; Limitations of Planning.

Forecasting: Fundamental Concept & Meaning of Forecasting; Importance of Forecasting; Elements & Steps in Forecasting Process and Limitations of Forecasting; Difference between Planning & Forecasting.

Module-III: Decision-making

Concepts of Decision-making Theory; Characteristics & Types of Decision making; Decision-making Procedures; Types of Decision-making theories; Concept of Bad Decision Making; Causes & Effects of Bad Decision Making on the Management.

Module-IV: Organizing

Fundamental Meaning and Concept of Organization; Characteristics & Nature of Organization; Principles of Organization; Significance of Organization; Meaning of Responsibility, Authority & Accountability; Delegation of authority; Principles of Delegation of Authority; Advantages and Benefits of Delegation of Authority; Barriers in Effective Delegation of Authority; Span of control; Formal and informal groups in Organizations; Matrix Organization.

Module-V: Staffing

Definition of Staffing; Elements of Staffing; Manpower Planning; Recruitment; Selection; Induction; Training & Development; Performance Appraisal; Career Planning & Succession Planning.

Module-VI: Industrial Dispute & Disciplinary Actions

Fundamental Concept of Industrial Dispute & types of Industrial Dispute; Industrial Dispute Resolution; Fundamental Concepts of Industrial Discipline & Disciplinary Action; Types of Disciplinary actions; Types of termination process with reference to the Disciplinary actions; Differences Between Discharge & Dismissal.

Module-VII: Controlling & Co-ordination

Concept & Meaning of Control ; Features & Characteristic of Controlling; Elements of Controlling Process / Steps In Controlling ; Types of Control ; Essentials of an effective control system ; Importance of Controlling ; Scope & Areas of Control ; Essential Requirements of an Effective Control System ; Limitations of Controlling ; Fundamental concept of Co-ordination ; Features & Characteristics of Co-ordination ; Principles of Co-ordination ; Techniques of achieving co-ordination ; Steps In Co-ordination Process ; Problems of Co-ordination.

Module-VIII: Motivation

Concept, Significance; Motivational theories - Hierarchy of Human Needs by Maslow's, Theory X & Theory Y, Hygiene Motivation – Herzberg Two Factor Theory, Vroom Expectancy theory.

Module-IX: Leadership Style

Fundamental concept of Leader; Qualities of a Good Leader Differences between Leader and a Manager; Leadership Styles; Leadership theories; Managerial Grid of Leadership Theory.

Module-X: Stress

Fundamental Concept of Stress; Types of Stress; Causes & Effects of Stress; Stress-Burnout phenomenon.

Suggested Readings:

1. Harold Koontz and Heinz Weihrich - Essentials of management 10th ed. Chennai: Tata McGraw Hill Education, 2015
2. V.S.P Rao & Hari Krishna: Management-Text & Cases, Excel Books
3. Ramaswami T: Principles of Mgmt., Himalaya Publishing
4. Chandan, J. S: Management – Concepts and Strategies, Vikas Publishing
5. Dipak Kumar Bhattacharyya: Principles of Management - Text and Cases, Pearson.

6. Robbins, S. P: Management, Prentice Hall.
7. Prasad L.M.; Principles and Practice of Management, Sultan Chand & Sons, 2020

Course Outcome (CO)

CO #	Description
CO -1	Understand the management concepts and importance of the Management theories.
CO-2	Understand and apply the current and relevant management functions in the life.
CO-3	Demonstrate the decision-making skills, communication skills and its relevance in their life.
CO-4	Analyze and evaluate various motivational theories and Leadership theories in achieving organizational success.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	Pos	PSOs
CO -1	Understand the management concepts and importance of the Management theories.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Understand and apply the current and relevant management functions in the life.	1,2,3,4,6	1,2,3,4,5
CO-3	Demonstrate the decision-making skills, communication skills and its relevance in their life.	1,2,3,4,5,6	1,2,3,4,5
CO-4	Analyze and evaluate various motivational theories and Leadership theories in achieving organizational success.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	1	3	2	1	2	1
CO 2	3	1	3	3	-	3
CO 3	1	2	2	3	1	3
CO 4	2	1	1	2	3	3
Average	1.75	1.75	2.00	2.25	2.00	2.50

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	1	2	1	3
CO 2	3	3	2	2	2
CO 3	2	3	3	3	2
CO 4	2	2	2	2	3
Average	2.25	2.25	2.25	2.00	2.50

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Business Microeconomics

Semester: 1

Subject Category: MC

Credit: 4 (L: 3, T: 1)

Syllabus

Module-I: Consumer Behaviour

1. Introduction: Basic Problems of an Economy, Working of Price Mechanism and Resource Allocation. [3L]
2. Consumer Behaviour: Law of Demand and its determinants; Cardinal and Ordinal Utility Analysis and determination of Consumer equilibrium. [2L]
3. Elasticity of Demand: Concept and Measurement of Elasticity of Demand, Price, Income and Cross Elasticities [4L]
4. Average Revenue: Marginal Revenue, and Elasticity of Demand, Determinants of Elasticity of Demand. [3L]

Module-II: Production and Cost

5. Production Function: Law of Variable Proportions, Ridge Lines. Isoquants, Economic Regions and Optimum Factor Combination. Expansion Path, Returns of Scale, International and External Economies and Diseconomies of Scale. [6L]
6. Theory of Costs: Short-Run and Long Run Cost Curves [4L]

Module-III: Price and output determination in different market structure

7. Perfect Competition: Characteristics, Profit Maximization and Equilibrium of Firm and Industry, Short Run and Long Run Supply Curves, Price and Output Determination, Practical Applications. [9L]
8. Monopoly: Characteristics, Determination of Price under monopoly, Equilibrium of a Firm, Comparison Between Perfect Competition and Monopoly, Price Discrimination, Social Cost of Monopoly. [6L]
9. Monopolistic Competition: Meaning and Characteristics, Price and Output Determination Under Monopolistic Competition, Product Differentiation, Selling Costs, Comparison with Perfect Competition, Excess Capacity Under Monopolistic Competition. [5L]
10. Oligopoly: Characteristics, Indeterminate Pricing and Output, Cournot Model of Oligopoly, Price Leadership, Collusive Oligopoly [6L]

Module-IV: Factor Pricing

11. Factor Pricing: Marginal Productivity Theory and Demand for Factors [6L]
12. Concept of Rent: Ricardian and Modern Theories of Rent; Quasi-Rent. [3L]
13. Concept of Labour: Wage Rate, Nominal Wage, Real Wage. [1L]
14. Concept of Capital: Gross Interest, Net Interest, Zero Interest Rate. [1L]
15. Concept of Profit: Pure Profit, Normal Profit, Abnormal Profit. [1L]

Suggested Readings

1. Panchanan Das, Anindita Sengupta-Economics I: Oxford.
2. S. Mukherjee, M. Mukherjee & A. Ghose: Microeconomics, Prentice-Hall.
3. Koutsoyianni: Modern Micro-Economics, Macmillan

Course Outcome (CO)

CO #	Description
CO -1	Acquaint with the fundamental knowledge of Micro-Economics and its basic laws and principles.
CO-2	Understand the theories of demand and supply and practically identify the different factors that affect demand and supply
CO-3	Understand analyze the different types of costs that form part of a production process and relate it with the laws of production.
CO-4	Understand and evaluate the different types of markets operating in an industry

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Acquaint with the fundamental knowledge of Micro-Economics and its basic laws and principles.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Understand the theories of demand and supply and practically identify the different factors that affect demand and supply	1,2,3,5,6	1,2,3,4,5
CO-3	Understand analyze the different types of costs that form part of a production process and relate it with the laws of production.	1,2,3,4,5,6	1,2,3,4,5
CO-4	Understand and evaluate the different types of markets operating in an industry	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	1	3	2	1	2	1
CO 2	3	1	3	-	1	3
CO 3	1	2	2	3	1	3
CO 4	2	1	1	2	3	3
Average	1.75	1.75	2.00	2.00	1.75	2.50

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	1	2	1	1
CO 2	2	1	2	2	2
CO 3	2	2	3	2	2
CO 4	1	2	2	2	3
Average	1.75	1.50	2.25	1.75	2.00

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

Subject: Business Mathematics & Statistics

Semester: 1

Subject Category: NM

Credit: 4 (L: 3, T: 1)

Syllabus

Module-I:

Matrices: Definition of a matrix. Types of matrices. Algebra of matrices. Applications of matrices operations for solution to simple business and economic problems. (6 Sessions)

Module-II

Differential Calculus: Mathematical functions and their types – linear, quadratic, polynomial. Concept of differentiation. Rules of differentiation – simple standard forms. Applications of differentiation – elasticity of demand and supply. (6 Sessions)

Module-III

Basic Mathematics for Finance: Simple AP and GP Series, Simple and compound interest. Rates of interest – nominal, effective and continuous – and their inter-relationships. Compounding and discounting of a sum using different types of rates. Ratio and proportion. (8 Sessions)

Module-IV:

Univariate Analysis: Introduction, Functions of Classification, Frequency and Frequency Distribution, Construction of frequency distribution, Presentation of Data – Diagrams, Graphical Presentation, Histogram, Frequency polygon, Ogives. Mode and Median, Box-plots, Measures of Central Tendency, Dispersion, Skewness & Kurtosis. Correlation and Simple Linear Regression. Probability. Set theory (20 Sessions)

Suggested Readings:

1. ND Vohra, Business Mathematics and Statistics, McGraw Hill Education (India) Pvt. Ltd.
2. ET Dowling, Mathematics for Economics, Schaum's Outlines Series, McGraw hill Pub. Co.
3. JK Sharma, Business Statistics, Pearson Education.

Course Outcome (CO)

CO #	Description
CO -1	Have a practical understanding of set theory, logical statements and truth tables, linear, quadratic and polynomial equations.
CO-2	Have a practical understanding of use of Matrices
CO-3	Understand statistical techniques popularly used to describe the data in managerial decision making.
CO-4	Apply appropriate quantitative technique according to nature of data.
CO-5	Learn the computational skill, interpretation of results of the data analysis.
CO-6	Analyse and differentiate various types of data distribution and its probability distribution.
CO-7	Know the procedure involved in inferential statistics and appropriate tests for given data.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Have a practical understanding of set theory, logical statements and truth tables, linear, quadratic and polynomial equations.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Have a practical understanding of use of Matrices	1,2,3,4,5,6	1,2,3,4,5
CO-3	Understand statistical techniques popularly used to describe the data in managerial decision making.	1,2,4,5,6	1,2,3,4,5
CO-4	Apply appropriate quantitative technique according to nature of data.	1,2,3,4,5,6	1,2,3,4,5
CO-5	Learn the computational skill, interpretation of results of the data analysis.	1,2,3,4,6	1,2,3,4,5
CO-6	Analyse and differentiate various types of data distribution and its probability distribution.	1,2,3,4,5,6	1,2,3,4,5
CO-7	Know the procedure involved in inferential statistics and appropriate tests for given data.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	1	2
CO 2	1	2	2	2	3	1
CO 3	1	3	-	1	1	1
CO 4	1	3	2	2	1	3
CO 5	3	2	2	1	-	3
CO 6	1	1	1	1	2	2
CO 7	2	2	2	1	3	3
Average	1.57	2.00	1.83	1.57	1.83	2.14

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	1	1	3	2	3
CO 3	3	2	2	2	1
CO 4	3	3	3	3	3
CO 5	3	2	2	3	2
CO 6	1	3	1	1	1
CO 7	3	1	3	2	1
Average	2.43	2.14	2.43	2.14	1.71

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Marketing Management

Semester: 2

Subject Category: MC

Credit: 4 (L: 3, T: 1)

Syllabus

Module I

1. Introduction: Definitions of marketing; Core Concept of Marketing – need, want, demand, FAB approach; Value creation, delivery and communication; Evolution of marketing concepts (orientations); Marketing Mix – 4 P's, 4 A's and 4 C's; Product classification
2. Marketing Environment: Analyzing macro-environment; SWOT Analysis, PESTEL / STEEPLE Analysis
3. Strategy and Planning: Porter's Generic Value Chain; Porter's Five Force Model for Industry Analysis Concept of SBU, Cho; Strategic Planning – Corporate Level, Business Unit Level, Marketing Department Level; Formulation of Corporate Strategy - Stability, Expansion, Retrenchment and Combination strategies; Ansoff's Product-Market Grid, Porter's Generic Strategy; BCG matrix; GE matrix

Module II

4. Market Segmentation, Targeting and Positioning (STP): Concepts of market segmentation: Various bases for segmentation: Geographic, Demographic, Psychographic and Behavioural; Targeting: Mass marketing, Segment Marketing, Niche Marketing, Micro Marketing and Customization; Concept of Differentiation and Positioning.
5. Consumer Behaviour and Marketing Research: A framework of consumer decision making process, overview of major factors influencing consumer behaviour; marketing research: Role in decision making, Steps and process of Marketing Research

Module III

6. Product: Product Classification, Service – characteristics and expanded service mix elements; Product Levels, Product Mix, Product Line Management, Product Life Cycle: concept and types, New Product Development.

7. Branding and Packaging: Purpose of branding; Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging, Materials of Packaging; Labelling.
8. Pricing: Procedure for price setting; Pricing objectives; Cost and Demand consideration; Pricing Methods, Pricing Strategies

Module IV

9. Place: Channel flows and functions; Channel design decisions; Wholesaling and Retailing, Concept of Supply Chain Management and Logistics Management, Channel Conflict Management
10. Promotion: Elements of Promotion Mix (Advertising, Sales Promotion, Personal Selling, Direct Marketing, Publicity & PR), 5M model of Advertising, Concept of Digital Marketing; Overview of Selling Process

Suggested Reading:

1. Marketing Management; Kotler, P., Keller, K., Koshy, A. & Jha, M.; Pearson
2. Marketing Management; Datta, D & Datta, M; Vrinda Publications
3. Marketing Management; Ramaswamy & Namakumari; McMillan
4. Marketing Management; Saxena, R.; TMH
5. Principles of Marketing; Kurtz, David L, Boone , Louis E; Thomson

Course Outcome (CO)

CO #	Description
CO -1	Analyse the confluence of marketing, operations, and human resources in real-time delivery.
CO-2	Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.
CO-3	Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
CO-4	Investigate and evaluate issues in adapting to globalized markets that are constantly changing and increasingly networked.
CO-5	Comprehend the importance of conversion and working with digital environment
CO-6	Analyse cross-cultural and ethical issues in globalised digital markets.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Analyse the confluence of marketing, operations, and human resources in real-time delivery.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.	1,2,3,4,5,6	1,2,3,4,5
CO-3	Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.	1,2,4,5,6	1,2,3,4,5
CO-4	Investigate and evaluate issues in adapting to globalized markets that are constantly changing and increasingly networked.	1,2,3,4,5,6	1,2,3,4,5
CO-5	Comprehend the importance of conversion and working with digital environment	1,2,3,4,6	1,2,3,4,5
CO-6	Analyse cross-cultural and ethical issues in globalised digital markets.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	1	2
CO 2	2	2	2	2	3	1
CO 3	3	3	-	1	1	1
CO 4	1	3	2	2	1	3
CO 5	3	2	2	2	-	3
CO 6	3	3	3	3	1	3
Average	2.33	2.33	2.20	2.17	1.40	2.17

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	2	2	2	2	3
CO 3	3	2	2	2	3
CO 4	2	3	3	3	3
CO 5	3	2	2	3	2
CO 6	1	3	3	2	1
Average	2.33	2.50	2.50	2.33	2.17

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Business Macroeconomics

Semester: 2

Subject Category: MC

Credit: 4 (L: 3, T: 1)

Syllabus

Module I:

1. Introduction: Basic Introduction to Macroeconomics. Concept of Aggregate Demand and Aggregate Supply, Marginal Propensity to Consume (MPC), APC, MPS, MPI: Basic Definition Only, Paradox of thrift [4L]
2. National Income: Concepts and Definitions, Gross National Product (GNP), Gross Domestic Product (GDP), Net National Product and Net Domestic Product, Personal Income, Disposable Income and Per Capita Income, Measurement of National Income, Factors That Determine Size of National Income, Double Counting and The Concept of Value Added, Underground Economy, Real and Nominal GNP, Deflator. [5L]

Module II:

3. Monetary Economics: Evolution of Money, Functions of Money, Bank and its Functions, Indian Money Market, Different Concepts of Money Like M1, M2, M3, M4. [4L]
4. Concept of Inflation: Definition of Inflation, Types of Inflation, Effects of Inflation, Anti-Inflationary Measures. [3L]
5. Banks: Commercial Banks – Need and Functions, Credit Creation of Commercial Banks. Reserve Bank of India – Need and Functions, Credit Control Policy. Co-Operative Banks: Need and Role in an Economy. [4L]

Module III:

6. Public Revenue: Concept of Taxes, Sources of Revenue of Central and State Government, GST, CGST, SGST (only definition). [4L]
7. Public Expenditure: Types of Public Expenditure, Its Need Role and Importance. [3L]
8. Public Debt: Types of Public Debt, Need for Public Debt, Redemption of Public Debt. [3L]
9. Deficit Financing: Role and Importance. [4L]
10. Budget: Need and Types, Concept of Different Types of Deficit (Revenue Deficit. Budgetary Deficit, Fiscal deficit and Primary Deficit [5L]

Module IV:

11. International Trade and Finance: Need for international trade, Absolute and Comparative Cost Advantage Theory, Gains from international trade, Terms of Trade [4L]
12. Balance of Payments: Items of BOP, Causes of Disequilibrium in BOP, Strategies to Correct Adverse BOP Situation, Purchasing Power Parity Theory [4L]
13. Exchange Rate Mechanism: Definition, Ask Rate, Bid Rate, Spot Rate, Forward Rate, Currency Spread [5L]
14. International Financial Institutions: International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), Asian Development Bank [4L]
15. Concept of Business Cycle: Different Phases and their basic characteristics [4L]

Suggested Readings:

1. H. L. Ahuja: Macroeconomics Theory and Policy, S. Chand.
2. Panchanan Das, Anindita Sengupta: Economics II, Oxford.
3. Errol D'Souza: Macroeconomics, 2/e, Pearson.
4. Debes Mukherjee: Essentials of Micro and Macro Economics, Central
5. M. L. Jhingan: Macro Economic Theory, Vrinda
6. Mankiw: Principles of Macroeconomics, Cengage Learning

Course Outcome (CO)

CO #	Description
CO -1	Explain the concepts of gross domestic product, inflation and unemployment, and how they are measured.
CO-2	Comprehend the circular flow model and use the concepts of aggregate demand and aggregate supply to analyze the response of the economy to disturbances.
CO-3	Describe the determinants of the demand for money, the supply of money and interest rates and the role of financial institutions in the economy.
CO-4	Define fiscal and monetary policies and how these affect the economy.
CO-5	Identify the causes of prosperity, growth, and economic change over time and explain the mechanisms through which these causes operate in the economy

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Explain the concepts of gross domestic product, inflation and unemployment, and how they are measured.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Comprehend the circular flow model and use the concepts of aggregate demand and aggregate supply to analyze the response of the economy to disturbances.	1,3,4,5,6	1,2,3,4,5
CO-3	Describe the determinants of the demand for money, the supply of money and interest rates and the role of financial institutions in the economy.	1,2,4,5,6	1,2,3,4,5
CO-4	Define fiscal and monetary policies and how these affect the economy.	1,2,3,4,6	1,2,3,4,5

CO-5	Identify the causes of prosperity, growth, and economic change over time and explain the mechanisms through which these causes operate in the economy	1,2,3,4,6	1,2,3,4,5
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CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	2	2
CO 2	3	-	3	2	3	3
CO 3	2	3	-	2	3	2
CO 4	3	3	2	3	-	3
CO 5	3	2	2	1	-	3
Average	2.60	2.25	2.25	2.20	2.67	2.60

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	1	1	3	2	3
CO 3	3	2	2	2	1
CO 4	3	3	3	3	3
CO 5	3	2	2	3	2
Average	2.60	2.20	2.60	2.40	2.00

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Financial Management

Semester: 3

Subject Category: MC

Credit: 5 (L:4; T: 1)

Syllabus

Module-I: Introduction: Definition, Nature and Scope of Financial Management, The Risk-Return trade-off. Introduction of the three important decisions in Financial Management: Capital Budgeting, Capital Structuring and Dividend.

Module-II: Investment Decision: The Capital Budgeting Process, Cash flow Estimation, Concept of Time Value of Money, Future Value, Net Present Value, Internal Rate of Return.

Module-III: Financing Decision: Debt and Equity, Leverage (High Leverage and Low Leverage firms), Cost of Capital: Cost of Equity (Capital Asset Pricing Model) and Cost of Debt, Calculation of Weighted Average Cost of Capital, Theories (Net Income, Net Operating Income, Modigliani Miller and Traditional Approach).

Module-IV: Working Capital: Concept of Working Capital, Working Capital Management, Characteristics of Current Assets, Factors Influencing Working Capital Requirements, Level of Current Assets, Current Assets Financing Policy, Operating Cycle and Cash Cycle.

Module-V: Fund Flow Statement: Statement of Changes in Working Capital, Fund Flow Analysis (Sources of Funds and Application of Funds), Funds from Operations (Non-fund items and Non-trading Charges).

Module-VI: Ratio Analysis: Concept of Ratio Analysis, Importance of Ratio Analysis, Calculation of different types of ratios: Liquidity, Valuation, Solvency, Profitability and Turnover. Interpretation of the results of the ratios.

Module-VII: Bond Valuation: Concept of Bonds, Different types of Bonds, Calculation of Bonds with annual and semi-annual interests, Price-Yield Relationship, Clean and Dirty Bonds, Different types of yields.

Module-VIII: Dividend Decision: Concept of Dividend, Why firms pay dividends?, Dividend Payout Ratio, Dividend Yield, Ex-dividend, Record Date, Dividend Payout Policy (Stable, Constant and Residual), Gordon Growth Model.

Suggested Readings:

1. P. Singh (2009), Fundamentals of Financial Management, Second Edition, Ane Books Private Limited.
2. Damodaran (2014), Applied Corporate Finance, Fourth Edition, John, Wiley & Sons, Inc.
3. P. Chandra (2011), Financial Management, Eight Edition, Tata McGraw Hill Publishing Company Limited.
4. Shapiro (2020), Multinational Financial Management, Eleventh Edition, John, Wiley & Sons, Inc.

Course Outcome:

CO #	Description
CO-1	Enumerates the concept of Financial Management along with the Risk-Return trade off and the three important decisions of Capital Budgeting, Capital Structure and Dividends. Thus, helps students in understanding the core concepts of Corporate Finance. It also helps students to understand as to how management principles can be applied in financial planning.
CO-2	Helps students to understand the concept of Capital Budgeting. Thus, empowering students with the necessary skill sets that are required to take effective business decisions (using creative techniques) for achieving the objectives of an organisation.
CO-3	States the important concept of Capital Structuring. Thus, imparting students with the knowledge for financing a company. It also imparts students with the knowledge of Cost of Capital. Thus, empowering students with the knowledge and technical knowhow to succeed in the corporate world. It also helps students to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way helping students to act as Corporate Citizens.
CO-4	Helps students to understand the concept of Working Capital. Thus, imparting students with the knowledge and the skill sets which will enable them to take leadership role for solving various business problems in an organisation. It also helps students to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way making students job ready.
CO-5	Enumerates the concept of Fund Flow Statement. In other words, it helps students to analyse as to how a company raises and utilises its funds. Thus, empowering students with the knowledge that is necessary to succeed in the corporate world.
CO-6	Depicts the important concept of Ratio Analysis. Thus, imparting students with the necessary skill sets to analyse the financial health as well as calculating the value of a company. Thus, in the process making them job ready.
CO-7	Helps students to understand the different aspects of Bond Valuation (Debt Instrument). Thus, imparting within students the knowledge to succeed in corporate world.
CO-8	Enumerates the concept as well as the different aspects of Dividends as well as valuation of a company using Gordon Growth Model. Thus, empowering students with the necessary skill sets to meet the challenges of the business world (using creative techniques). Thus, in this way making them job ready.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Enumerates the concept of Financial Management along with the Risk-Return trade off and the three important decisions of Capital Budgeting, Capital Structure and Dividends. Thus, helps students in understanding the core concepts of Corporate Finance. It also helps students to understand as to how management principles can be applied in financial planning.	1,2,3,4,5	1,2,3,4,5
CO-2	Helps students to understand the concept of Capital Budgeting. Thus, empowering students with the necessary skill sets that are required to take effective business decisions (using creative techniques) for achieving the objectives of an organisation.	1,2,3,6	1,2,3,4
CO-3	States the important concept of Capital Structuring. Thus, imparting students with the knowledge for financing a company. It also imparts students with the knowledge of Cost of Capital. Thus, empowering students with the knowledge and technical knowhow to succeed in the corporate world. It also helps students to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way helping students to act as Corporate Citizens.	1,2,3,4,5,6	1,2,3,4
CO-4	Helps students to understand the concept of Working Capital. Thus, imparting students with the knowledge and the skill sets which will enable them to take leadership role for solving various business problems in an organisation. It also helps students to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way making students job ready.	1,2,3,4,5	1,2,4
CO-5	Enumerates the concept of Fund Flow Statement. In other words, it helps students to analyse as to how a company raises and utilises its funds. Thus, empowering students with the knowledge that is necessary to succeed in the corporate world.	1,2,3,4,5	1,2,3,4,5
CO-6	Depicts the important concept of Ratio Analysis. Thus, imparting students with the necessary skill sets to analyse the financial health as well as calculating the value of a company. Thus, in the process making them job ready.	1,2,3,4,6	1,2,3,4
CO-7	Helps students to understand the different aspects of Bond Valuation (Debt Instrument). Thus, imparting within students the knowledge to succeed in corporate world.	1,2,3,4,6	1,2,3,4
CO-8	Enumerates the concept as well as the different aspects of Dividends as well as valuation of a company using Gordon Growth Model. Thus, empowering students with the necessary skill sets to meet the challenges of the business world (using creative techniques). Thus, in this way making them job ready.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	-	-	-	-	3
CO 2	1	3	1	1	2	2
CO 3	3	2	3	3	1	1
CO 4	-	2	2	2	2	2
CO 5	-	3	-	3	3	1
CO 6	2	2	2	-	-	2
CO 7	-	1	-	-	-	1
CO 8	3	1	-	1	3	1
Average	2.33	1.50	3.00	2.00	2.20	1.63

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	2	1
CO 2	2	2	2	2	2
CO 3	3	1	3	3	1
CO 4	1	2	2	2	2
CO 5	1	3	1	3	3
CO 6	2	2	3	2	2
CO 7	2	1	2	1	1
CO 8	1	2	3	1	1
Average	1.88	1.88	2.38	2.00	1.63

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Financial Institutions & Markets

Semester: 3

Subject Category: MC

Credit: 5 (L: 4; T: 1)

Syllabus

Module-I: Overview of the Financial System

Definition, Functions, Different Components of Financial System

Module-II: Overview of the Financial Markets

Definition, Classification, Functions; Structure of the Securities Market, Participants in the Indian Security Market; Primary Equity Market: Public Issue (Book Building Mechanism*), Private Placement (Preferential allotment & Qualified Institutional Placement) & Rights Issue (Procedure for Rights Issue), Secondary Equity Market (NSE, BSE, Demutualisation of Stock Exchanges); Trading & Settlement Cycle, Open Outcry System, Screen Based System, Circuit Breakers Characteristics of a Market, Bulk Deals, Block Deals, Settlement, Rolling Settlement, Transaction Costs, Buying & Selling Shares, Insider Trading, Buying on Margin, Short Sale, Algorithm Trading, Flash Crash Effect 2010, Stock Market Quotations, Types of Market Indices, Stock Market Indices in India, SEBI, Stock Markets Abroad.

Draft Red Herring Prospectus, Green Shoe Option, Allotment of shares in case of over-subscription in an IPO, Qualified Institutional Buyers, Retail Individual Investors, Anchor Investor, Call on shares, Order Book, Stop Order, Limit Order, Market Order, Book Running Lead Manager, Escrow Account, ADRs, GDRs.

Module-III: Overview of Debt Market

Money Market: Introduction, Role of RBI, Money Market Instruments (Treasury Bills, Certificate of Deposits, Commercial Paper, Repurchase Agreement, Inter Corporate Deposits); Bonds (Introduction, Different types of bonds, Bond Prices, Price-Yield Relationship, Clean & Dirty Bonds, Different Bond Yields); Debentures.

Module-IV: Overview of Derivatives Market

Meaning, Importance and Need for Derivatives Market, Kinds of financial derivatives and financial derivatives in India.

Module-V: Credit Rating

Concept, Definition, Importance, Rating Process, Credit Rating Agencies in India.

Module-VI: Financial Institutions

Definition, Functions; Bank (Definition, activities, principles of banking, Growth of Banking in India, Present Picture of the Indian Banking Sector, Structure of the Indian Banking Sector, Role & Functions of RBI, Tools of Monetary Control).

Suggested Readings

1. L. M. Bhole, and J. Mahakud: Financial Institution and Markets, McGraw-Hill Education
2. M.Y. Khan: Indian Financial System, McGraw-Hill Education
3. Madura Jeff, *Financial Markets and Institutions*, South Western Cengage Learning.
4. Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education India.

Course Outcome:

CO #	Description
CO-1	Enumerates the concept of Financial System along with its nature and role. Thus, helps students in understanding the relationship between financial system and economic development. Furthermore, it also helps students to understand the importance of ethics in the functioning of the financial system and to inculcate the spirit of social responsibility.
CO-2	Gives an overview of the Financial Markets along with its components and thus in the process helps to understand the role of the financial markets and its impact on the economy. Furthermore, it also helps students to understand the various nuances of Stock Market (the trading and settlement process). Thus, empowering students with the necessary knowledge and the skill sets that are required to take effective investment decisions to be successful in the capital market.
CO-3	Gives an overview of the Debt Market along with its various aspects. Thus, empowering students with the knowledge and technical knowhow to succeed in the finance world. Thus, making them job ready as financial experts.
CO-4	Enumerates the concept of Derivatives along with its different aspects. Thus, empowering students with the knowledge and the necessary skill sets necessary for solving various investment problems to succeed in the corporate world.
CO-5	States the important concept of Credit Rating along with its various aspects. Thus, empowering students with the necessary knowledge to meet the challenges of the corporate world.
CO-6	Depicts the important concept of Financial Institution along with its different facets. Hence, imparting students with the necessary skill sets and knowledge to succeed in the corporate world.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Helps in understanding the importance of ethics in the functioning of the financial system and to inculcate the spirit of social responsibility.	1,2,3,4,5	1,2,3,4,5
CO-2	Provides the necessary skill sets that are required to take effective business decisions for achieving the objectives of an organisation.	1,2,3,6	1,2,3,4
CO-3	Empowering students with the knowledge and technical knowhow to succeed in the finance world. Thus, in this way making them job ready.	1,2,3,4,5	1,2,4
CO-4	Imparting the knowledge that is necessary to succeed in the corporate world.	1,2,3,4,5,6	1,2,3,4
CO-5	Inculcates the knowledge and the skill sets for taking leadership roles for solving various business problems in an organisation.	1,2,3,4,5	1,2,3,4,5
CO-6	Providing skills that can be used in solving business problems through real-word case studies.	1,2,3,4,6	1,2,3,4

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	-	-	3	1	3
CO 2	1	3	1	1	2	2
CO 3	3	2	3	1	1	1
CO 4	-	2	2	2	2	2
CO 5	-	3	-	3	3	1
CO 6	2	2	2	-	-	2
Average	2.33	2.00	3.00	2.00	1.80	1.83

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) - : None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	2	1
CO 2	2	2	2	2	2
CO 3	3	1	3	1	1
CO 4	1	2	2	2	2
CO 5	1	3	1	1	3
CO 6	2	2	3	2	2
Average	2.00	2.00	2.33	1.67	1.83

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Cost & Management Accounting

Semester: 3

Subject Category: NM

Credit: 4 (L: 3, T: 1)

Syllabus

Module I

Introduction: Cost and Cost Accounting, Scope, Objectives, Advantages and disadvantages, cost sheet, Techniques of Costing - Single Output Costing, Job Costing, Contract & Batch Costing,

Module II

Standard Costing and Variance Analysis: material variances, labour, variances, Cost volume profit Analysis For A Multi-Product Firm, Marginal Costing: contribution, P/V ration; Break even analysis, margin of safety, application of marginal costing techniques.

Module III

Introduction To Management Accounting: Objectives, Importance & limitations of Management Accounting, Management accountant function. Similarities and Difference Between cost and Management accounting, Ratio Analysis, Cash Flow Statement (as per AS14). Fund Flow statement analysis

Module IV

Pricing And Decision-Making: Budgetary Control, Meaning, Classification, types of budget, Zero base budgeting, Master budget, cash budget.

Suggested Reading:

1. Cost Accounting – Theory and Problems Maheshwari, S. N. and Mittal, S. N. (2009), 22nd Revised Edition, Shri Mahavir Book Depot.
2. Cost Accounting, Rajasekaran, (2010), 1st edition, Pearson Education.
3. Cost Accounting - Principle Practices Dutta, Mahesh, (2006), 1st edition, Pearson Education.
4. Cost Accounting, Arora, M.N., (2009), Vikas Publishing House.

Course Outcome (CO)

CO #	Description
CO -1	Develop the knowledge base of basic theory, concepts and practice of management and cost accounting.
CO-2	Understand information contained in the published financial statements of companies and other organizations.
CO-3	Learn how to prepare accounting statements, their uses and limitations
CO-4	Enable taking the managerial decisions by using various tools of financial statement analysis.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Develop the knowledge base of basic theory, concepts and practice of management and cost accounting.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Understand information contained in the published financial statements of companies and other organizations.	1,2,3,4,5,6	1,2,3,4,5
CO-3	Learn how to prepare accounting statements, their uses and limitations	1,2,4,5,6	1,2,3,4,5
CO-4	Enable taking the managerial decisions by using various tools of financial statement analysis.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	2	2
CO 2	3	2	3	2	3	1
CO 3	1	3	-	3	1	1
CO 4	3	3	2	2	3	3
Average	2.25	2.25	2.33	2.50	2.25	1.75

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	1	1	3	2	3
CO 3	3	2	2	2	1
CO 4	3	3	3	3	3
Average	2.50	2.25	2.75	2.25	2.00

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Human Resource Management

Semester: 4

Subject Category: MC

Credit: 5 (L:4, T: 1)

Syllabus

Module I: Fundamentals of HR Management

Corporate objectives and challenges of HR in a dynamic environment; Structure and functions of HR Department, Role of HR Manager, HRD

Module II: Human Resource Planning

Demand and Supply, Downsizing and Retention; Supply and Demand Forecasting Methods, Manpower Inventory, Career Planning, Succession Planning, Personnel Policy, Human Resource Information System (HRIS), Job Analysis, Case study

Module III: Recruitment and Selection

Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment; Selection: Concept of Selection, Process of Selection, Selection Tests, and Barriers in Selection, Case study

Module IV: Performance Appraisal

Introduction, Concept of Performance Appraisal, Purpose, Process, Methods, and Major Issues in Performance Appraisal

Module V: Training and Development

Training Process and Methods, HRD, Case study

Module VI: Compensation and Reward Management

Wages, Components, System of Wage Payment, Fringe Benefits, and Retirement Benefits, Case Study

Module VII: Industrial Relations in India

Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Mechanisms, Role of Government, Labour Policy in India Grievance Redressal, Dispute Resolution and Conflict Management. Case Study

Module VIII: Strategic HRM

Meaning, Strategic HRM vs Traditional HRM, SHRM Process, Nature of e-HRM, e-Recruitment & Selection, e-Performance Management, e-Learning.

Suggested Reading:

Textbooks:

1. Aswathappa, K. - Human Resource Management, Tata McGraw Hill
2. Pattanayek, B. - Human Resource Management, PHI Ramaswamy, E.A. - Managing Human Resources, OUP Saiyadain, M.S - Human Resource Management: Tata McGraw Hill
3. Sangvi Seema - Human Resource Management: Excel Books
4. Armstrong, M. (2006). Armstrong's Handbook of human resource management practices (10th ed.). London: Kogan page.

Reference Books:

1. Cascio, W. (2009). Managing human resources (8th ed.). New Delhi: McGraw Hill
2. DeCenzo, D. A., & Robbins, S. P. (2010). Fundamentals of human resource management (9th ed.) New York: John Wiley & Sons
3. Dessler, G. (2008). Human resource management (11th ed.). New Delhi: Pearson Prentice Hall
4. Greer, C. R. (2005). Strategic human resource management: A general managerial approach (2nd ed.). New Delhi: Pearson Education

Course Outcome (CO)

CO #	Description
CO -1	Fundamentals of HR Management helps the students to analyse the role of HRM in effective business administration and how HRM should be used as a tool to execute strategies.
CO-2	Human Resource Planning explains the students regarding the company's their vision, values, and strategies; how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, and development) and organizational culture in organizations.
CO-3	Recruitment and Selection helps the students to maximize employee strength to meet the employer's strategic goals which includes the process of sourcing, screening, shortlisting, and selecting the right candidates for the filling the required vacant positions.
CO-4	Performance Appraisal concepts helps the students to understand the processes, methods, and major issues in this regard.
CO-5	Training and Development concepts help the students to understand the need and its various methods which are essential to comprehend employees' need.
CO-6	Compensation and Reward Management helps the students to design compensation system, to gain adequate knowledge on economic and behavioural dimensions of Compensation Management and to administer the compensation package for special groups.

CO-7	Industrial Relations helps the learners to realize the importance of the parties, their management and trade unions, industrial disputes including trends, collective bargaining, settlement machineries, role of Government, Labour Policy in India, grievance redressal, dispute resolution and conflict management.
CO-8	Strategic HRM assists the students to understand the meaning, the processes, nature of e-HRM, e-Recruitment & Selection, e-Performance Management and e-Learning.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Fundamentals of HR Management helps the students to analyse the role of HRM in effective business administration and how HRM should be used as a tool to execute strategies.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Human Resource Planning explains the students regarding the company's their vision, values, and strategies; how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, and development) and organizational culture in organizations.	1,3,5,6	1,3,4,5
CO-3	Recruitment and Selection helps the students to maximize employee strength to meet the employer's strategic goals which includes the process of sourcing, screening, shortlisting, and selecting the right candidates for the filling the required vacant positions.	1,2,3,5,6	1,2,3,5
CO-4	Performance Appraisal concepts helps the students to understand the processes, methods, and major issues in this regard.	1,2,4,5,6	1,2,4,5
CO-5	Training and Development concepts help the students to understand the need and its various methods which are essential to comprehend employees' need.	1,2,4,5,6	1,2,3,4,5
CO-6	Compensation and Reward Management helps the students to design compensation system, to gain adequate knowledge on economic and behavioural dimensions of Compensation Management and to administer the compensation package for special groups.	1,2,3,5,6	1,2,3,5
CO-7	Industrial Relations helps the learners to realize the importance of the parties, their management and trade unions, industrial disputes including trends, collective bargaining, settlement machineries, role of Government, Labour Policy in India, grievance redressal, dispute resolution and conflict management.	1,2,3,5	3,4,5
CO-8	Strategic HRM assists the students to understand the meaning, the processes, nature of e-HRM, e-Recruitment & Selection, e-Performance Management and e-Learning.	1,2,3,5,6	1,2,3,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	3	-	3	-	3	3
CO 3	3	3	3	-	3	3
CO 4	2	3	-	3	2	2
CO 5	3	2	-	2	3	3
CO 6	3	3	3	-	3	3
CO 7	3	3	2	-	3	-
CO 8	3	3	3	-	3	3
Average	2.88	2.71	2.83	2.67	2.88	2.86

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	3	3
CO 2	2	-	3	3	3
CO 3	3	3	2	-	2
CO 4	2	2	-	3	3
CO 5	2	3	2	2	2
CO 6	3	3	2	-	3
CO 7	-	-	2	2	2
CO 8	3	3	3		3
Average	2.57	2.83	2.43	2.60	2.63

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Business Environment

Semester: 4

Subject Category: MC

Credit: 5 (L:4; T:1)

Syllabus

Module-I: Overview of Business Environment

Meaning of Business Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environment.

Module- II: Economic Environment and its factors

Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions, impact on business decisions

Module-III: Political Environment

Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Few Important Business Acts eg. Factories Act, Payment of Wages, Minimum Wage Act, Company's Act, Consumer Protection Act

Module-IV: Social and Cultural Environment, Competitive Environment

Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Hofstede Cultural model, Cross cultural business strategies and dimensions. Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies

Module-V: Business Sustainability

What is Sustainability and its key development, Millennium development goals and SDGs, Environmental pollutants related to business activities like mining, waste disposals and E-waste, Carbon emissions and carbon footprints.

Module-VI : Conservation Protocols and conventions

Kyoto protocol, Montreal Protocol, International Solar Alliance, Paris Accord

Module-VII : Sustainable Industry Practices in the context of India

Electric vehicles, Carbon Trading, India's Zero Carbon Emission mission, Green HR practices, Recycle and Reuse, India's Solar Mission, CSR activities and Industry initiatives, Sustainable projects like Navami Ganga, Beti Bacho, Swachh Bharat etc, Gender Diversity and girl education policies and schemes etc.

Suggested Readings:

1. Sen & Mitra: Commercial law; World Press
2. Pathak: Legal Aspect of Business, TMH
3. Das & Ghosh: Business Regulatory Framework: Ocean Publication, Delhi
4. Pillai & Bagavathi: Business law, S. Chand
5. Dutt & Sundaram: Economic Environment of Business, S. Chand
6. Misra, S. K & Puri, D. K.: Economic Environment of Business, Himalaya Publishing

Course Outcome:

CO #	Description
CO-1	Help them understand the concept of Meaning of Business Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environment
CO-2	Helps students to understand the role of Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions, impact on business decisions
CO-3	Discusses important Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Few Important Business Acts eg. the Factories Act, Payment of Wages, Minimum Wage Act, Company's Act, Consumer Protection Act
CO-4	Explains the role of Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Hofstede Cultural model, Cross-cultural business strategies and dimensions. Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies
CO-5	Helps to understand the role of Sustainability and its key development, Millenium development goals and SDGs, Environmental pollutants related to business activities like mining, waste disposals and E-waste, Carbon emissions and carbon footprints
CO-6	Helps understand the various conservation efforts like the Kyoto protocol, Montreal Protocol, International Solar Alliance, Paris Accord
CO-7	Helps students to understand the current practices and effort towards sustainability like Electric vehicle, Carbon Trading, India Zero Carbon Emission mission, Green HR practices, Recycle and Reuse, India's Solar Mission, CSR activities and Industry initiatives, Sustainable projects like Navami Ganga, Beti Bacho, Swachh Bharat etc, Gender Diversity and girl education policies and schemes etc.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Help them understand the concept of Meaning of Business Environment,	1,2,3,4,5,6	1,2,3,4
CO-2	Helps students to understand the role of Economic Environment	1,2,3,6	1,2,3,4,5
CO-3	Discusses important Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India	1,2,3,4,5,6	1,2,4,5
CO-4	Explains the role of Nature, Impact of foreign culture on Business, Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies	1,2,3,4,6	1,2,3,4
CO-5	Helps to understand the role of Sustainability and its key development	1,2,5,6	1,2,3,4,5
CO-6	Helps understand the various conservation efforts like Kyoto protocol, Montreal Protocol, International Solar Alliance, Paris Accord	1,2,3,6	1,2,3,4,5
CO-7	Helps students to understand the current practices and efforts towards sustainability like Electric vehicles, Carbon Trading, etc	1,2,6	1,2,3,4

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	3	3	3			3
CO 3	3	2	3	2	3	3
CO 4	2	3	2	3	-	2
CO 5	3	2	-	-	3	3
CO 6	3	3	3			3
CO 7	3	3				2
Average	2.86	2.57	2.80	2.67	3.00	2.71

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	3	
CO 2	2	3	3	3	3
CO 3	3	3		5	2
CO 4	2	2	3	3	
CO 5	2	3	2	2	2
CO 6	3	3	2	2	3
CO 7	3	3		3	
Average	2.57	2.86	2.60	3.00	2.33

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

Subject: Income Tax Laws & Practices

Semester: 4

Subject Category: NM

Credit: 4 (L: 3, T: 1)

Syllabus

Module-I

- a) Basic Concepts and Definitions under Income Tax Act, 1961.
Assessee, Previous year, Assessment year, Person, Income, Sources of income, Heads of income, Gross total income, Total income, Maximum marginal rate of tax, Tax Evasion, Tax avoidance-Penalty, Tax planning.
- b) Residential Status and Incidence of Tax Residential status of persons.
- c) Incomes which do not form part of Total Income.
- d) Agricultural Income
Definition, determination of agricultural and non-agricultural Income, assessment of tax liability when there are both agricultural and non-agricultural.
- e) Heads of Income and Provisions Governing Heads of Income: Salaries

Module-II

- a) Heads of Income and Provisions Governing Heads of Income
Income from House property.
Profits and Gains of Business and Profession.
Capital Gains.
Income from Other Sources.

Module-III

- a) Income of other Persons included in Assessee's Total Income Remuneration of spouse, income from assets transferred to spouse and Son's wife, income of minor.
- b) Set off and Carry Forward of Losses.
- c) Deductions from Gross Total Income.
- d) Rebate u/s 87A.

Module-IV

- a) Computation of Total Income and Tax Payable of Individual.
- b) Types of Returns and Advance Payment of Tax.
- c) Interest & Fees.

- d) Deduction and Collection of Tax at Source (TDS & TCS).
- e) E-filing of Income Tax Returns.

Suggested Readings

- Singhania V.K., and Singhania K, Direct Tax Law and Practice, Taxmann
- Lal and Vashist, Direct Taxes, Pearson
- Ahuja and Gupta, Direct Taxes Law and Practice, Bharat
- Roy, S. K., Principles and Practice of Direct & Indirect Taxes, ABS
- Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern
- ICAI Study Material.

Course Outcome (CO)

CO #	Description
CO -1	Understand the basic concept of Income Tax
CO-2	Describe about the necessary provisions of Income Tax Act 1961.
CO-3	Assess working knowledge regarding computation of taxable income and tax liability pertaining to individuals.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Understand the basic concept of Income Tax	1,2,3,4,5,6	1,2,3,4,5
CO-2	Describe about the necessary provisions of Income Tax Act 1961.	1,2,3,4,5,6	1,2,3,4,5
CO-3	Assess working knowledge regarding computation of taxable income and tax liability pertaining to individuals.	1,2,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	3	2	3	1	2
CO 2	2	2	2	2	3	1
CO 3	3	3	-	1	1	1
Average	2.33	2.67	2.00	2.00	1.67	1.33

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	2	2	2	2	3
CO 3	3	2	2	2	1
Average	2.67	2.33	2.33	2.00	1.67

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Production & Operations Management

Semester: 5

Subject Category: MC

Credit: 5 (L:4; T: 1)

Syllabus:

Module-I: Introduction to Production: Scope and characteristics of modern operations management, recent trends in operations management, types of production system, lean production concept, bottle neck operations, concept of QQTC.

Module-II: Operations Planning: Demand forecasting with numerical exposure, capacity planning requirement with measurement of efficiency & utilization, facility location, facility layout, resource aggregate planning, EOQ, ROL, Maximum, Minimum, Avg. Inventory Level with numerical exposure.

Module-III: Design of operations systems and control: Product Design, process design, product life cycle, process planning , process selection.

Module-IV: Production planning and control: Introduction, control measures, time study, work study, method study, job evaluation, job allocation, Assignment Technique, Scheduling queuing models, Jonson Bellman algorithm with numerical exposure.

Module-V: Project Management: Project Planning, project life cycle, concept of Network Diagram, concept of GANTT Chart & WBS, Critical Path measurement, forward pass and backward pass rule in PERT & CPM with numerical exposure, difference between PERT and CPM, Concept of total float, free float & independent float with numerical exposure.

Module-VI: Maintenance and spares management: Preventive maintenance, Break down maintenance, Routine maintenance, Replacement of machines, Spare parts management.

Module-VII: Reliability & TQM Concept: Concept of MTBF, MTTR in Reliability measurement, Concept of KAIZEN, KANBAN and TQM, Six Sigma brief over view.

Suggested Readings:

1. Production & Operations Management, S.N. CHARY
2. Production and Operations Management: Manufacturing and Services, Richard B. Chase
3. Production and Operations Management, N. Suresh

4. Operations Management: Theory and Practice, B. Mahadevan
5. Production and Operations Management Systems, Martin Starr

Course Outcome (CO):

CO #	Description
CO -1	POM analyses the concepts of Production and identifies the evolution of Production throughout the organization.
CO-2	In Operations Planning students will learn, Demand forecasting with numerical exposure, capacity planning requirement with measurement of efficiency & utilization, facility location, facility layout, resource aggregate planning, EOQ, ROL, Maximum, Minimum, Avg. Inventory Level with numerical exposure.
CO-3	In Design of operations systems and control students will learn Product Design, process design, product life cycle, process planning, and process selection.
CO-4	In Production planning and control students will learn Introduction, control measures, time study, work study, method study, job evaluation, job allocation, Assignment Technique, Scheduling queuing models, Jonson Bellman algorithm with numerical exposure.
CO-5	In Project Management students will learn Project Planning, project life cycle, concept of Network Diagram, concept of GANTT Chart & WBS, Critical Path measurement, forward pass and backward pass rule in PERT & CPM with numerical exposure, difference between PERT and CPM, Concept of total float, free float & independent float with numerical exposure.
CO-6	In Maintenance and spares management students will learn, Preventive maintenance, Break down maintenance, Routine maintenance, Replacement of machines, Spare parts management.
CO-7	In Reliability & TQM Concept students will learn Concept of MTBF, MTTR in Reliability measurement, Concept of KAIZEN, KANBAN and TQM, Six Sigma brief over view.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	POM analyses the concepts of Production and identifies the evolution of Production throughout the organization.	1,2,3,4,5,6	1,2,3,4,5
CO-2	In Operations Planning students will learn, Demand forecasting with numerical exposure, capacity planning requirement with measurement of efficiency & utilization, facility location, facility layout, resource aggregate planning, EOQ, ROL, Maximum, Minimum, Avg. Inventory Level with numerical exposure.	1,2,3,4,5,6	1,2,3,4,5
CO-3	In Design of operations systems and control students will learn Product Design, process design, product life cycle, process planning, and process selection.	1,2,4,5,6	1,2,3,4,5
CO-4	In Production planning and control students will learn Introduction, control measures, time study, work study, method study, job evaluation, job allocation, Assignment Technique, Scheduling queuing models, Jonson Bellman algorithm with numerical exposure.	1,2,3,4,5,6	1,2,3,4,5
CO-5	In Project Management students will learn Project Planning, project life cycle, concept of Network Diagram, concept of GANTT Chart & WBS, Critical Path measurement, forward pass and backward pass rule in PERT & CPM with numerical exposure, difference between PERT and CPM, Concept of total float, free float & independent float with numerical exposure.	1,2,3,4,6	1,2,3,4,5

CO-6	In Maintenance and spares management students will learn, Preventive maintenance, Break down maintenance, Routine maintenance, Replacement of machines, Spare parts management.	1,2,3,4,5,6	1,2,3,4,5
CO-7	In Reliability & TQM Concept students will learn Concept of MTBF, MTTR in Reliability measurement, Concept of KAIZEN, KANBAN and TQM, Six Sigma brief over view.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	1	2
CO 2	2	2	2	2	3	1
CO 3	3	3	-	1	1	1
CO 4	1	3	2	2	1	3
CO 5	3	2	2	2	-	3
CO 6	3	3	3	3	1	3
CO 7	2	3	2	3	3	3
Average	2.29	2.43	2.17	2.29	1.67	2.29

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	1	2	2	2	3
CO 3	3	2	2	2	1
CO 4	2	3	3	3	3
CO 5	3	2	2	3	2
CO 6	1	3	3	2	1
CO 7	3	1	3	2	3
Average	2.29	2.29	2.57	2.29	2.00

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Organizational Behaviour

Semester: 5

Subject Category: MC

Credit: 5 (L:4; T: 1)

Syllabus

Module 1: Introduction to Organizational Behaviour, Organizational Design and Organizational Structure: Concept of Organizational Behaviour (OB), Importance of OB, Key Elements of OB, Role of Managers in OB, Approaches to OB, Challenges and Opportunities for OB, OB in the context of Globalization, Meaning of Organization Design and Structure, Basic elements of Organization Structure, Complexity, Formalization and Centralization, Types of Organization Design, Determinants, and parameters of Organization Design

Module 2: Cognitive Processes of Organizational Behaviour:

Learning and Learning Cycle, Theories of Learning; Definition and Meaning of Personality, Importance of Personality, Determinants of Personality, Personality Theories; Nature and Meaning of Emotions, Emotions in the Context of OB; Definition and Meaning of Attitude in OB, Definition and Meaning of Motivation, Theories of Motivation, Application of theories in organizational scenario; Meaning & Definition of Perception, Perceptual process, Importance of Perception in OB; Positive OB, Psychological Capital

Module 3: Introduction to Groups, Teams and Group Decision making:

Meaning and Importance of Groups, Reasons for Group Formation, Types of Groups, Stages of Group Development, Meaning and Importance of Teams, Types of Teams, Creating an Effective Team, Individual versus Group decision making; Nominal Group technique and Delphi technique

Module 4: Leadership, Power and Conflict:

Concept and theories of Leadership, Behavioural approach, Situational approach, Leadership Effectiveness; Leadership across cultures; Bases of Power, power tactics, Definition and Meaning of conflicts, Sources of Conflict, Types of Conflict, Conflict Management Approaches

Module 5- Organizational Culture, Organizational Development and Stress Management:

Meaning and Nature of Organization Culture, Origin and Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity; Definition and Meaning Need for Organizational Change, Strategies to Overcome Resistance, Process of Change, Meaning and Definition of OD, OD Interventions; Definition and Meaning of Organizational Stress, Sources of Stress, Types of Stress,

Impact of Stress on Organizations, Stress Management Techniques, Individual and organizational stressors; consequences of stress on individual and organization

Suggested Readings:

1. Zemmerman Jerold, Accounting for Decision making, McGraw Hill Publishing House
2. Atkinson, Banker, Kaplan, and Young, Management Accounting, Pearson Education
3. Kaplan and Atkinson, Advanced Management Accounting, Pearson Education
4. Young S Mark, Readings in Mgt. Accounting, Prentice Hall
5. Kishore, R. M., Advanced Mgt. Accounting, Taxman publications,
6. Sharma & Gupta, Management Accounting, Kalyani Publications.
7. W.L. French & C H Bell: Organization Development, Prentice Hall of India/Pearson Education.
8. S P Robbins: Organizational Behaviour, Prentice Hall of India
9. S S Khemka: Organizational Behaviour, S. Chand.
10. Udai Pareek: Understanding Organizational Behaviour, OUP
11. J.S Chandan: Organizational Behaviour, Vikas
12. D. Hell Riegel, J.W. Slocum & R W. Woodman: Organizational Behaviour, Thomson.

Course Outcome (CO)

CO #	Description
CO -1	Introduction to Organizational Behaviour helps the students to study the behaviour of individuals primarily in their organizational roles to revitalize organizational theory and to develop a better conceptualization of organizational life.
CO-2	Cognitive processes of Organizational Behaviour give the overall idea regarding the change process which gives the way how a student thinks, understands, or feels.
CO-3	Group Decision making process provides the students the idea regarding the processes when the individuals collectively make a choice from the alternatives since social influence contribute to the outcome. The knowledge also assists the learners to understand their decisions in this regard.
CO-4	Leadership, Power and Conflict gives the students the insights how to handle several issues in cross cultural situations.
CO-5	Organizational Culture, Organizational Development and Stress Management enlighten the students to understand their workplace stress by investigating its impact on employee commitment.
CO-6	Introduction to Organizational Behaviour helps the students to study the behaviour of individuals primarily in their organizational roles to revitalize organizational theory and to develop a better conceptualization of organizational life.
CO-7	Cognitive processes of Organizational Behaviour give the overall idea regarding the change process which gives the way how a student thinks, understands, or feels.
CO-8	Group Decision making process provides the students the idea regarding the processes when the individuals collectively make a choice from the alternatives since social influence contribute to the outcome. The knowledge also assists the learners to understand their decisions in this regard.
CO-9	Leadership, Power and Conflict gives the students the insights how to handle several issues in cross cultural situations.
CO-10	Organizational Culture, Organizational Development and Stress Management enlighten the students to understand their workplace stress by investigating its impact on employee commitment.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Introduction to Organizational Behaviour helps the students to study the behaviour of individuals primarily in their organizational roles to revitalize organizational theory and to develop a better conceptualization of organizational life.	1,2,4,5,6	1,2,3,4,5
CO-2	Cognitive processes of Organizational Behaviour give the overall idea regarding the change process which gives the way how a student thinks, understands, or feels.	1,3,5,6	1,3,4,5
CO-3	Group Decision making process provides the students the idea regarding the processes when the individuals collectively make a choice from the alternatives since social influence contribute to the outcome. The knowledge also assists the learners to understand their decisions in this regard.	1,2,3,5,6	1,2,3,5
CO-4	Leadership, Power and Conflict gives the students the insights how to handle several issues in cross cultural situations.	1,2,3,4,5	1,2,3,5
CO-5	Organizational Culture, Organizational Development and Stress Management enlighten the students to understand their workplace stress by investigating its impact on employee commitment.	1,2,3,4,6	2,3,4,5
CO-6	Introduction to Organizational Behaviour helps the students to study the behaviour of individuals primarily in their organizational roles to revitalize organizational theory and to develop a better conceptualization of organizational life.	1,2,4,5,6	1,2,3,4,5
CO-7	Cognitive processes of Organizational Behaviour give the overall idea regarding the change process which gives the way how a student thinks, understands, or feels.	1,3,5,6	1,3,4,5
CO-8	Group Decision making process provides the students the idea regarding the processes when the individuals collectively make a choice from the alternatives since social influence contribute to the outcome. The knowledge also assists the learners to understand their decisions in this regard.	1,2,3,5,6	1,2,3,5
CO-9	Leadership, Power and Conflict gives the students the insights how to handle several issues in cross cultural situations.	1,2,3,4,5	1,2,3,5
CO-10	Organizational Culture, Organizational Development and Stress Management enlighten the students to understand their workplace stress by investigating its impact on employee commitment.	1,2,3,4,6	2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	2	-	3	3	1
CO 2	2	-	3	-	3	1
CO 3	3	3	2	-	2	3
CO 4	2	2	3	2	3	-
CO 5	3	2	3	1	-	3
CO 6	2	2	-	3	3	1
CO 7	2	-	3	-	3	1
CO 8	3	3	2	-	1	3
CO 9	2	2	3	2	3	-
CO 10	3	2	3	3	-	3
Average	2.40	2.25	2.75	2.33	2.63	2.00

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	2	3
CO 2	2	-	3	1	2
CO 3	3	3	2	-	1
CO 4	2	3	2	-	3
CO 5	-	2	3	1	3
CO 6	3	2	3	2	3
CO 7	2	-	3	1	2
CO 8	3	3	2	-	1
CO 9	2	3	2	-	3
CO 10	-	2	3	1	3
Average	2.50	2.50	2.60	1.33	2.40

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

Subject: Corporate Communication

Semester: 5

Subject Category: MC

Credit: 4 (L: 3, T: 1)

Syllabus

Module I

Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, brand equity, and customer franchise, Communication process, Promotional Mix: Tools for IMC, The IMC Planning Process, The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising.

Module II

Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement; Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising; Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness; Copywriting: Meaning and Definition of Copywriting, the Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content.

Module III

Media Planning and Strategies: Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness; Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising; Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.

Module IV

Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion, Trade Oriented Sales Promotion, Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling.

Module V

Definition of Public Relations, Publicity and Corporate Advertising; Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities; Preventing or reducing image damage; Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity

Suggested Readings

1. Semenile, Allen, O'Guinn, Kaufman Advertising, and Sales Promotions – An Integrated Brand Approach -6th Edition, Cengage Learning. (2012).
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion, and Marketing Communication, Prentice Hall of India, New Delhi, 6th edition, 2013.
3. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2nd edition, 2008.
4. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 7th edition, 2011.
5. Julian Cummings, Sales Promotion, Kogan Page, London 2003.
6. E. Betch and Michael, Advertising and Promotion, McGraw Hill, 7th edition, 2003.
7. Jaishri Jefhwaney, Advertising Management, Oxford, 2013.
8. V.S.Padmanabhan, H.S.Murthy. Advertising and Sales Promotion (An Indian Perspective) Anes Books Pvt.Ltd -2011.

Course Outcome (CO)

CO #	Description
CO -1	Describe the IMC mix and the IMC planning process.
CO-2	Examine the role of integrated marketing communications in building brand identity, brand equity.
CO-3	Construct a marketing communications mix to achieve the communications and behavioural objectives of a campaign
CO-4	Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
CO-5	Design a sales promotion campaign
CO-6	Select the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Describe the IMC mix and the IMC planning process.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Examine the role of integrated marketing communications in building brand identity, brand equity.	1,3,5,6	1,3,4,5
CO-3	Construct a marketing communications mix to achieve the communications and behavioural objectives of a campaign	1,2,3,5,6	1,2,3,5
CO-4	Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.	1,2,4,5,6	1,2,4,5
CO-5	Design a sales promotion campaign	1,2,4,5,6	1,2,3,4,5
CO-6	Select the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.	1,2,3,5,6	1,2,3,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	2	-	3	-	3	3
CO 3	3	3	2	-	3	3
CO 4	2	3	-	3	2	2
CO 5	1	2	-	2	3	2
CO 6	3	3	3	-	2	3
Average	2.33	2.60	2.75	2.67	2.67	2.67

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	2	3	3	3
CO 2	2	-	2	3	3
CO 3	3	3	3	-	2
CO 4	3	2	-	3	3
CO 5	3	3	2	2	2
CO 6	2	3	3	-	3
Average	2.50	2.60	2.60	2.75	2.67

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Business Research

Semester: 6

Subject Category: MC

Credit: 4 (L: 3, T: 1)

Syllabus

Module-I: Introduction to Business Research: An overview of Business research process, Consumer research, Problem formulation, research scenario in Indian corporate sector.

Module-II: Problem identification and Research Design: Problem identification and definition, research proposal, research type—exploratory, descriptive, conclusive research, value and cost information.

Module-III: Data Resources: Secondary data sources, online data sources, primary data collection method, online surveys, questionnaire preparation, characteristics of good questionnaire, scale reliability checking of good questionnaire, Cronbach – Alpha measurement.

Module-IV: Aptitude Measurement & Scaling Techniques: Elementary introduction to Measurement scale, rating scales, Likert & Semantic different scale.

Module-V: Hypothesis: Meaning, types, characteristics, Formulation of hypothesis, Errors in hypothesis testing.

Module-VI: Sampling Plan: Universe, sample frame, sampling technique, sampling & non sampling errors, probability & non probability samples, simple random sampling, stratified random sampling, systematic sampling, Quota sampling, Judgmental sampling.

Module-VII: Data processing and Analysis: Tabulation of data, editing coding, Univariate, Bivariate & Multivariate data analysis, Measurement of Association, correlation, regression, non parametric and parametric statistics, Multivariate Analysis – Factor analysis (Theory only).

Module-VIII: Market Research Application: Product research, Stages of NPD, advertising research, sales & market research, Media research.

Suggested Readings

1. Business Research Methods- Alan Bryman, Emma Bell
2. Business Research Methods- Willam G. Zikmund
3. Business Research Methods- Naval Bajpai

Course Outcome (CO)

CO #	Description
CO -1	BR analyses the concepts of Business Research and identifies the evolution of Business Research throughout the organization.
CO-2	In Problem identification and Research Design students will learn Problem identification and definition, research proposal, research type—exploratory, descriptive, conclusive research, value and cost information.
CO-3	In Data Resources students will learn Secondary data sources, online data sources, primary data collection method, online surveys, questionnaire preparation, characteristics of good questionnaire, scale reliability checking of good questionnaire, Cronbach – Alpha measurement
CO-4	In Aptitude Measurement & Scaling Techniques students will learn elementary introduction to Measurement scale, rating scales, Likert & Semantic different scale.
CO-5	In Hypothesis students will learn Meaning, types, characteristics, Formulation of hypothesis, Errors in hypothesis testing.
CO-6	In Sampling Plan students will learn Universe, sample frame, sampling technique, sampling & non sampling errors, probability & non probability samples, simple random sampling, stratified random sampling, systematic sampling, Quota sampling, Judgmental sampling.
CO-7	In Data processing and Analysis students will learn, Tabulation of data, editing coding, Univariate, Bivariate & Multivariate data analysis, Measurement of Association, correlation, regression, non-parametric and parametric statistics, Multivariate Analysis – Factor analysis
CO-8	In Market Research Application students will learn Product research, Stages of NPD, advertising research, sales & market research, Media research.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	BR analyses the concepts of Business Research and identifies the evolution of Business Research throughout the organization.	1,2,3,4,5,6	1,2,3,4,5
CO-2	In Problem identification and Research Design students will learn Problem identification and definition, research proposal, research type—exploratory, descriptive, conclusive research, value and cost information.	1,3,5,6	1,3,4,5
CO-3	In Data Resources students will learn Secondary data sources, online data sources, primary data collection method, online surveys, questionnaire preparation, characteristics of good questionnaire, scale reliability checking of good questionnaire, Cronbach – Alpha measurement	1,2,3,5,6	1,2,3,5
CO-4	In Aptitude Measurement & Scaling Techniques students will learn Elementary introduction to Measurement scale, rating scales, Likert & Semantic different scale.	1,2,4,5,6	1,2,4,5
CO-5	In Hypothesis students will learn Meaning, types, characteristics, Formulation of hypothesis, Errors in hypothesis testing.	1,2,4,5,6	1,2,3,4,5
CO-6	In Sampling Plan students will learn Universe, sample frame, sampling technique, sampling & non sampling errors, probability & non probability samples, simple random sampling, stratified random sampling, systematic sampling, Quota sampling, Judgmental sampling.	1,2,3,5,6	1,2,3,5

CO-7	In Data processing and Analysis students will learn, Tabulation of data, editing coding, Univariate, Bivariate & Multivariate data analysis, Measurement of Association, correlation, regression, non-parametric and parametric statistics, Multivariate Analysis – Factor analysis	1,2,3,5	3,4,5
CO-8	In Market Research Application students will learn Product research, Stages of NPD, advertising research, sales & market research, Media research.	1,2,3,5,6	1,2,3,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	2	-	2	-	3	3
CO 3	3	3	3	-	2	3
CO 4	2	3	-	3	2	2
CO 5	3	3	-	2	3	3
CO 6	3	3	2	-	3	2
CO 7	2	3	2	-	2	-
CO 8	3	3	3	-	3	3
Average	2.63	2.86	2.50	2.67	2.63	2.71

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	3	3
CO 2	3	-	3	3	3
CO 3	3	2	3	-	2
CO 4	2	2	-	3	3
CO 5	2	3	2	3	2
CO 6	3	3	2	-	3
CO 7	-	-	2	2	2
CO 8	3	3	3	-	3
Average	2.71	2.67	2.57	2.80	2.63

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Management Information System & E-Commerce

Semester: 6

Subject Category: MC

Credit: 4 (L: 3, T: 1)

Syllabus

Module-I: Introduction to MIS

Introduction to MIS, Concepts, Definition , Role of MIS , Concepts & process in Decision Making.

Module-II: Introduction to Information Technology

Database Management System; Networking; Systems & Application Software

Module-III: Decision Making & Types of information systems

Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems; Structured decision making, unstructured decision making and semi structured decision making.

Module-IV: Information Systems Analysis & Design

Stages of SDLC; Feasibility study, systems study and systems design; Resource utilization, implementation, audit, operation, maintenance and modification

Module-V: Functional Information Systems

Marketing, Finance, HR, Production/Operations information systems.

Module-VI: Overview on Different Enterprise Applications & Cloud Computing

ERP System, CRM System, SCM System etc; Cloud Computing

Module-VII: Information Systems Value & Effectiveness

Definition; Application in business field

Module-VIII: E-Commerce

Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework

Module-IX: Evolution of E-Commerce

Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, E-Comm Types , Roadmap of e-commerce in India

Module-X: E-Commerce Network Infrastructure

Introduction, Network Infrastructure - An Overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers & TCP/IP protocols, The Advantages of Internet, World Wide Web.

Suggested Readings

1. Business Information Systems: Technology, development and management for the e-business by Paul Bocij and Dave Chaffey, Prentice Hall; 3rd edition
2. E-Business-Management by Ralph Berndt, Springer
3. B2B: How to Build a Profitable E-commerce Strategy by Michael Cunningham, Basic Books
4. Jurisprudence Of E-Commerce and Consumer Protection in India by Gagandeep Kaur; Satyam Law International; First Edition (1 January 2015)

Course Outcome (CO)

CO #	Description
CO -1	Understand management information scope, application and challenges in managing MIS.
CO-2	Understand traditional and modern approaches for data resource management and models.
CO-3	Evaluate business applications of information systems, types of information systems, decisions and role of MIS in Business Intelligence.
CO-4	Understand concepts of project planning, project management and SDLC methods. Cost-Benefit analysis in implementation of MIS
CO-5	Analyze information security threats and information security technologies.
CO-6	Understand the concept of E-Commerce in the context of current business scenario
CO-7	Describe the opportunities and challenges offered by E-Commerce.
CO-8	Able to handle electronic payment technology and requirements for Internet based payments.
CO-9	Understand the conceptual learned concept of online shopping and models of electronic market and internet security, digital signature.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Understand management information scope, application and challenges in managing MIS.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Understand traditional and modern approaches for data resource management and models.	1,3,5,6	1,3,4,5
CO-3	Evaluate business applications of information systems, types of information systems, decisions and role of MIS in Business Intelligence.	1,2,3,5,6	1,2,3,5

CO-4	Understand concepts of project planning, project management and SDLC methods. Cost-Benefit analysis in implementation of MIS	1,2,4,5,6	1,2,4,5
CO-5	Analyze information security threats and information security technologies.	1,2,4,5,6	1,2,3,4,5
CO-6	Understand the concept of E-Commerce in the context of current business scenario	1,2,3,5,6	1,2,3,5
CO-7	Describe the opportunities and challenges offered by E-Commerce.	1,2,3,5	3,4,5
CO-8	Able to handle electronic payment technology and requirements for Internet based payments.	1,2,3,5,6	1,2,3,5
CO-9	Understand the conceptual learned concept of online shopping and models of electronic market and internet security, digital signature.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	3		3		3	3
CO 3	3	3	3		3	3
CO 4	2	3		3	2	2
CO 5	3	2		2	3	3
CO 6	3	3	3		3	3
CO 7	3	3	2		3	
CO 8	3	3	3		3	3
CO 9	2	1	2	3	2	2
Average	2.78	2.50	2.71	2.75	2.78	2.75

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	2	1	3
CO 2	3		3	3	3
CO 3	3	3	2		2
CO 4	2	2		3	3
CO 5	2	3	2	2	2
CO 6	3	3	3		3
CO 7			2	2	2
CO 8	3	3	3		3
CO 9	3	3	3	2	1
Average	2.75	2.71	2.50	2.17	2.44

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Services Marketing

Semester: 6

Subject Category: MC

Credit: 4 (L: 3, T: 1)

Syllabus

Module-I: Service Marketing-An Insight into Emerging Sector of Economy: Introduction, Nature & Definition of Services, Difference between Goods & Services, Key classification of Services, Service Characteristics, Traditional elements of Services Mix, Service Sector beyond 2020 –Indian, Asian & Global perspectives.

Module-II: Role of People, Process & Physical Evidence in Service Marketing: People the key to service marketing, Service encounters, Process service system, Service Blue print, Contribution of physical evidence in service marketing. Service Marketing Triangle.

Module-III: Managing consumer behavior & Service Quality: Understanding our customers & collaborators in services. Service Quality Models: SERVQUAL, GAP Analysis model, Service Recovery process, Impact of Service failures. RATER Concept in Service Marketing.

Module-IV: Segmentation, Targeting & Positioning of Services in modern era: Bases for Segmentation of Services, Selecting Target Market & Approaches; Techniques of Positioning Services. Types of Service production (Isolated, Co production, Self-service) with examples.

Module-V: Marketing of Services: New paradigm & perspectives, Service as key Differentiators, New Service opportunities, Automation & New Technologies in services, Service Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcare Sector, Event Management Services, Banks & Financial Sectors, Nonprofit organizations.

Suggested Readings

1. Service Marketing Concepts Applications & Cases: MK Rampal, SI Gupta
2. Service Marketing by Zeithaml, Bitner, Gremler & Pandit.
3. Service Marketing by Rao.
4. Service Marketing by C.Bhattacharyya

Course Outcome (CO)

CO #	Description
CO -1	Introduction, Nature & Definition of Services, Difference between Goods & Services, Key classification of Services, Service Characteristics, Traditional elements of Services Mix, Service Sector beyond 2020 –Indian, Asian & Global perspectives.
CO-2	People the key to service marketing, Service encounters, Process service system, Service Blue print, Contribution of physical evidence in service marketing. Service Marketing Triangle.
CO-3	Understanding our customers & collaborators in services. Service Quality Models: SERVQUAL, GAP Analysis model, Service Recovery process, Impact of Service failures. RATER Concept in Service Marketing.
CO-4	Bases for Segmentation of Services, Selecting Target Market & Approaches; Techniques of Positioning Services. Types of Service production (Isolated, Co production, Self-service) with examples.
CO-5	New paradigm & perspectives, Service as key Differentiators, New Service opportunities, Automation & New Technologies in services, Service Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcare Sector, Event Management Services, Banks & Financial Sectors, Nonprofit organizations.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	Pos	PSOs
CO -1	Introduction, Nature & Definition of Services, Difference between Goods & Services, Key classification of Services, Service Characteristics, Traditional elements of Services Mix, Service Sector beyond 2020 –Indian, Asian & Global perspectives.	1,2,3,4,5,6	1,2,3,4,5
CO-2	People the key to service marketing, Service encounters, Process service system, Service Blue print, Contribution of physical evidence in service marketing. Service Marketing Triangle.	1,2,3,5	1,2,3,4
CO-3	Understanding our customers & collaborators in services. Service Quality Models: SERVQUAL, GAP Analysis model, Service Recovery process, Impact of Service failures. RATER Concept in Service Marketing.	1,2,3,4,5,6	1,2,4
CO-4	Bases for Segmentation of Services, Selecting Target Market & Approaches; Techniques of Positioning Services. Types of Service production (Isolated, Co production, Self-service) with examples.	1,2,3,4,6	1,2,3,4,5
CO-5	New paradigm & perspectives, Service as key Differentiators, New Service opportunities, Automation & New Technologies in services, Service Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcare Sector, Event Management Services, Banks & Financial Sectors, Nonprofit organizations.	1,2,5,6	1,2,3

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	1	2	3	3
CO 2	1	1	1	-	2	-
CO 3	1	1	3	3	3	1
CO 4	2	2	2	1	-	2
CO 5	1	3	-	-	2	1
Average	1.6	1.8	1.4	1.2	2	1.4

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Outcome				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	2	3
CO 2	1	1	1	-	2
CO 3	1	1	3	3	3
CO 4	2	2	2	1	-
CO 5	1	3	-	-	2
Average	1.6	1.8	1.4	1.2	2

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Entrepreneurship Development

Semester: 6

Subject Category: NM

Credit: 4 (L:3, T:1)

Syllabus

Module-I

1. **Entrepreneurship:** Introduction, Entrepreneur as risk taker, organizer, innovator, characteristics, difference between entrepreneur and manager, functions, types, difference between entrepreneur and intrapreneur. (6 sessions)
2. **Entrepreneurial environment:** Factors, types of ownership, Govt policy for small scale enterprise, small enterprises in international business, major constraints. (4 sessions)
3. **Business plan preparation:** Project meaning, Project identification and classification, internal and external constraints, project objectives, research and survey, project life cycle. (4 sessions)

Module-II

1. **Launching of small business:** Investment analysis, tools of analysis – ratio analysis, return on capital employed, return on total investments, capital budgeting, Plant location, Plant layout, Product design, Product inspection, Location inspection, Inspection tools – Quality control, Technology, marketing management, human resource management, accounting process. (6 sessions)
2. Small business growth strategies and sickness in small business. (2 sessions)
3. Case studies and presentation. (2 sessions)

Module-III

1. **Innovation: What and Why?:** Innovation as a core business process, Sources of innovation, Knowledge push vs. need pull innovations. Class Discussion- Is innovation manageable or just a random gambling activity? (2 sessions)
2. **Building an Innovative Organization:** Creating new products and services; Exploiting open innovation and collaboration, Use of innovation for starting a new venture (2 sessions)
3. Class Discussion: Co-operating across networks vs. 'go-it-alone' approach (2 sessions)

Module-IV

1. **SWOT Analysis:** Internal and External Factors, How to Conduct a SWOT Analysis; Why Small Business Should Conduct a SWOT Analysis; The Four Quadrants of SWOT Analyses; How to Act Upon Your SWOT Analysis - Acting on Strengths; Shoring up Weaknesses, Seizing Opportunities, Mitigating Threats (3 sessions)
2. **Diffusion of Innovation:** Rationale behind the Diffusion of Innovation; Five adopter categories – Innovators, Early Adopters, Early Majority, Late Majority, Laggards; Importance of the Diffusion of Innovation (3 sessions)

3. **Co-innovation and Open Innovation:** Introduction to Co-Innovation and Open Innovation; Closed Innovation: Challenges; Reasons to move away from Closed Innovation; Co-innovation and Open Innovation Models; Co-innovation and Open Innovation Capabilities; Corporate–Startup Collaborations Benefits. (2 sessions)
4. Case Discussion (2 sessions)

Suggested Readings

1. David A.Kirby, “ Entrepreneurship “ Tata McGRaw Hills
2. Jasmer singh Sain, Entrepreneurship and small Business” Deep and Deep publication
3. Shankar Raj, “Entrepreneurship Theory and Practice” Vijay Nicole Imprints Pvt ltd.
4. Khanka, S.S, “Entrepreneurship Development”, S. Chand & company
5. Vasant Desai, “Fundamentals of Entrepreneurship “Himalaya Publishing House.,

Course Outcome (CO)

CO #	Description
CO -1	Identify qualities of entrepreneurs
CO-2	Develop the skill to write entrepreneurial project proposal
CO-3	Understand the concept and application of various entrepreneurship models
CO-4	Understand various schemes supporting entrepreneurship
CO-5	Develop the skill, mindset and competence to think creative and innovative

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Identify qualities of entrepreneurs	1,2,3,4,5,6	1,2,3,4,5
CO-2	Develop the skill to write entrepreneurial project proposal	1,3,5,6	1,3,4,5
CO-3	Understand the concept and application of various entrepreneurship models	1,2,3,5,6	1,2,3,5
CO-4	Understand various schemes supporting entrepreneurship	1,2,4,5,6	1,2,4,5
CO-5	Develop the skill, mindset and competence to think creative and innovative	1,2,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	3	-	3	-	3	3
CO 3	3	3	3	-	3	3
CO 4	2	3	-	3	2	2
CO 5	3	2	-	2	3	3
Average	2.80	2.50	3.00	2.67	2.80	2.80

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	3	3
CO 2	2	-	3	3	3
CO 3	3	3	2	-	2
CO 4	2	2	-	3	3
CO 5	2	3	2	2	2
Average	2.4	2.75	2.5	2.75	2.6

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Emerging Business Issues

Semester: 7

Subject Category: MC

Credit: 4 (L:3, T:1)

Syllabus:

Module-I: Retail Management

- Retailing - Definition, Scope and Purpose, Value Equation, Components, Retail Lifecycle, Retail Trends, Retailing Challenges, Types of retailers, social and economic importance of retailing, Customer buying process [types of buying decisions, factors influencing buying process, FDI in Retail], Problems in Indian retailing [pros & cons], theories of retailing, Evolution of Organized Retailing, wheel of retailing, types of ownership in Retail sector, Retail channelling. Current and Emerging retail models,
- Retail pricing strategy, Factors influencing pricing- Porter's Model, Relationship Marketing and International Retailing- Relationship Marketing, Strategies,
- Internationalization of Retailing, Motives, International Retail Environment, Cases/ Examples of Retail brand, Omni Channel Marketing, Brick and Mortar Marketing, Trends in Retail Industry

Module-II: Network Marketing

- Definition of Network Marketing (NM), application of NM a medium used by manufacturers to increase sales; developing efficient chain or network of delivering products to the customers;

Module-III: Franchising

- History and Overview of Franchising
- Types of Franchises
- The Advantages and disadvantages of Franchising
- Assessing Franchise feasibility
- Franchising location and site selection

Module-IV: Business Process Outsourcing

- Overview of Business Process Outsourcing (BPO)
- Explanation of the BPO process

Module-V: Aggregation Model

- Definition and overview of aggregation model

- Explanation of the aggregation process
- Discussion of some successful aggregation models

Module-VI: Gig economy

- Definition and overview of gig economy
- Explanation of gig economy's success in recent years
- Discussion of some successful cases

Module-VII: Emergence of Artificial Intelligence and Machine Learning

- Definition and overview of Artificial Intelligence (AI) and Machine Learning (ML)
- Overview of Deep Learning and Reinforcement Learning
- Explanation of Internet of Things (IoT) and Natural Language Processing (NLP) with some examples
- Overview of growing popularity of various AI tools in various sectors

Module-VIII: Rural Marketing:

- Definition, Nature and characteristics, Challenges, opportunities, Socio- cultural factors, Market Structure, Marketing Mix of Rural Marketing, Trends in rural marketing, Case / Example of national and international companies in Indian rural / rurban market.

Reading List

- Daniels & Lee, International Business Keegan, Global Marketing
- Varshney & Bhattacharya, International Marketing Management
- Warren J. Keegan, Global Marketing Management, 8th edition
- Levy Michael, Weitz Barton - Retailing Management, V Edition, Tata McGraw Hill, New York, 2006
- Berman Berry, Evans J.R.- Retail Management- A Strategic Management Approach, IX Edition , Pearson Education, New York, 2006
- Lucas G.H., Bush Robert, Gresham Larry- Retailing, Houghton Mifflin Company, Boston, 1994
- Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata Mc Graw Hill, India, 2007.
- Badi R.V. Badi N.V., Rural Marketing, Himalaya Publishing House – 2010
- Acharya S.S. Agarwal N.L., Agriculture Marketing in India, Oxford & IBH Publishing Company Pvt. Ltd.

Course Outcome (CO)

CO #	Description
CO -1	Illustrate the challenges and tasks for successful global marketing management.
CO-2	Apply international marketing management concepts to real-world business applications.
CO-3	Outline the key components of a global market-oriented strategic plan.
CO-4	Analyze how the difficulties of international market research influence the development of global marketing plans.
CO-5	Outline best practices for developing and implementing an effective international marketing strategy.
CO-6	Differentiate and design marketing strategies for rural specific products.
CO-7	Acquire skill in retail management by developing familiarity with how retail industry works
CO-8	Become good retail planners and decision makers with a focus on change and adaptability
CO-9	Develop insights on retail operations

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Illustrate the challenges and tasks for successful global marketing management.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Apply international marketing management concepts to real-world business applications.	1,2,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-3	Outline the key components of a global market-oriented strategic plan.	1,2,3,4,5,7,8,9,10,11	1,2,3,4,5,6
CO-4	Analyze how the difficulties of international market research influence the development of global marketing plans.	1,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-5	Outline best practices for developing and implementing an effective international marketing strategy.	1,2,3,4,5,6,7,9,10,11	1,2,3,4,5,6
CO-6	Differentiate and design marketing strategies for rural specific products.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-7	Acquire skill in retail management by developing familiarity with how retail industry works	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-8	Become good retail planners and decision makers with a focus on change and adaptability	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-9	Develop insights on retail operations	1,2,3,4,5,6,8,9,10,11	1,2,3,4,5,6

CO-PO Matrix

Course Outcome	Programme Outcome										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11
CO 1	3	3	2	2	3	3	3	2	3	3	2
CO 2	2	2		3	2	2	1	2	2	2	2
CO 3	3	3	3	2	3		3	2	1	2	2
CO 4	3		3	3	2	3	2	2	2	2	3
CO 5	3	2	3	2	3	3	3		3	2	2
CO 6	3	3	2	2	2	3	1	2	3	3	2
CO 7	1	2	3	3	3	2	1	3	3	3	2
CO 8	1	3	2	2	3	2	1	1	3	2	3
CO 9	3	3	3	2	2	3		3	3	2	3
Average	2.44	2.63	2.63	2.33	2.56	2.63	1.88	2.13	2.56	2.33	2.33

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome					
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	2	1	2	2	2	1
CO 2	2	3	3	1	3	1
CO 3	3	3	3	2	2	3
CO 4	2	3	2	3	3	2
CO 5	2	2	2	2	3	1
CO 6	3	1	2	2	2	2
CO 7	2	3	2	3	3	1
CO 8	1	3	2	3	3	1
CO 9	2	2	3	3	2	3
Average	2.11	2.33	2.33	2.33	2.56	1.67

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

Subject: Corporate Finance

Semester: 7

Subject Category: MC

Credit: 4 (L-3; T-1)

Syllabus

Module-I: Introduction: Definition, Nature and Scope of Corporate Finance, The Risk-Return trade-off. Introduction of the three important decisions in Corporate Finance: Capital Budgeting, Capital Structuring and Dividend.

Module-II: Investment Decision: The Capital Budgeting Process, Cash flow Estimation, Concept of Time Value of Money, Future Value, Net Present Value, Internal Rate of Return.

Module-III: Financing Decision: Debt and Equity, Leverage (High Leverage and Low Leverage firms), Cost of Capital: Cost of Equity (Capital Asset Pricing Model) and Cost of Debt, Calculation of Weighted Average Cost of Capital, Theories (Net Income, Net Operating Income, Modigliani Miller and Traditional Approach).

Module-IV: Working Capital: Concept of Working Capital, Working Capital Management, Characteristics of Current Assets, Factors Influencing Working Capital Requirements, Level of Current Assets, Current Assets Financing Policy, Operating Cycle and Cash Cycle.

Module-V: Fund Flow Statement: Statement of Changes in Working Capital, Fund Flow Analysis (Sources of Funds and Application of Funds), Funds from Operations (Non-fund items and Non-trading Charges).

Module-VI: Ratio Analysis: Concept of Ratio Analysis, Importance of Ratio Analysis, Calculation of different types of ratios: Liquidity, Valuation, Solvency, Profitability and Turnover. Interpretation of the results of the ratios.

Module-VII: Dupont Analysis: Concept of Dupont Analysis, Calculation (Net Profit Margin, Total Assets Turnover and Equity Multiplier), Interpretation of the result.

Module-VIII: Bond Valuation: Concept of Bonds, Different types of Bonds, Calculation of Bonds with annual and semi-annual interests, Price-Yield Relationship, Clean and Dirty Bonds, Different types of yields.

Module-IX: Dividend Decision: Concept of Dividend, Why firms pay dividends? Dividend Payout Ratio, Dividend Yield, Ex-dividend, Record Date, Dividend Payout Policy (Stable, Constant and Residual), Gordon Growth Model.

READING LIST

- P. Singh (2009), Fundamentals of Financial Management, Second Edition, Ane Books Private Limited.
- A. Damodaran (2014), Applied Corporate Finance, Fourth Edition, John, Wiley & Sons, Inc.
- P. Chandra (2011), Financial Management, Eight Edition, Tata McGraw Hill Publishing Company Limited.
- A. Shapiro (2020), Multinational Financial Management, Eleventh Edition, John, Wiley & Sons, Inc.

Course Outcome (CO):

CO #	Description
CO-1	Enumerates the concept of Corporate Finance along with the Risk-Return trade off and the three important decisions of Capital Budgeting, Capital Structure and Dividends. Thus, helps students in understanding the core concepts of Corporate Finance. It also helps students to understand as to how management principles can be applied in financial planning.
CO-2	Helps students to understand the concept of Capital Budgeting. Thus, empowering students with the necessary skill sets that are required to take effective business decisions (using creative techniques) for achieving the objectives of an organisation.
CO-3	States the important concept of Capital Structuring. Thus, imparting students with the knowledge for financing a company. It also imparts students with the knowledge of Cost of Capital. Thus, empowering students with the knowledge and technical knowhow to succeed in the corporate world. It also helps students to understand the importance of ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way helping students to act as Corporate Citizens.
CO-4	Helps students to understand the concept of Working Capital. Thus, imparting students with the knowledge and the skill sets which will enable them to take leadership role for solving various business problems in an organisation. It also helps students to understand the importance of ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way making students job ready.
CO-5	Enumerates the concept of Fund Flow Statement. In other words, it helps students to analyse as to how a company raises and utilises its funds. Thus, empowering students with the knowledge that is necessary to succeed in the corporate world.
CO-6	Depicts the important concept of Ratio Analysis. Thus, imparting students with the necessary skill sets to analyse the financial health as well as calculating the value of a company. Thus, in the process making them job ready.
CO-7	States the important concept of Dupont Analysis. Thus, enabling students to identify the reason (poor profit margin, lower asset turnover or poor leverage) for lower Return on Equity of a company. Hence, empowering them with the necessary skill sets to meet the challenges of the corporate world.
CO-8	Helps students to understand the different aspects of Bond Valuation (Debt Instrument). Thus, imparting within students the knowledge to succeed in corporate world.
CO-9	Enumerates the concept as well as the different aspects of Dividends as well as valuation of a company using Gordon Growth Model. Thus, empowering students with the necessary skill sets to meet the challenges of the business world (using creative techniques). Thus, in this way making them job ready.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Enumerates the concept of Corporate Finance along with the Risk-Return trade off and the three important decisions of Capital Budgeting, Capital Structure and Dividends. Thus, helps students in understanding the core concepts of Corporate Finance. It also helps students to understand as to how management principles can be applied in financial planning.	1,2,3,4,5,6	1,2,3,4,5
CO-2	Helps students to understand the concept of Capital Budgeting. Thus, empowering students with the necessary skill sets that are required to take effective business decisions (using creative techniques) for achieving the objectives of an organisation.	1,3,5,6	1,3,4,5
CO-3	States the important concept of Capital Structuring. Thus, imparting students with the knowledge for financing a company. It also imparts students with the knowledge of Cost of Capital. Thus, empowering students with the knowledge and technical knowhow to succeed in the corporate world. It also helps students to understand the importance of ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way helping students to act as Corporate Citizens.	1,2,3,5,6	1,2,3,5
CO-4	Helps students to understand the concept of Working Capital. Thus, imparting students with the knowledge and the skill sets which will enable them to take leadership role for solving various business problems in an organisation. It also helps students to understand the importance of ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way making students job ready.	1,2,4,5,6	1,2,4,5
CO-5	Enumerates the concept of Fund Flow Statement. In other words, it helps students to analyse as to how a company raises and utilises its funds. Thus, empowering students with the knowledge that is necessary to succeed in the corporate world.	1,2,4,5,6	1,2,3,4,5
CO-6	Depicts the important concept of Ratio Analysis. Thus, imparting students with the necessary skill sets to analyse the financial health as well as calculating the value of a company. Thus, in the process making them job ready.	1,2,3,5,6	1,2,3,5
CO-7	States the important concept of Dupont Analysis. Thus, enabling students to identify the reason (poor profit margin, lower asset turnover or poor leverage) for lower Return on Equity of a company. Hence, empowering them with the necessary skill sets to meet the challenges of the corporate world.	1,2,3,5	3,4,5
CO-8	Helps students to understand the different aspects of Bond Valuation (Debt Instrument). Thus, imparting within students the knowledge to succeed in corporate world.	1,2,3,5,6	1,2,3,5
CO-9	Enumerates the concept as well as the different aspects of Dividends as well as valuation of a company using Gordon Growth Model. Thus, empowering students with the necessary skill sets to meet the challenges of the business world (using creative techniques). Thus, in this way making them job ready.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	2	-	3	-	3	3
CO 3	3	3	2		3	3
CO 4	2	3	-	3	2	2
CO 5	1	2	-	2	3	2
CO 6	3	3	3	-	2	3
CO 7	3	3	2	-	3	-
CO 8	3	3	3	-	3	3
CO 9	2	1	2	3	2	2
Average	2.44	2.50	2.57	2.75	2.67	2.63

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2	2	3	3	3
CO 2	2	-	2	3	3
CO 3	3	3	3	-	2
CO 4	3	2	-	3	3
CO 5	3	3	2	2	2
CO 6	2	3	3	-	3
CO 7	-	-	2	2	2
CO 8	3	3	3	-	3
CO 9	3	3	3	2	1
Average	2.63	2.71	2.63	2.50	2.44

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Human Resource Information System

Semester: 7

Subject Category: MC

Credit: 4 (L:3, T:1)

Syllabus

Module-I

The Concept of HRIS: Terminologies: HRIS. b. ERP. c. SAP.

Module-II

The role of IT: Database concepts and applications in HRIS; Steps in implementing an HRIS; Benefits and limitations of HRIS

Module-III

Determining HRIS needs: HRIS needs analysis; System design and acquisition; HR metrics and workforce analytics; Costs justifying HRIS investment

Module-IV

Resource Information System implementation and acceptance: HRIS Project management; Change management, implementation, integration; maintenance of HRIS

Module-V

Benefits and applications of HRIS in HR functional areas: a. Strategic management. b. Workforce planning and employment. c. HR development. d. Total rewards. e. Employee and labour relations

Module-VI

Uses of HRIS: a. Traditional/administrative. b. Analytical. c. HRIS in business decision-making

Module-VII

HR administration and HRIS: Talent management; Job analysis and Human Resource Planning; Recruitment and Selection in the Internet context; Training issues in HRIS; Performance management; Compensation and HRIS

Module-VIII

Key issues and trends in HRIS: Information Security and privacy in HRIS; The future of HRIS; The Concept of HR Analytics and Digital HR

Suggested Readings

1. Ball, K. S. (2001). The use of human resource information systems: A survey. *Personnel Review*, 30(6), 677-693.
2. Bedell, M. D., Floyd, B. D., Nicols, K. M., & Ellis, R. (2007). Enterprise resource planning software in the human resource classroom. *Journal of Management Education*, 31(1), 43-63.
3. Haines, V.Y., & Petit, A. (1997). Conditions for successful human resource information systems. *Human Resource Management*, 36(2), 261-275.
4. Hendrickson, A. R. (2003). Human resource information systems: Backbone technology of contemporary human resources. *Journal of Labor Research*, 24(3), 381-394.
5. Paramedics Six in One by Dr. G.D Mogli Jaypee Brothers

Course Outcome (CO)

CO #	Description
CO-1	Help them understand the concept of Human Resource Information systems, its features, needs and benefits. Also helps to understand the challenges in implementing a HRIS in an organization. Provided the necessary know how of the different modules of the HRIS and their advantages and features. Brief overview of few known software suites like SAP and ERP etc
CO-2	Helps students to understand the role of IT in managing HR operation especially through a HRIS. Also helps to understand the challenges in implementing a HRIS in an organization. Explains the importance of information technologies in organization activities.
CO-3	Discusses important HR matrices for performance evaluation and HR department effectiveness like HR audit, HR accounting, Competency framework and BSC and a cost benefit analysis via budgeting techniques.
CO-4	Explains HRIS as in important audit and resource allocation tool. Its importance as an OD tool , helping in change management, talent mapping, project management etc. Also on troubleshooting and maintenance of HRIS
CO-5	Helps to understand the role of HRIS is various HR functions like Strategic management, compensation, performance appraisal etc. It discusses the roe of HRIS in organizational planning and support.
CO-6	A comparative study on the traditional HR operations and HRIS - a cost benefit analysis. Role of HRIS in managing business decisions. Students are provided with understanding of the current development in HRIS. Discussion on few features of HRIS aiding talent management, resourcing, HR budgeting etc
CO-7	This module enables the students to understand the process of implementing HRIS in an organization like training the employees on the usage of HRIS, etc Explains in detail the structure of HRIS and importance of each module.
CO-8	Helps students to understand the current trends in HR domain. Role of internet and technological advancement. Brief discussion on AI and its emergence. The advent of e -HRM practices and analytics.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Help them understand the concept of Human Resource Information systems, its features, needs and benefits	1,2,3,4,5,6	1,2,3,4
CO-2	Helps students to understand the role of IT in managing HR operation especially through a HRIS	1,2,3,6	1,2,3,4
CO-3	Discusses important HR matrices for performance evaluation and HR department effectiveness and a cost-benefit analysis, budgeting techniques	1,2,3,4,5,6	1,2,4
CO-4	Explains HRIS as in important audit and resource allocation tool. Its importance as an OD tool, helping in change management, talent mapping, project management etc	1,2,3,4,6	1,2,3,4
CO-5	Helps to understand the role of HRIS is various HR functions Strategic management, compensation, performance appraisal etc.	1,2,5,6	1,2,3,4
CO-6	A comparative study on the traditional HR operations and HRIS.,	1,2,3,6	1,2,3,4
CO-7	Enable the students to understand the process of implementing HRIS in an organization like training the employees on the usage of HRIS	1,2,3,4,5,6	1,2,3,4
CO-8	Helps students to understand the current trends in HR domain. Role of internet and technological advancement.	1,2,3,4,5,6	1,2,3,4

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	3	2	2	2	3
CO 2	1	2	1	-	-	1
CO 3	2	3	2	3	3	1
CO 4	2	3	2	3	-	2
CO 5	3	2	-	-	3	2
CO 6	3	2	1	-	-	3
CO 7	2	1	3	1	1	1
CO 8	3	2	2	2	2	2
Average	2.38	2.25	1.86	2.20	2.20	1.88

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Outcome			
	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	3	2	2
CO 2	1	2	1	3
CO 3	2	3	-	2
CO 4	2	3	2	3
CO 5	3	2	3	2
CO 6	3	2	1	2
CO 7	2	1	3	1
CO 8	3	2	2	2
Average	2.38	2.25	2.00	2.13

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Corporate Governance

Semester: 7

Subject Category: MC

Credit: 4 (L: 3, T: 1)

Syllabus

Module-I

Corporate Social Responsibility, theoretical Justification for CSR, Models for Implementation of CSR,

Module-II

Overview of Corporate Governance, Corporate Misgovernance in India, Tactics of Indian companies, Benefits of Good Corporate Governance.

Module-III

Theory and Practice of Corporate Governance: The Anglo-American Model, German Model, The Japanese Model, Indian Model, Obligations,

Module-IV

Landmarks in the Emergence of Corporate Governance, Corporate Governance Committees, World Bank on Corporate Governance,

Module-V

Board of Directors, Duties & Responsibilities of Directors, Powers of the Board, Liabilities of Directors, Transparency & Disclosure

Module-VI

Role, Duties and Responsibilities of Auditors, Types of Audits & Auditors

Module-VII

Monopoly, Competition and corporate Governance, Regulation of Competition, Bank's Role in Restraining Emergence of Securities Markets, Effects of Monopoly on Corporate Governance

Module-VIII

Different roles of Government in Ensuring Corporate Governance; Regulatory Role, Promotional Role, Entrepreneurial Role, Limiting Corporate Power

Module-IX

Corporate Governance in Developing and Transition Economies Corporate Governance Models and systems

Module-X

Corporate Governance: Indian Scenario, The Emergence of Corporate Governance Issues in India, Reserve Banks and other Regulations, Establishment of the Serious Fraud Office, National Foundation of Corporate Governance, Need for Accounting Standards

Module-XI

SEBI: The Indian Capital Market Regulator, Development of the Indian Capital Market, Deficiencies in the Indian Capital Market, The Securities and Exchange Board of India, SEBI's Role in Promoting Corporate Governance

Suggested Readings

1. Fernando A.C., Business Ethics and Corporate Governance.
2. Taxmann, Corporate Governance, Indian Institute of Corporate Affairs

Course Outcome (CO):

CO #	Description
CO- 1	It helps the students to understand what is corporate governance, definition , purpose, benefits and why it is an essential practice in industry.
CO- 2	This module introduces the different models of corporate governance to the students , explaining the obligation of the organizations, theories and practices of corporate governance
CO- 3	This module provides the students with a detailed overview on the landmarks in the Emergence of Corporate Governance, Corporate Governance Committees, World Bank on Corporate Governance,
CO- 4	Students are exposed to the role of Board of Directors, their Duties & Responsibilities, Powers of the Board, Liabilities of Directors, Transparency & Disclosure
CO- 5	Helps the students understand the roles, Duties and Responsibilities of Auditors, Types of Audits & Auditors

CO- 6	Helps the students to understand the relation between Monopoly, Competition and corporate Governance. What is the Regulation of Competition, and Bank's Role in Restraining Emergence of Securities Markets, Effects of Monopoly on Corporate Governance
CO- 7	Helps the students to understand and learn the different roles of Government in Ensuring Corporate Governance; Regulatory Role, Promotional Role, Entrepreneurial Role, Limiting Corporate Power
CO- 8	Develop an understanding of Corporate Governance in Developing and Transition Economies Students are made aware of the various Corporate Governance Models and systems
CO- 9	This module exposes the students to the Indian Scenario of corporate governance. It talks about the Emergence of Corporate Governance Issues in India, Reserve Banks and other Regulations, Establishment of the Serious Fraud Office, National Foundation of Corporate Governance, Need for Accounting Standards
CO- 10	This module introduces SEBI as the Indian Capital Market Regulator to the students, Development of the Indian Capital Market, Deficiencies in the Indian Capital Market, The Securities and Exchange Board of India, SEBI's Role in Promoting Corporate Governance are explained to the students.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	It helps the students to understand what is corporate governance, definition , purpose, benefits and why it is an essential practice in industry.	1,2,3,4,5,6	1,2,3,4,5
CO-2	This module introduces the different models of corporate governance to the students , explaining the obligation of the organizations, theories and practices of corporate governance	1,3,4,5,6	1,2,3,4,5
CO-3	This module provides the students with a detailed overview on the landmarks in the Emergence of Corporate Governance, Corporate Governance Committees, World Bank on Corporate Governance,	1,2,4,5,6	1,2,3,4,5
CO-4	Students are exposed to the role of Board of Directors, their Duties & Responsibilities, Powers of the Board, Liabilities of Directors, Transparency & Disclosure	1,2,3,4,6	1,2,3,4,5
CO-5	Helps the students understand the roles, Duties and Responsibilities of Auditors, Types of Audits & Auditors	1,2,3,4,6	1,2,3,4,5
CO-6	Helps the students to understand the relation between Monopoly, Competition and corporate Governance. What is the Regulation of Competition, and Bank's Role in Restraining Emergence of Securities Markets, Effects of Monopoly on Corporate Governance	1,2,3,4,5,6	1,2,3,4,5
CO-7	Helps the students to understand and learn the different roles of Government in Ensuring Corporate Governance; Regulatory Role, Promotional Role, Entrepreneurial Role, Limiting Corporate Power	1,3,4,5,6	1,2,3,4,5
CO-8	Develop an understanding of Corporate Governance in Developing and Transition Economies Students are made aware of the various Corporate Governance Models and systems	1,2,4,5,6	1,2,3,4,5

CO-9	This module exposes the students to the Indian Scenario of corporate governance. It talks about the Emergence of Corporate Governance Issues in India, Reserve Banks and other Regulations, Establishment of the Serious Fraud Office, National Foundation of Corporate Governance, Need for Accounting Standards	1,2,3,4,6	1,2,3,4,5
CO-10	This module introduces SEBI as the Indian Capital Market Regulator to the students, Development of the Indian Capital Market, Deficiencies in the Indian Capital Market, The Securities and Exchange Board of India, SEBI's Role in Promoting Corporate Governance are explained to the students.	1,2,3,4,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	2	2	3	2	2
CO 2	3		3	2	3	3
CO 3	2	3		2	2	2
CO 4	3	3	2	3		3
CO 5	3	2	2	3		3
CO 6	2	2	2	3	2	2
CO 7	3		3	2	3	3
CO 8	2	3		2	2	2
CO 9	3	3	2	3		3
CO 10	3	2	2	3		3
Average	2.60	2.50	2.25	2.60	2.33	2.60

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	2	2	3	2	3
CO 3	3	2	3	2	1
CO 4	3	3	3	3	3
CO 5	3	2	2	3	2
CO 6	3	3	3	2	1
CO 7	2	2	3	2	3
CO 8	3	2	3	2	1
CO 9	3	3	3	3	3
CO 10	3	2	2	3	2
Average	2.80	2.40	2.80	2.40	2.00

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Psychology for Business

Semester: 7

Subject Category: NM

Credit: 4 (L:3, T:1)

Syllabus

Module-I: Introduction to Business Psychology

- Business Psychology: What Is It?
- Why Should Business Psychology be of Interest?
- Bringing the Business World into Focus
- Impact Through Innovation
- Impact Through Leadership
- Impact on Organisations and Entrepreneurs
- Practical Applications of Business Psychology

Module-II: Business Psychology and Financial Decision-Making

- Heuristics vs. Business Psychology
- Being Overconfident
- Overconfidence when Investing
- Excessive Trading
- Luck and Skill
- Incorrect Anchoring
- Framing Losses
- Attitudes Toward Reward and Risk
- Fearing Loss
- Chasing Trends
- Lack of Self-Control and Emotional Investing
- Overcoming Investor Biases

Module-III: The Role of Quantitative Psychology

- Quantitative Psychology
- Methods for Measuring Human Attributes
- Designing Research
- Psychological Data Analysis

- Mathematical and Statistical Modelling
- Testing Hypotheses
- The Advantages of a Scientific Framework
- Correlation of Variables

Module-IV: Business Strategy

- The Role of Business Psychology in Strategising
- Old School Business Planning
- New School Business Strategising

Module-V: The Psychology of Health and Safety at Work

- Psychological Health and Safety
- The Importance of Mental Health at Work
- Managing Risk of Psychological Harm

Module-VI: Individual and Group Processes within Business

- Organisations and their Group Processes
- Observing Groups
- Changes in Modern Organisations
- Individuality
- The Big-5 or OCEAN Model
- Intent and Behaviour
- Personality Versus Behaviour
- Personality Versus Intent

Module-VII: Principles of Business Marketing

- Psychology and Social Marketing
- Influencing Human Behaviour
- Inbound Marketing

Module-VIII: Job Design and Motivational Factors

- Job Design
- Job Specialisation and Scientific Management
- Herzberg's Theory
- Job Characteristics Model (JCM)
- Empowerment

Module-IX: Human Behaviour and Positive Organisational Behaviour

- Behaviour within an Organisation
- Managing People
- Positive Organisational Behaviour (POB)
- Benefits of POB
- Beliefs and Thinking
- Introducing Business Organisation to the Hard Sciences
- Appreciative Inquiry (AI)

Suggested Readings

1. Gifts Differing: Understanding Personality Type by Isabel Briggs Myers
2. In the Grip by Naomi L. Quenk
3. FIRO: A Three-Dimensional Theory of Interpersonal Behavior by William C. Schutz
4. The Interpretation of Dreams by Sigmund Freud
5. Thinking, Fast and Slow by Daniel Kahneman

Course Outcome (CO)

CO #	Description
CO -1	Understand the importance of business psychology
CO-2	Evaluate the impact of business psychology on financial decision-making
CO-3	Develop an understanding of the role quantitative psychology with real-life applications
CO-4	Demonstrate the role of business psychology in business strategy formulation
CO-5	Understand the importance of psychology of health and safety at work
CO-6	Understand the individual and group processes within business
CO-7	Learn the implication of psychology in the context of business marketing
CO-8	Understand the concept of job design and motivational factors
CO-9	Learn human behaviour and positive organisational behaviour in

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Understand the importance of business psychology	1,2,4,5,6	1,2,3,4,5
CO-2	Evaluate the impact of business psychology on financial decision-making	1,3,5,6	1,3,4,5
CO-3	Develop an understanding of the role quantitative psychology with real-life applications	1,2,3,5,6	1,2,3,5
CO-4	Demonstrate the role of business psychology in business strategy formulation	1,2,3,4,5	1,2,3,5
CO-5	Understand the importance of psychology of health and safety at work	1,2,3,4,6	2,3,4,5
CO-6	Understand the individual and group processes within business	1,2,4,5,6	1,2,3,4,5
CO-7	Learn the implication of psychology in the context of business marketing	1,3,5,6	1,3,4,5
CO-8	Understand the concept of job design and motivational factors	1,2,3,5,6	1,2,3,5
CO-9	Learn human behaviour and positive organisational behaviour in	1,2,3,4,5	1,2,3,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	2	-	3	3	1
CO 2	2	-	3	-	3	1
CO 3	3	3	2	-	2	3
CO 4	2	2	3	2	3	-
CO 5	3	2	3	1	-	3
CO 6	2	2	-	3	3	1
CO 7	2	-	3	-	3	1
CO 8	3	3	2	-	1	3
CO 9	2	2	3	2	3	-
Average	2.33	2.29	2.71	2.20	2.63	1.86

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	2	3
CO 2	2	-	3	1	2
CO 3	3	3	2	-	1
CO 4	2	3	2	-	3
CO 5	-	2	3	1	3
CO 6	3	2	3	2	3
CO 7	2	-	3	1	2
CO 8	3	3	2	-	1
CO 9	2	3	2	-	3
Average	2.50	2.57	2.56	1.40	2.33

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Business Policy & Strategy

Semester: 8

Subject Category: MC

Credit: 4 (L:3, T:1)

Syllabus

Module-I

Introduction to Business Strategy: Introduction, Concept of Business Strategy, Need for Business Strategy, Functions of Business Strategies

Module-II

Business Policy: Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies

Module-III

Introduction to Strategic Management: Introduction, Strategic Management – Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Causes for failure of Strategic Management

Module-IV

Strategic Management Process: Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Role of Strategic Management in Policy Making

Module-V

Strategic Analysis: Introduction, Strategic Analysis – definition, Need for Strategic Analysis & Environmental Scanning, Strategic thinkers & their contributions, Role of Strategic Analysis in Policy making

Module-VI

Strategy Formulation: Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation

Module-VII

Strategic Planning and Implementation: Introduction, Strategic Planning Process, Expansion or Growth, Mergers and Acquisitions, Issues in Strategy Implementation

Module-VIII

Strategic Leadership: Introduction, Leadership Functions, Leadership Traits, Leadership Styles, Strategic Leadership and Competitive Advantage

Suggested Readings

1. Dr. Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill.
2. Subba Rao, Business Policy and Strategic Management, HPH
3. Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage Learning.
4. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill
5. C. Appa Rao; Strategic Management and Business Policy, Excel Books.
6. Ghosh P.K., Business Policy and Strategic Planning and Management, Tata McGraw Hill.
7. Lawrence, Business Policy and Strategic Management, Tata McGraw Hill.
8. Sathyashekar : Business Policy and Strategic Management, I.K International Publishing House Pvt. Ltd.

Course Outcome (CO)

CO #	Description
CO -1	Explain the basic concepts of Strategic Management
CO-2	Apply strategic concepts to real-life business problems.
CO-3	Analyse various stages of strategic management starting from strategy formulation to its evaluation.
CO-4	Evaluate the strategy which best fits in achieving the organisational goals.
CO-5	Assess the impact of external environment on business strategy

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Explain the basic concepts of Strategic Management	1,2,3,4,5,6	1,2,3,4,5
CO-2	Apply strategic concepts to real-life business problems.	1,3,4,5,6	1,2,3,4,5
CO-3	Analyse various stages of strategic management starting from strategy formulation to its evaluation.	1,2,4,5,6	1,2,3,4,5
CO-4	Evaluate the strategy which best fits in achieving the organisational goals.	1,2,3,4,6	1,2,3,4,5
CO-5	Assess the impact of external environment on business strategy	1,2,3,4,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	1	2	3	2	2
CO 2	3		3	2	2	3
CO 3	2	3		2	3	2
CO 4	2	3	3	3		3
CO 5	3	2	2	3		3
Average	2.40	2.25	2.50	2.60	2.33	2.60

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	2	1
CO 2	1	1	3	2	3
CO 3	3	2	2	2	1
CO 4	3	3	3	3	3
CO 5	3	2	2	3	2
Average	2.60	2.20	2.60	2.40	2.00

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Innovation Management & Design Thinking

Semester: 8

Subject Category: MC

Credit: 4 (L:3, T:1)

Syllabus

Module-I: Design Thinking Overview

Introduction to Design thinking; Design Thinking Skills; Exercise: Design Thinking Skills; Design Thinking Mindset; Principles of Design Thinking

Module-II: General Approaches to Design Thinking

The Basis for Design Thinking; Design Thinking Frameworks; The Design Thinking Team; Design Thinking Workshops and Meetings Characteristics; Types of Workshops

Module-III: A Design Thinking Approach in Stages

Apply the Design Thinking Frameworks; Empathize with the Customers and/or Users; Define the Problem; Ideate; Prototype Alternate Solutions; Test the Solutions

Module-IV: Design Thinking Techniques

Listening and Empathizing Techniques; Engagement; Observation; Showing Empathy; Define and Ideation Techniques; Unpacking; Personas; Pattern Recognition and Connecting the Dots; Prototype and Test Techniques; Types of Prototypes; Forms of Testing in Design Thinking

Module-V: General Design Thinking Practices

Visualization Techniques and Diagrams; Use of Diagrams and Maps in Design Thinking; Story Telling Techniques; Story Telling Throughout the Design Thinking Process; Improvisation; Scenarios

Module-VI: Adopt and Adapt Design Thinking

Cautions and Pitfalls; Assumptions; Pitfalls and Cautions in Design Thinking Workgroups; Final Words and Best Practices; Best Practices

Suggested Readings

1. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperCollins Publishers Ltd.
2. Idris Mootee, Design Thinking for Strategic Innovation, 2013, John Wiley & Sons Inc
3. Brenda Laurel Design Research methods and perspectives MIT press 2003
4. Terwiesch, C. & Ulrich, K.T., 2009. Innovation Tournaments: creating and identifying Exceptional Opportunities, Harvard business press.
5. Ulrich & Eppinger, Product Design and Development, 3rd Edition, McGraw Hill, 2004
6. Kevin Henry, Drawing for Product designers, 2012, Laurence King Publishing Ltd

Course Outcome (CO):

CO #	Description
CO -1	Recognize the latest and future issues and challenges in innovation.
CO-2	Expose the student with the perspectives, ideas, concepts, and solutions related to the design and execution of innovation driven projects using design thinking principles.
CO-3	Develop an advance innovation and growth mindset form of problem identification and reframing, foresight, hindsight and insight generation.
CO-4	Prepare the mindset and discipline of systemic inspiration driven by an educated curiosity aimed find new sources of ideas, new connections and new models specially outside their regular operating atmosphere.
CO-5	Recognize and specify the best problem to solve and restate the problem as a function of its mutually exclusive and collectively exhaustive different dimensions.
CO-6	Propose a concrete, feasible, viable and relevant innovation project/challenge

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Recognize the latest and future issues and challenges in innovation.	1,2,3,4,5	1,2,3,4,5
CO-2	Expose the student with the perspectives, ideas, concepts, and solutions related to the design and execution of innovation driven projects using design thinking principles.	1,2,3,4,5,6	1,2,3,4,5
CO-3	Develop an advance innovation and growth mindset form of problem identification and reframing, foresight, hindsight and insight generation.	1,2,3,4,5,6	1,2,3,4,5
CO-4	Prepare the mindset and discipline of systemic inspiration driven by an educated curiosity aimed find new sources of ideas, new connections and new models specially outside their regular operating atmosphere.	1,2,3,4,5,6	1,2,3,4,5
CO-5	Recognize and specify the best problem to solve and restate the problem as a function of its mutually exclusive and collectively exhaustive different dimensions.	1,2,3,4,5,6	1,2,3,4,5
CO-6	Propose a concrete, feasible, viable and relevant innovation project/challenge	1,2,4,5,6	1,2,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	2	2	3	1	-
CO 2	3	1	2	3	1	2
CO 3	3	3	2	3	2	2
CO 4	2	3	1	3	3	3
CO 5	3	1	2	1	2	3
CO 6	3	2	-	2	1	2
Average	2.67	2	1.8	2.5	1.67	2.4

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

CO-PSO Matrix

*Course Outcome	Programme Outcome				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	2	3	1
CO 2	3	1	2	3	1
CO 3	3	3	2	3	2
CO 4	2	3	1	3	3
CO 5	3	1	2	1	2
CO 6	3	2	-	2	1
Average	2.67	2	1.8	2.5	1.67

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

Subject: International Marketing

Semester: 8

Subject Category: ME

Credit: 4 (L:3, T:1)

Syllabus

Module-I: Introduction to International Marketing

Introduction to Global Marketing, Globalization and Global Marketing, Management orientations, Driving & restraining forces, Global Marketing Environment. Global culture environment (8 sessions)

Module-II: Global Market Research and Analysis

Research requirements in International Marketing, Global marketing information system (8 sessions)

Module-III: Developing Global Marketing Strategies

Internationalization: Process & Theories, International Market Entry: Modes & Strategies, Firm Competitiveness in the International Market, Global Market Segmentation, Targeting and positioning. (8 sessions)

Module-IV: Creating Global Marketing Programmes

Global Product & Brand Strategy, Global Pricing Strategy, Global Distribution & Supply Chain Strategies, Global integrated marketing communications. (8 sessions)

Module-V: Managing Global Marketing Operations

Global organization and leadership: managing the global marketing effort, the future of global marketing: major trends and directions (8 sessions)

Suggested Readings

1. Global Marketing Management by Warren J. Keegan & Gautam Dutta, 8th Edition, Pearson Education.
2. International Marketing by Cateora, Philip R., Mary C. Gilly & John L. Graham, 16th Edition, New York: McGraw-Hill/Irwin, 2013
3. Global Marketing Management by Kiefer Lee & Steve Carter, Latest Edition, Oxford University Press

Course Outcome (CO):

CO #	Description
CO -1	Understand the International Marketing management concepts theories and principles
CO-2	Evaluate the role of international marketer and his/ her responsibilities in international markets
CO-3	Demonstrate knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities.
CO-4	Develop a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.
CO-5	Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	Pos	PSOs
CO -1	Understand the International Marketing management concepts theories and principles	1,2,3,4,5	1,2,3,4,5
CO-2	Evaluate the role of international marketer and his/ her responsibilities in international markets	1,2,3,4,5,6	1,2,3,4,5
CO-3	Demonstrate knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities.	1,2,3,4,5,6	1,2,3,4,5
CO-4	Develop a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.	1,2,3,4,5,6	1,2,3,4,5
CO-5	Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	2	2	3	1	-
CO 2	3	1	2	3	1	2
CO 3	3	3	2	3	2	2
CO 4	2	3	1	3	3	3
CO 5	3	1	2	1	2	3
Average	2.67	2	1.8	2.5	1.67	2.4

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Outcome				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	2	3	1
CO 2	3	1	2	3	1
CO 3	3	3	2	3	2
CO 4	2	3	1	3	3
CO 5	3	1	2	1	2
Average	2.67	2	1.8	2.5	1.67

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

International Finance

Semester: 8

Subject Category: ME

Credit: 4 (L-3; T-1)

Syllabus

Module-I: Introduction

What is International Finance? Wrong notion about International Finance, Risk Composition in International Finance.

Module-II: International Economic Environment

Finance decisions for Multinational Corporations (MNCs), Risks faced by MNCs, Objective of MNCs, Role of a Finance Manager, Why and how firms become multinational?

Module-III: Balance of Payments

Balance of Payment (BoP), Difficulties in Compilation of BoP, Structure of BoP, Different components of a BoP Statement.

Module-IV: Accounting for BoP

Concept of Accounting for BoP, Imbalances in BoP, Autonomous and Accommodating Transactions, BoP and Domestic Economy, Multiplier.

Module-V: International Monetary Systems

Different Monetary Systems in the World: The Barter System, Gold Standard, Bretton Woods System and European Monetary System.

Module-VI: Exchange Rate Systems

Fixed Exchange Rate, Floating Exchange Rate, Dutch Disease, Dollarization, Currency Board, Pegged Exchange Rate, Mexican Peso Crisis, Trilemma of Economics, Crawling Peg.

Module-VII: Purchasing Power Parity (PPP) Theory

Law of One Price, Parity Theories, Fisher Effect, International Fisher Effect, Interest Rate Parity.

Module-VIII: Types of Exposure

Transaction exposure, Translation Exposure and Economic Exposure.

Suggested Readings:

- R. Srivastava (2014), International Finance, First Edition, Oxford University Press.
- A. Shapiro (2020), Multinational Financial Management, Eleventh Edition, John, Wiley & Sons, Inc.

Course Outcome:

CO #	Description
CO-1	Enumerates the concept of International Finance along with its different aspects. Thus, empowering students with the knowledge that is required to succeed in international markets and international trades.
CO-2	Helps students to understand how MNCs function along with its different aspects (Objectives, Risks Faced, Role of a Finance Manager) Thus, imparting students with the necessary knowledge required to take effective business decisions for achieving the objectives of an organisation. It also helps students to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way helping students to act as Corporate Citizens.
CO-3	States the important concept of BoP along with its Components, Structure as well as Difficulties Faced in Compilation of BoP. Thus, empowering students with the knowledge and technical knowhow to succeed in the corporate world.
CO-4	Helps students to understand the important aspect of Accounting for BoP along with its different aspects (Imbalances in BoP, Autonomous and Accommodating Transactions, BoP and Domestic Economy). Thus, imparting students with the skill sets which will enable them to take leadership role for solving various business problems in an organisation.
CO-5	Enumerates the concept of Different Monetary Systems in the World (The Barter System, Gold Standard, Bretton Woods System and European Monetary System). In other words, it helps students to have an in-depth understanding of the history of the Different Monetary Systems in the World including how Dollar became the World Currency. Thus, empowering students with the knowledge required to succeed in international markets. In the process, making them job ready.
CO-6	Depicts the different types of exchange rates along with the concepts of Dutch Disease, Dollarization, Mexican Peso Crisis and Trilemma of Economics. Thus, imparting students with the necessary knowledge and the technical knowhow to meet the challenges of the business world (using creative techniques). It also helps students to understand the importance of Ethics in doing business and to inculcate the spirit of social responsibility.
CO-7	States the important concept of Parity Theory along with Fisher Effect and International Fisher Effect. Thus, empowering students with the necessary skill sets to act as leaders in resolving problems in the business world (using creative techniques).
CO-8	Helps students to understand the different types of foreign exchange exposures. Thus, imparting students with the knowledge and the technical knowhow to succeed in the international markets.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	Pos	PSOs
CO -1	Enumerates the concept of International Finance along with its different aspects. Thus, empowering students with the knowledge that is required to succeed in international markets and international trades.	1,2,5,6	1,2,3,4,5
CO-2	Helps students to understand how MNCs function along with its different aspects (Objectives, Risks Faced, Role of a Finance Manager) Thus, imparting students with the necessary knowledge required to take effective business decisions for achieving the objectives of an organisation. It also helps students to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility. Thus, in this way helping students to act as Corporate Citizens.	1,2,3,4,5,6	1,2,3,4,5
CO-3	States the important concept of BoP along with its Components, Structure as well as Difficulties Faced in Compilation of BoP. Thus, empowering students with the knowledge and technical knowhow to succeed in the corporate world.	1,2,3,6	1,2,3,4,5
CO-4	Helps students to understand the important aspect of Accounting for BoP along with its different aspects (Imbalances in BoP, Autonomous and Accommodating Transactions, BoP and Domestic Economy). Thus, imparting students with the skill sets which will enable them to take leadership role for solving various business problems in an organisation.	2,5,6	1,2,3,4,5
CO-5	Enumerates the concept of Different Monetary Systems in the World (The Barter System, Gold Standard, Bretton Woods System and European Monetary System). In other words, it helps students to have an in-depth understanding of the history of the Different Monetary Systems in the World including how Dollar became the World Currency. Thus, empowering students with the knowledge required to succeed in international markets. In the process, making them job ready.	1,3,4,6	1,2,3,4,5
CO-6	Depicts the different types of exchange rates along with the concepts of Dutch Disease, Dollarization, Mexican Peso Crisis and Trilemma of Economics. Thus, imparting students with the necessary knowledge and the technical knowhow to meet the challenges of the business world (using creative techniques). It also helps students to understand the importance of Ethics in doing business and to inculcate the spirit of social responsibility.	1,2,3,4,5,6	1,2,3,4,5
CO-7	States the important concept of Parity Theory along with Fisher Effect and International Fisher Effect. Thus, empowering students with the necessary skill sets to act as leaders in resolving problems in the business world (using creative techniques).	1,2,4,6	1,2,3,4,5
CO-8	Helps students to understand the different types of foreign exchange exposures. Thus, imparting students with the knowledge and the technical knowhow to succeed in the international markets.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	1	1	-	-	3	2
CO 2	2	2	2	1	1	1
CO 3	3	3	3	-	-	1
CO 4	-	2	-	-	2	2
CO 5	3	-	3	3	-	1
CO 6	2	2	2	1	1	2
CO 7	1	1	-	1	-	1
CO 8	2	2	2	2	2	1
Average	2.00	1.86	2.40	1.60	1.80	1.38

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	1	3	1	3
CO 2	2	2	2	1	2
CO 3	2	1	1	2	3
CO 4	1	2	2	2	2
CO 5	3	3	1	1	1
CO 6	1	1	2	1	2
CO 7	1	2	1	2	2
CO 8	2	1	2	1	1
Average	1.88	1.63	1.75	1.38	2.00

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

Subject: Investment Banking

Semester: 8

Subject Category: ME

Credit: 4 (L: 3, T:1)

Syllabus

Module-I (6 sessions)

- Introduction to Investment Banking
- Global and Indian Investment Banking Paradigm – Functions of Investment Banks –
- Types of Investment Banks – Services offered by Investment Banks

Module-II (13 sessions)

- Fund Raising Services
- Domestic Issue Management - Underwriting - Global Security Issuances - Buybacks
- and De-listing

Module-III (13 sessions)

- Financial Advisory Services
- Corporate Restructuring – Mergers and Acquisitions - Divestitures – Leveraged
- Buyouts – Venture Capital - Private Equity and Placements

Module-IV (13 sessions)

- Other Advisory Services
- Debt Syndication – Disinvestment of Public Sector Enterprises - Stock Broking and
- Depository Services - Credit Rating - Infrastructure Advisory Services

Suggested Readings

1. Giri Pratap S. (2017). Investment Banking: Concepts, Analyses and Cases, 3/e; New Delhi: McGraw Hill Education (India) Private Limited
2. Khan, M.Y. (2018). Financial Services, 9/e; New Delhi: McGraw Hill Education (India) Private Limited
3. Machiraju, H.R (2011). Merchant Banking, 4/e; New Delhi: New Age International

Course Outcome:

CO #	Course Outcomes (CO)
CO -1	Helps in understanding the role of financial institutions in an economy.
CO-2	Provides the necessary skill sets that are required to take effective investment decisions.
CO-3	Empowering students with the knowledge and technical knowhow to succeed in the finance world.
CO-4	Imparts the knowledge and the skill sets for taking leadership roles for solving various investment banking problems in an organisation.
CO-5	Imparting the knowledge that is necessary to succeed in the corporate world.
CO-6	Providing the necessary skill sets and knowledge to make effective investment decisions.
CO-7	Empowering students with the necessary skill sets to meet the challenges of the investment world.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Introduces the concept of Investment Banking. Thus, helps students in understanding the role of financial institutions in an economy.	1,2,3,5,6	1,2,3,4,5
CO-2	Helps students to understand the Investment Banking activities. Thus, empowering students with the necessary knowledge that is required to succeed in the corporate world.	1,3,5,6	1,3,4,5
CO-3	Discusses about the IPO Process. Thus, empowering students with the knowledge to succeed in the investment world.	1,2,3,5,6	1,2,3,5
CO-4	Helps students to understand the concept of Private Equity Investments. Thus, imparting students with the knowledge which will enable them for solving various investment related problems in an organisation.	1,2,4,5,6	1,2,4,5
CO-5	Enumerates the ways of raising finance from International Markets. Thus, empowering students with the necessary knowledge to succeed in the finance world. Thus, in this way making students job ready.	1,2,4,5,6	1,2,3,4,5
CO-6	Depicts the Role of IBs in debt market. Thus, imparting students with the necessary knowledge to make effective investment decisions.	1,2,3,5,6	1,2,3,5
CO-7	Helps students to understand the entire process of mergers and acquisitions and corporate restructuring. Thus, imparting within students the knowledge to succeed in the investment world.	1,2,3,5	3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	3	3	-	1	2
CO 2	3	-	2	-	3	3
CO 3	3	2	2	-	3	3
CO 4	2	2	--	3	3	2
CO 5	3	2		1	3	3
CO 6	3	3	3	-	3	3
CO 7	3	3	2	-	3	-
Average	2.71	2.50	2.40	2.00	2.71	2.67

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	2	3	3	3
CO 2	3		3	3	3
CO 3	2	3	3		2
CO 4	2	3		3	3
CO 5	3	2	3	3	2
CO 6	3	3	3		2
CO 7			2	2	2
Average	2.67	2.60	2.83	2.80	2.43

Subject: International Human Resource Management

Semester: 8

Subject Category: ME

Credit: 4 (L-3; T-1)

Syllabus

Module-I

Introduction and Concepts in International Human Resource Management;

Module II

International Recruitment and Selection

Module-III

Cultural Factors/Issues in Performance Management

Module-IV

Developing International Staff and Multinational Teams

Module-V

Repatriation

Module-VI

Managing Global, Diverse Workforce

Module-VII

Global Unions, Regional Integration and Framework Agreements

Module-VIII

Emerging Trends in Employee Relations and Employee Involvement

Suggested Readings

Textbooks:

1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)
2. International Human Resource Management-P. Subba Rao, Himalaya Publishing House
3. International Human Resource Management-S.K. Bhatia, Deep and Deep Publications
4. Executive Skills for Global Managers – Upinder Dhar and S. Ravishankar
5. Global Business – Avadhani – Himalaya Publication

Reference Books:

1. International Human Resource Management, Peter Dowling and Denise Welch, Cengage Learning
2. International Human Resource Management, Tony Edwards, Pearson Education
3. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
4. International Human Resource Management, Monir Tayeb, Oxford
5. International Business and Globalization – John D. Daniels, Jeffrey A. Krug

Course Outcome (CO):

CO -1	Introduction in International Human Resource Management gives students the required idea, knowledge and key skills which are demanded by HR professionals working in an international context with multinational organizations and to enable the students to contribute effectively towards the dynamic organizations.
CO-2	International Recruitment and Selection puts focus towards the selection for international operations which normally includes cultural adaptability, strong communication skills, technical competence, professional expertise, global experience, country-specific experience, interpersonal skills, language skills, and family flexibility etc.
CO-3	Cultural Factors and issues in Performance Management highlights all the relevant steps that can be undertaken to resolve performance management problems.
CO-4	Developing International Staff and Multinational Teams acknowledge cultural differences and make them open for communication regularly which is essential for global teams to ensure that all team members have appropriate opportunities to participate and to define core team values and genuinely to establish trust.
CO-5	Repatriation is the process of taking back the expatriate from the host country which is the process of re-entry into the home country when the expatriate has completed his host country assignment and he has been assigned a new assignment in the home country.
CO-6	Managing global, diverse workforce across various countries also poses new risks including cultural diversity, compliance issues, global payroll deployment and Legal concerns.
CO-7	Global unions, Regional Integration and Framework Agreements seek to build international co-operation, joint action, and global solidarity among trade unions in different countries always share common employers which are important for social dialogue.
CO-8	Emerging Trends in Employee Relations and Employee Involvement create new customers in global economy.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Introduction in International Human Resource Management gives students the required idea, knowledge and key skills which are demanded by HR professionals working in an international context with multinational organizations and to enable the students to contribute effectively towards the dynamic organizations.	1,2,3,4,5,6	1,2,3,4,5
CO-2	International Recruitment and Selection puts focus towards the selection for international operations which normally includes cultural adaptability, strong communication skills, technical competence, professional expertise, global experience, country-specific experience, interpersonal skills, language skills, and family flexibility etc.	1,2,3,4,5,6	1,2,3,4,5
CO-3	Cultural Factors and issues in Performance Management highlights all the relevant steps that can be undertaken to resolve performance management problems.	1,2,3,4,5,6	1,2,3
CO-4	Developing International Staff and Multinational Teams acknowledge cultural differences and make them open for communication regularly which is essential for global teams to ensure that all team members have appropriate opportunities to participate and to define core team values and genuinely to establish trust.	1,2,4,5,6	1,2,3,4,5
CO-5	Repatriation is the process of taking back the expatriate from the host country which is the process of re-entry into the home country when the expatriate has completed his host country assignment and he has been assigned a new assignment in the home country.	1,3,4,5,6	1,2,3,4,5
CO-6	Managing global, diverse workforce across various countries also poses new risks including cultural diversity, compliance issues, global payroll deployment and Legal concerns.	1,2,3,4,5,6	2,3,4,5
CO-7	Global unions, Regional Integration and Framework Agreements seek to build international co-operation, joint action, and global solidarity among trade unions in different countries always share common employers which are important for social dialogue.	2,3,4,5,6	1,2,4,5
CO-8	Emerging Trends in Employee Relations and Employee Involvement create new customers in global economy.	1,2,3,4,5,6	1,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	3	3	3	3
CO 2	3	3	3	3	3	3
CO 3	3	2	3	2	3	3
CO 4	2	3	-	3	2	2
CO 5	3	-	3	3	3	3
CO 6	3	3	3	2	3	3
CO 7	-	3	3	2	3	2
CO 8	3	3	3	2	2	2
Average	2.86	2.71	3.00	2.50	2.75	2.63

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

CO-PSO Matrix

Course Outcome	Programme Specific Outcome				
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	3	3
CO 2	2	3	3	3	3
CO 3	3	3	2		
CO 4	2	2	3	3	3
CO 5	2	3	2	2	2
CO 6		3	2	2	3
CO 7	3	3		3	3
CO 8	3		3	2	2
Average	2.5	2.86	2.57	2.57	2.67

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

Subject: Human Resource Planning

Semester: 8

Subject Category: ME

Credit: 4 (L:3, T:1)

Syllabus

Module-I: Human Resource Planning (HRP)

Definition, Concept and Nature of HRP, Benefits, Processes, Relationship Between HRM and HRP.

Module-II: HRP and Corporate Strategies

HRP as a Strategic process - Employees as resources- Goal attainment, Linking HR process to strategy, Involvement in Strategic planning Process, Strategic planning model, Staffing system. HRIS. Case Analysis.

Module-III: HR Forecasting

Forecasting manpower needs, forecasting process, Techniques, inventorying available talent, projecting future talent supply, forecasting staffing requirements, Index analysis- expert forecasts - Delphi Technique - Nominal group technique- HR budget and staffing table, Scenario forecasting and Regression Analysis. Case analysis.

Module-IV: HRP Management Process

Establish HRP Department goals and objectives, Creating HRP Department Structure, Staffing the HRP Department, issuing orders, resolving conflicts, communicating planning for needed resources, Dealing with Power and Politics – Meaning and Types of Power, HRP as a tool to enhance organisational productivity, Impact of Globalisation on HRP, Difference between HRP & Succession Planning.

Module-V: Job Analysis

Definition, Job Analysis process, Techniques of Job Analysis, Methods and practice of Job Analysis, Competency-based approach. Case Analysis.

Module-VI: Aspects of HRP

Performance Management, Career Management, Managing Training and Development, Multi Skill Development, Return on Investment in HRP, Role of HRP Practitioner.

Module-VII: Career Planning and Succession Management

Definitions, Concepts of Career Planning, Stages of Career Development processes and organizational HR Policies, Career Anchors – Stages of Growth and Career, Career Processes.

Module-VIII: HRP Evaluation

Meaning, need, processes, Issues to be considered during HRP Evaluation.

Module-IX: Selected Strategic Options and HRP Implications

Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.

Suggested Readings

1. Aswathappa A. (2011), Human Resource Management, Text and Cases, Tata McGraw-Hill Publishing Company Limited, West Patel Nagar, New Delhi-110008.
2. Bennis M.& J Casson: The Manpower Planning Handbook, McGraw Hill.
3. Edwin B. Flippo (2010), Principles of Personnel Management, McGraw-Hill Publications, New Delhi-110008.
4. Gary Dessler, "Human Resource Management", Seventh Edition, Prentice-Hall of India.
5. Gary Dressler and Biju Varkey (2013), Human Resource Management, Pearson Education, New Delhi-110017.
6. George Bohlander and Scott Snell (2008), Human Resource Management, Cengage Learning Private Limited, Alphas Building, 56-Janpat, New Delhi-110001.
7. K Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill Education, 2005.
8. Mamoria C.B and Goankar S.V(2010). Human Resource Management, Himalaya Publishing House, Girgaon, Mumai-400004.
9. Subba Rao (2014), Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House, Girgaon, Mumbai-400004.
10. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books.

Course Outcome (CO)

CO -1	Concept of HRP analyses the meaning and the evolution process in the organization.
CO-2	Strategic HR planning predicts the future HR needs of the organization after analysing the organization's current human resources, the external labour market and the future HR environment. This concept helps the students to apply these models and methods used in forecasting and describing the applications of a Human Resources Information System.
CO-3	HR forecasting is an important activity for growth-oriented businesses which should periodically assess short- and long-term staffing needs based on projected sales, new product launches, market expansion etc which might affect labour needs. This idea sensitizes the students towards developing their employees for achieving personal and organizational goals.
CO-4	Human Resource Planning is a systematic process of forecasting both the demand for and supply of manpower, employment of skills of the organization as a method of reviewing the manpower necessities in order to ensure the right kind of skills for organizational purpose.
CO-5	Job analysis is the important step in ensuring that the right candidates that helps the employer in recruitment and selection, performance management and choosing compensation and benefits, etc. This idea definitely helps the learners to have a clear picture regarding the aspects.
CO-6	A simulated situation is created through case method of learning to empower the students to appreciate dilemmas of real life.
CO-7	The concept of Career Planning and Succession Management help the students to become future professionals to develop their organization's talent for the future.
CO-8	Evaluating the impact of human resource planning programs, the students can definitely address the strategic goal of the firm from current situational perspective.
CO-9	Successful restructuring of the organization requires good planning which will address all the programmatic needs, support services to advance organizational goals. The students must be able to frame good planning of the workforce along with brilliant communication skills to cope up with current market situation.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Concept of HRP analyses the meaning and the evolution process in the organization.	1,2,4,5	1,2,4,5
CO-2	Strategic HR planning predicts the future HR needs of the organization after analysing the organization's current human resources, the external labour market and the future HR environment. This concept helps the students to apply these models and methods used in forecasting and describing the applications of a Human Resources Information System.	1,3,5,6	1,3,5
CO-3	HR forecasting is an important activity for growth-oriented businesses which should periodically assess short- and long-term staffing needs based on projected sales, new product launches, market expansion etc which might affect labour needs. This idea sensitizes the students towards developing their employees for achieving personal and organizational goals.	1,2,3,4,5	1,2,3,4,5
CO-4	Human Resource Planning is a systematic process of forecasting both the demand for and supply of manpower, employment of skills of the organization as a method of reviewing the manpower necessities in order to ensure the right kind of skills for organizational purpose.	1,2,3,4,5	1,2,3,4,5
CO-5	Job analysis is the important step in ensuring that the right candidates that helps the employer in recruitment and selection, performance management and choosing compensation and benefits, etc. This idea definitely helps the learners to have a clear picture regarding the aspects.	1,2,3,4,5	1,3,4,5
CO-6	A simulated situation is created through case method of learning to empower the students to appreciate dilemmas of real life.	1,2,3,5,6	1,2,3,5

CO-7	The concept of Career Planning and Succession Management help the students to become future professionals to develop their organization's talent for the future.	2,3,4	2,3,4
CO-8	Evaluating the impact of human resource planning programs, the students can definitely address the strategic goal of the firm from current situational perspective.	1,2,4,5,6	1,2,4,5
CO-9	Successful restructuring of the organization requires good planning which will address all the programmatic needs, support services to advance organizational goals. The students must be able to frame good planning of the workforce along with brilliant communication skills to cope up with current market situation.	1,2,3,4,5,6	1,2,3,4,5

CO-PO Matrix

Course Outcome	Programme Outcome					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	2	-	3	3	-
CO 2	3	-	3	-	3	3
CO 3	3	2	3	2	3	-
CO 4	2	3	2	3	2	-
CO 5	3	-	3	3	3	-
CO 6	3	3	1	-	3	3-
CO 7	-	3	3	2	-	-
CO 8	3	3	-	2	3	2
CO 9	3	3	2	2	2	2
Average	2.88	2.71	2.43	2.43	2.75	2.5

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None

CO-PSO Matrix

Course Outcome	Programme Outcome				
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	-	3	3
CO 2	3	-	3	-	3
CO 3	3	2	3	2	3
CO 4	2	3	2	3	2
CO 5	3	-	3	3	3
CO 6	3	3	1	-	3
CO 7	-	3	3	2	-
CO 8	3	3	-	2	3
CO 9	3	3	2	2	2
Average	2.88	2.71	2.43	2.43	2.75

1: (Slightly Low) 2: Moderate (Medium) 3: Substantial (High) -: None