

Master of Business Administration (MBA)

Programme Educational Objectives (PEO)

PEO-01: To impart knowledge and decision-making capabilities using management theory, practice and case-studies as per organizational requirements.

PEO-02: To develop analytical power and expertise to critically think and solve business problems in real world situations in various functional areas of business.

PEO-03: To enhance professional competency in meeting the challenges in a globalized world of business especially in the new normal.

PEO-04: To develop ethical, social and environmental consciousness to face the challenges of the Volatile, Uncertain, Complex and Ambiguous (VUCA) world.

PEO-05: To inculcate effective communication skills, teamwork skills, domain skills and values to meet the diversified needs of the industry.

Programme Outcome (PO)

At the end of the MBA Programme, post-graduate students will be able to:

PO-01 (Management Knowledge): Demonstrate the knowledge of management principles to solve the domain specific problems and contribute in decision making processes in the field of business

PO-02 (Problem Solution): Demonstrate the ability to integrate tools and concepts from multiple functional areas such as HR, Marketing and Finance to solve specific business problems.

PO-03 (Leadership and Organization Skills): Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary and multicultural settings.

PO-04 (Ethics and Governance): Apply principles of ethics and rules of corporate governance in day-to-day business practices.

PO-05 (Environment and Sustainability): Understand the role of the professionals in societal contexts, and demonstrate the knowledge of, and need for sustainable development

PO-06 (Life-long Learning): Recognize the need for, and have the preparation and ability to engage in independent and life-long learning.

PO-07 (Creativity and Innovation): Solve the problems of business and industry through research and innovative practices derived out of optimum blending of reasoning and Data Analytics.

PO-08 (Corporate Citizenship): Enable students to understand and appreciate the role of society as an important stakeholder and enable them to inculcate the concept of social good.

PO-09 (Employability): Get employed as Marketing, Human Resources or Finance professional in the diversified areas either in domestic and multinational organizations.

PO-10 (Entrepreneurial Perspective): Identify business opportunities and acquire entrepreneurial traits to evaluate and manage their own business successfully.

PO-11 (Global Perspective): Demonstrate their ability to analyse and evaluate the political, economical, social, legal and technological global environment.

Programme Specific Outcome (PSO)

PSO-01: Create capabilities of converting theoretical knowledge into practical applications as per organizational requirements with the objective of developing young men and women into highly adept professional managers in Marketing, HR and Finance

PSO-02: Keep abreast of inter-disciplinary trends which can be brought to bear in creating strategic and tactical benefits in post pandemic era.

PSO-03: Develop competencies to be socially responsible as business professionals so that they could become harbinger of growth through development and implementation of strategy.

PSO-04: Apply to create synergies amongst the most diverse set of variables and the ability to continuously learn, improvise, adapt, energize, excel and grow in today's dynamic digital era.

PSO-05: Demonstrate the practice of professional ethics and standards for societal and environmental well-being.

PSO-06: Encourage students on their professional development plans by reflecting on their class learning and Internship experiences.

Subject: Principles & Practice of Management

Semester: 1

Subject Category: CC

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

Subject Code: 1030060101

Syllabus

Module-I: Concept and Nature of Management

- Meaning & Definition of the term Management
- Management as a Science or an Art
- Management as a Profession
- Management as a Process
- Levels of Management
- Roles of a Manager
- Significance of Management
- Limitations of Management

Module-II: Management Theories

- Evolution of Management Thoughts [Pre-Scientific Management Era (before 1880)
- Classical Management Era (1880-1930)
- Neo-classical (1930-1950), and Modern Management era (1950-onwards)
- Contribution of Management Thinkers:
 - Taylor's Scientific Theory
 - Fayol's Administrative Theory
 - Max Weber's Bureaucratic theory
 - Elton Mayo's theory

Module-III: Planning

- Planning: Meaning, Definition, Process, Types, Essential characteristics of a sound plan, Need and importance of planning, Components of planning, Various types of single-use plan, Limitations of Planning.
- Strategic Planning – Meaning & Process, MBO – Meaning, Process and Requirements for Implementation,

Module-IV: Organization Design and Structure

- Organization – Meaning, Process, Principles,
- Organization Structure – Determinants and Forms: Line, Functional, Line & Staff, Matrix,
- Formal and Informal Organization;
- Divisional and Network organizational structure;
- Centralization and Decentralization;
- Principles of the organization;
- Authority and Responsibility relation; Structural Contingency approach to organization design.
- Span of Control – Meaning and Factors Influencing.

Module-V: Staffing

- Definition of Staffing, an overview of Staffing Function,
- Recruitment, Selection, Placement, Promotion, Performance Appraisal.

Module-VI: Directing

- Motivation – Meaning,
- Definition, Significance & Limitations;
- McGregor's Theory of X and Y, Maslow's Hierarchy of Needs Theory,
- Leadership - Meaning, Definition, various Leadership styles Type,
- Processes and Barriers of Communication, and Strategies to overcome the Barriers.

Module-VII: Controlling

- Controlling – Meaning,
- Steps, Types,
- Major Controlling Techniques:
- Budgetary and Non-Budgetary Control Devices,
- Significance,
- Limitations.

Suggested Readings:

1. Wehrich and Koontz, et al: Essentials of Management; Tata McGraw Hill
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.

Course Outcome (CO)

CO #	Description
CO -1	Discuss the various aspects of management & evolution of management thoughts and the challenges of managerial activities in a global business environment.
CO-2	Explain different management theories & their applicability in the modern business concept.
CO-3	Explain the types of Planning and Decision-making methodologies followed in the Organizations.
CO-4	Summarize various types of Organization structures and associated Human Resources activities for manpower utilization.
CO-5	Explain various motivation theories, behavioural theories & leadership theories, and communication processes and methods for effective directing.
CO-6	Explain various controlling techniques & budgetary methods to maintain standards in organizations and demonstrate essential managerial functions and knowledge for organizational growth.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Discuss the various aspects of management & evolution of management thoughts and the challenges of managerial activities in a global business environment.	1,2,3,4,5,6,7,8,9,10	1,2,3,4,5,6
CO-2	Explain different management theories & their applicability in the modern business concept.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-3	Explain the types of Planning and Decision-making methodologies followed in the Organizations.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-4	Summarize various types of Organization structures and associated Human Resources activities for manpower utilization.	1,2,3,4,5,6,7,8,9,10	1,2,3,4,5,6
CO-5	Explain various motivation theories, behavioural theories & leadership theories, and communication processes and methods for effective directing.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-6	Explain various controlling techniques & budgetary methods to maintain standards in organizations and demonstrate essential managerial functions and knowledge for organizational growth.	1,2,3,4,5,6,7,9,10,11	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	2	1	2	2	3	3	-
CO 2	3	3	3	3	2	2	1	2	2	3	2
CO 3	2	2	2	1	1	2	3	2	1	2	3
CO 4	2	3	2	1	3	2	2	1	2	2	-
CO 5	1	2	3	1	3	2	2	1	2	3	2
CO 6	3	2	3	2	1	1	2	-	2	2	2
Average	2.33	2.50	2.50	1.67	2.00	1.67	2.00	1.60	2.00	2.50	2.25

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	1	1	2	2	2	1
CO 2	2	1	3	2	1	2
CO 3	3	2	2	3	2	1
CO 4	2	2	3	3	1	2
CO 5	2	1	2	1	1	1
CO 6	2	3	2	2	2	1
Average	2.00	1.67	2.33	2.17	1.50	1.33

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

Subject: Managerial Accounting

Semester: 1

Subject Category: CC

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

Subject Code: 1030060102

Syllabus:

Module-I: Financial Accounting

- Meaning
- Accounting Concepts and Conventions
- Recording of Business Transactions
- Double Entry System, Journal, Ledger
- Preparation of Final accounts of Sole Traders

Module-II: Management Accounting

- Nature and Functions
- Financial vs. Management Accounting
- Cost vs. Management Accounting
- Role of Management Accountant
- Cost Concepts and Classifications

Module-III: Activity Based Costing (ABC)

- Concept and uses
- Flow of Costs in ABC
- Emerging Costing Approaches
- Traditional Costing System vs. ABC

Module-IV: Variable and Absorption Costing

- Concept, Comparison, Applications of Variable Costing
- Preparation of Income Statements

- Cost-Volume-Profit (CVP) Analysis
- Contribution Margin;
- Break – Even Analysis
- Profit Volume (P/V) Analysis
- Multiple-Product Analysis
- Optimal use of Limited Resources

Module-V: Budgeting

- Nature and functions
- Preparation of Different Types of Budgets
- Fixed Versus Flexible Budgeting
- Zero Based Budget - Performance Budgets

Module-VI: Standard Costing

- Concept
- Advantages
- Types of Standards
- Variance Analysis; Materials, Labour, Overhead
- Managerial Uses of Variances

Module-VII: Responsibility Accounting and Divisional Performance Measurement

- Concept of Responsibility Accounting
- Responsibility Centres – Cost Centre
- Revenue Centre, Profit Centre
- Investment Centre Performance Measurement- Traditional Performance Measures
- Balanced Scorecard - Meaning
- Perspectives in Balanced Scorecard
- Weighting Performance Measures; Requisites of Balanced Scorecard

Suggested Readings:

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall.
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton,
3. Introduction to Management Accounting, Prentice Hall of India.
4. Drury Colin, Management and Cost Accounting, Thomson Learning.
5. Garison R.H. and E.W. Noreen, Managerial Accounting, McGraw Hill.
6. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education.
7. Jawahar Lal, Advanced Management Accounting, Text, Problems and Cases, S.Chand & Co., New Delhi.

Course Outcome (CO)

CO #	Description
CO -1	Determine the appropriate accounting concept for the business situation
CO-2	Examine the financial statements
CO-3	Identify and examine the cost accounting concepts
CO-4	Explain the concept of standard costing and calculation of variance
CO-5	Elaborate the importance of budgetary control system
CO-6	Apply the accounting techniques for effective management

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	Pos	PSOs
CO -1	Determine the appropriate accounting concept for the business situation	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Examine the financial statements	1,2,4,5,7,8,9,10,11	1,2,3,4,5,6
CO-3	Identify and examine the cost accounting concepts	1,2,3,4,8,9,10,11	1,2,3,4,5,6
CO-4	Explain the concept of standard costing and calculation of variance	1,2,3,4,8,10,11	1,2,3,4,5,6
CO-5	Elaborate the importance of budgetary control system	1,2,3,4,6,7,8,9,10	1,2,3,4,5,6
CO-6	Apply the accounting techniques for effective management	1,2,3,4,5,6,7,8,11	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	2	3	1	2	1	1	3	3	1	3	3
CO 2	1	2	-	2	2	-	1	2	3	2	3
CO 3	3	3	3	1	1	1	2	3	1	2	3
CO 4	1	3	2	2	-	-	-	1	-	2	3
CO 5	1	2	1	3	-	3	2	3	3	1	-
CO 6	3	2	1	2	2	2	2	1	-	-	3
Average	1.83	2.50	1.60	2.00	1.50	1.75	2.00	2.17	2.00	2.00	3.00

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	PSO 6
CO 1	2	1	1	3	2	3
CO 2	1	1	3	1	3	3
CO 3	2	2	3	3	3	2
CO 4	1	3	1	2	2	1
CO 5	2	2	3	1	2	1
CO 6	3	2	3	3	2	3
Average	1.83	1.83	2.33	2.17	2.33	2.17

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

Subject: Economics for Managerial Decisions

Semester: 1

Subject Category: CC

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

Subject Code: 1030060103

Syllabus

Module-I: Managerial Economics

- Meaning, Nature, Scope & Significance,
- Uses of Managerial Economics
- Role and Responsibilities of Managerial Economist
- Relationship of Managerial Economics with Statistics
- Accounting and Operations Research
- The Basic process of decision making

Module-II: Demand Analysis

- Law of Demand, Exceptions to the Law of Demand
- Elasticity of Demand – Classification of Price
- Income & Cross elasticity
- Uses of elasticity of demand for Managerial decision making
- Measurement of elasticity of demand
- Law of supply
- Elasticity of supply
- Demand forecasting: Meaning & Significance
- Methods of demand forecasting

Module-III: Production Analysis & Cost analysis

- Production function with one variable input - Law of Variable Proportions
- Production function with 2 variable inputs and Laws of returns to scale
- Cost, Types of cost, Cost curves
- Cost – Output Relationship in the short run and in the long run, LAC curve

Module-IV: Market structure and pricing practices

- Perfect Competition, Features
- Determination of price under perfect competition
- Monopoly: Features
- Pricing under monopoly
- Price Discrimination
- Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation
- Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership

Module-V: Macro Economics

- Nature, Concept and measurement of National Income
- Classical and Keynesian approaches to Income
- Employment and Investment.
- Inflation: Types, causes and measurement of inflation.

Suggested Readings:

1. D. M. Mithani, Managerial Economics.
2. Mcguigan, Moyer & Harris, Managerial Economics.
3. Yogesh Maheswari, Managerial Economics.

Course Outcome (CO)

CO #	Description
CO -1	Understand the relationship of Managerial economics with other functional areas
CO-2	Learn the techniques and methods to predict the demand scientifically.
CO-3	Ascertain production levels and analyze the relationship of Cost-Volume Profit.
CO-4	Take informed decisions on price fixation under different market structures of the economy under different scenario.
CO-5	Acquire knowledge on the concepts Inflation and business cycle.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Understand the relationship of Managerial economics with other functional areas	1,2,4,5,6,7,8,9,11	1,2,3,4,5,6
CO-2	Learn the techniques and methods to predict the demand scientifically. (BTL2)	1,3,4,5,8,10,11	1,2,3,4,5,6
CO-3	Ascertain production levels and analyze the relationship of Cost-Volume Profit.	1,2,3,5,7,8,9,11	1,2,3,4,5,6
CO-4	Take informed decisions on price fixation under different market structures of the economy under different scenario.	1,2,3,5,7,10,11	1,2,3,4,5,6
CO-5	Acquire knowledge on the concepts Inflation and business cycle.	1,2,3,4,7,8,10,11	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	2	-	3	2	2	2	3	3	-	2
CO 2	3	-	2	2	2	-	-	2	-	3	3
CO 3	3	3	2	-	3	-	3	3	3	-	3
CO 4	3	3	2	-	2	-	3	-	-	3	3
CO 5	2	3	3	3	-	-	3	3	-	3	3
Average	2.8	2.75	2.25	2.67	2.25	2	2.75	2.75	3	3	2.8

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	3	2	2	2	1	3
CO 2	3	1	1	1	1	1
CO 3	3	3	2	1	1	2
CO 4	3	3	1	2	2	2
CO 5	2	3	2	2	2	2
Average	2.8	2.4	1.6	1.6	1.4	2

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

Subject: Statistics & Data Analysis

Semester: 1

Subject Category: CCCredit:

4 (L: 3, T: 1)

Subject Code: 1030060104

Syllabus

Module-I

- Classification, collection, and presentation of data,
- Frequency distribution of discrete and continuous variables,
- Measures of Central Tendency,
- Measures of Dispersion,
- Skewness and Kurtosis,
- Correlation and Regression: scatter diagram, product-moment correlation coefficient and its interpretation, linear regression, properties of regression coefficient, rank correlation,
- Descriptive measures for categorical data

Module-II

- Time series analysis: components of time series, methods of trend estimation,
- Index number: construction of index numbers, wholesale price index and cost of living index,
- Concept of purchasing power of money, real wage, inflation

Module-III

- Probability theory: different approaches to defining probability, basic theorems on probability, conditional probability,
- Random variables, and their probability distributions:
- Discrete and continuous random variables,
- Discrete and continuous probability distributions, expectation, variance;
- Theoretical probability distributions – Binomial, Poisson and Normal

Module-IV

Characteristic of estimator, Unbiasedness, sufficiency, efficiency, Neyman- Fisher theorem (statement only), methods of estimation, MLE, Methods of Minimum Variance, Methods of Least square.

Module-V

Statistical hypothesis- simple and composite, null hypothesis, alternative hypothesis, critical region, Type-I, Type-II errors, level of significance, power of test.

Suggested Readings

1. D. Bhattacharya and S. Roychowdhury, "Statistics: Theory and Practice", U. N. Dhur & Sons Pvt Ltd.
2. J. F. Kenney and E. S. Keeping, "Mathematics of Statistics" (Part One & Two), Affiliated East-West Press Pvt. Ltd.
3. G.U. Yule and M.G. Kendall, "An Introduction to the theory of Statistics", Universal Book Stall.
4. D. Bhattacharya and S. Roychowdhury, "Probability and Statistical Inference", U. N. Dhur & Sons Pvt Ltd.
5. Richard I Levin, David S Rubin, "Statistics for Management", Prentice-Hall of India.
6. M. Spiegel, "Probability and Statistics", McGraw-Hill.
7. Anderson D.R., Sweeney D. J., Williams T.A., Thomson, "Quantitative Methods for Business Learning Inc.", South Western College Publishing.

Course Outcome (CO)

CO #	Description
CO -1	Understand statistical techniques popularly used to describe the data in managerial decision making.
CO-2	Apply appropriate quantitative technique according to nature of data.
CO-3	Learn the computational skill, interpretation of results of the data analysis.
CO-4	Analyze and differentiate various types of data distribution and its probability distribution.
CO-5	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	Understand statistical techniques popularly used to describe the data in managerial decision making.	1,2,3,4,5,7,8,9,10	1,2,3,4,5,6
CO-2	Apply appropriate quantitative technique according to nature of data.	1,3,4,5,6,7,10,11	1,2,3,4,5,6
CO-3	Learn the computational skill, interpretation of results of the data analysis.	1,2,3,4,7,8,9,11	1,2,3,4,5,6
CO-4	Analyze and differentiate various types of data distribution and its probability distribution.	1,3,5,6,7,10,11	1,2,3,4,5,6
CO-5	Know the procedure involved in inferential statistics and appropriate tests for given data.	1,2,3,4,5,8,10,11	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	3	1	1	-	1	1	2	1	-
CO 2	2	-	2	1	1	3	2	-	-	2	1
CO 3	2	3	3	3	-	-	2	3	3	-	1
CO 4	3	-	1	-	3	3	1	-	-	1	1
CO 5	3	1	3	1	2	-	-	2	-	1	2
Average	2.60	2.33	2.40	1.50	1.75	3.00	1.50	2.00	2.50	1.25	1.25

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	3	2	3	2	2	1
CO 2	3	1	3	2	2	2
CO 3	1	1	3	1	3	3
CO 4	3	1	1	3	1	3
CO 5	3	1	1	3	1	3
Average	2.6	1.2	2.2	2.2	1.8	2.4

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

Subject: Business Ethics and Corporate Governance

Semester: 1

Subject Category: CC

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

Subject Code: 1030060105

Syllabus

Module-I:

- Business Ethic an Overview of Principles of Personal Ethics
- Principles of Professional Ethics
- Code of Conduct and Ethics for Managers
- Importance and Need for Business Ethics
- Distinction between Values and Ethics
- Roots of Unethical Behaviour
- Ethical Decision Making
- Changing Business Environment and Ethical Challenges
- Benefits from Managing Ethics in Workplace
- Characteristics of an Ethical Organization

Module-II:

- Concepts and Theories of Business Ethics
- Definition of Ethics, Morality
- Etiquette and Professional Codes, Normative Theories
- Ethical Theories in Relation to Business Ethics

Module-III:

- Ethics of Consumer Protection
- Consumer Protection Act 1986
- Quality Standards
- Standards of Weights and Measures

Module-IV:

- Environmental Ethics
- Environmental Concerns
- Costs and Benefits of Environmental Regulation
- Trade and the Environment
- Waste Management & Pollution Control

Module-V:

- Marketing Ethics
- Normative Marketing Ethics
- Areas in Marketing Ethics

Module-VI:

- Ethical Issues in HR
- HR related Ethical Issues
- Role of HRM in creating Ethical Organization

Module-VII:

- Ethical Issues in Financial Management
- Ethical Issues in Finance
- Frauds in Banks

Module-VIII:

- Corporate Ethics
- Investor's Rights, Privileges, Problems and Protection
- Rights of shareholders, investor Protection in India
- Problems of Investors in India

Module-IX:

- Corporate Social Responsibility
- Theoretical Justification for CSR
- Models for Implementation of CSR

Module-X:

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

Module-XI:

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

Module-XII:

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

Module-XII:

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

Module-XIV:

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

Module-XV:

- Monopoly
- Competition and corporate Governance
- Regulation of Competition

- Bank's Role in Restraining Emergence of Securities Markets
- Effects of Monopoly on Corporate Governance

Module-XVI:

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

Module-XVII:

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

Module-XVIII:

- 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-XIX:

- 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

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

Course Outcome (CO):

CO #	Description
CO-1	Help them understand the concept of ethics its dimensions, needs and its importance. Also helps to understand the challenges Making ethical decision, thus dealing with ethical dilemma. It also talks about Changing Business Environment and Ethical Challenges, Benefits from Managing Ethics in Workplace, Characteristics of an Ethical Organization
CO-2	Helps students to understand various ethical principles that must be followed at workplace ad practices to achieve an ethical organization, Explains the students various Normative Theories, Ethical Theories in Relation to Business Ethics
CO-3	Students are given an entire overview of the Consumer Protection Act, its provisions, process for appeal, redressal of plea etc. and also various quality standards in relation to consumers also is briefed.
CO-4	Helps the students to understand the Environmental Ethical practices that must be followed to ensure environmental cause and Concerns, Costs and Benefits of Environmental Regulation, Trade and the Environment, Waste Management & Pollution Control
CO-5	To understand the role of ethics in marketing discipline, practiced by companies and identify the areas in Marketing Ethics
CO-6	To understand the role of ethics in HR discipline, practiced by companies and identify the areas in HR Ethics. It helps to students to understand the role of HR in creating Ethical Organization
CO-7	Understand the possible ethical Issues in Financial Management, Ethical Issues in Finance, Frauds in Banks. How to handle such situations and enforce working ethics
CO-8	Helps students to understand corporate Ethics in relation to Investor's Rights, Privileges, Problems and Protection, Rights of shareholders, investor Protection in India, Problems of Investors in India
CO-9	This module talks about the what is a CSR and its importance, what are the various models and theories of CSR. Why companies need to do CSR activities and what ae the different types of CSR.
CO- 10	It helps the students to understand what is corporate governance, definition , purpose, benefits and why it is an essential practice in industry.
CO- 11	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- 12	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- 13	Students are exposed to the role of Board of Directors, their Duties & Responsibilities, Powers of the Board, Liabilities of Directors, Transparency & Disclosure
CO- 14	Helps the students understand the roles, Duties and Responsibilities of Auditors, Types of Audits & Auditors
CO- 15	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- 16	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- 17	Develop an understanding of Corporate Governance in Developing and Transition Economies Students are made aware of the various Corporate Governance Models and systems
CO- 18	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- 19	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	Help them understand the concept of ethics its dimensions, needs and its importance. Benefits from Managing Ethics in Workplace, Characteristics of an Ethical Organization	1,2,4,6,8,9,10,	1,2,3,5,6
CO-2	Helps students to understand various ethical principles that must be followed at workplace ad practices to achieve an ethical organization,	1,2,3,4,6,7,9,10,11	1,2,3,4,
CO-3	Students are given entire overview of the Consumer Protection Act, its provisions, process for appeal, redressal of plea etc. Also, various quality standards in relation to consumers also is briefed.	1,2,3,4,5,	1,2,4,
CO-4	Helps the students to understand the Environmental Ethical practices that must be followed to ensure environmental cause and Concerns, Costs and Benefits of Environmental	1,2,3,4,5,6,8,	1,2,3,4,
CO-5	To understand the role of ethics in marketing discipline, practiced by companies and identify the areas in Marketing Ethics	1,2,4,5,6,8,9,10	1,2,3,4,5, 6,
CO-6	To understand the role of ethics in HR discipline, practiced by companies and identify the areas in HR Ethics. It helps to students to understand the role of HR in creating Ethical Organization	1,2,3,4,6,7,8,9	1,2,3,4,5, 6
CO-7	Understand the possible ethical Issues in Financial Management, Ethical Issues in Finance, Frauds in Banks. How to handle such situations and enforce working ethics	1,2,4,6,7,8,9,10	1,2,3,4,5, 6
CO-8	Helps students to understand corporate Ethics in relation to Investor's Rights, Privileges, Problems and Protection, Rights of shareholders, investor Protection in India, Problems of Investors in India	1,2,3,4,6,8,9,10	1,2,3,4,5, 6
CO-9	This module talks about the what is a CSR and its importance, what are the various models and theories of CSR. Why companies need to do CSR activities and what ae the different types of CSR.	1,2,3,4,5,6,7,8	1,2,3,4,5, 6

CO- 10	It helps the students to understand what is corporate governance, definition , purpose, benefits and why it is an essential practice in industry.	1,2,3,4,5,6,7,8,9	1,2,3,4,5,6
CO- 11	This module introduces the different models of corporate governance to the students , explaining the obligation of the organizations, theories and practices of corporate governance	1,2,4,,5,6,7,9	1,2,3,4,5,6
CO- 12	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,	1,2,3,4,5,6,7,8,11	1,2,3,4,5,6
CO- 13	Students are exposed to the role of Board of Directors, their Duties & Responsibilities, Powers of the Board, Liabilities of Directors, Transparency & Disclosure	1,2,3,4,5,6,10,11	1,2,3,4,5,6
CO- 14	Helps the students understand the roles, Duties and Responsibilities of Auditors, Types of Audits & Auditors	1,2,3,4,5,6,7,8	1,2,3,4,5,6
CO- 15	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	1,2,3,4,5,6,7,8,9,10,	1,2,4,5,6
CO- 16	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	1,2,3,4,5,6,7,8,9,10,	1,2,3,5,6
CO- 17	Develop an understanding of Corporate Governance in Developing and Transition Economies Students are made aware of the various Corporate Governance Models and systems	1,2,3,4,5,6,7,8,	1,2,3,4,5,6
CO- 18	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	1,2,3,4,5,6,7,8,9,	1,2,3,5,6
CO- 19	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.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,6

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	PO11
CO 1	3	2	-	3	-	2	-	2	2	1	-
CO 2	3	2	1	3	-	2	2	-	1	1	1
CO 3	3	2	2	3	2	-	-	-	-	-	-
CO 4	3	2	1	3	3	2	-	2	-	-	-
CO 5	2	2	-	2	2	1	-	3	3	2	-
CO 6	3	2	1	3	-	1	1	2	2	-	-
CO 7	3	2	-	2	-	1	2	2	2	2	-
CO 8	2	2	1	3	-	2	-	3	2	1	-
CO 9	2	1	1	3	1	1	2	1	-	-	-
CO 10	2	2	2	1	1	2	2	2	2	2	-
CO 11	3	2	-	3	1	2	1	-	2	-	-
CO 12	2	2	2	1	1	2	2	2	-	-	2
CO 13	3	2	1	3	2	1	-	-	-	3	2
CO 14	1	1	1	2	1	1	1	2	--	-	-
CO 15	1	1	1	2	1	1	2	1	1	1	-
CO 16	2	1	3	2	1	2	1	1	1	1	-
CO 17	1	1	2	2	2	2	2	1	-	-	-
CO 18	1	1	2	2	2	2	2	1	2	-	-
CO 19	2	2	2	2	2	2	1	1	2	2	3

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	PSO5	PSO6
CO 1	2	2	3	-	1	1
CO 2	1	1	1	1	-	-
CO 3	3	3	-	3	-	-
CO 4	2	2	1	2	-	-
CO 5	3	3	3	3	1	3
CO 6	1	1	1	1	1	1
CO 7	2	2	1	2	2	1
CO 8	2	2	2	1	2	2
CO 9	1	1	3	3	1	1
CO 10	1	1	3	2	1	1
CO 11	1	1	3	3	1	1

CO 12	1	1	1	3	1	1
CO 13	1	1	3	2	1	1
CO 14	1	1	1	3	1	1
CO 15	1	1	-	1	1	1
CO 16	1	2	1	-	1	2
CO 17	1	1	1	1	1	1
CO 18	1	1	2	-	2	1
CO 19	1	2	1	1	-	1

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

Subject: Organizational Behaviour

Semester: 1

Subject Category: CC

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

Subject Code: 1030060106

Syllabus

Module-I

- Meaning of organization behaviour
- Importance of organization behaviour
- Brief history of organization behaviour
- Interdisciplinary approach,
- Application of organization behaviour in industry and modern management.

Module-II

- Values
- Attitudes-characteristics of attitude
- Types of attitudes
- Perception – Process and Errors of perception
- Learning: types of Learners
- Personality – Meaning of Personality, characteristics of personality, Determinants of Personality, Theories of Personality

Module-III

- Motivation: components of motivation
- Types of motivation
- Importance of motivation
- Theories of Motivation: Maslow's need hierarchy theory
- McGregor's Theories X and Y; Application of Motivation in the Workplace
- QWL characteristics, essential elements, work-life balance

- Job Enlargement- Job Enrichment-Job Rotation-Job satisfaction, and morale

Module-IV

- Leadership
- Leader v/s manager- Leadership styles
- Leadership characteristics; Power- forms of Power
- Leadership theories

Module-V

- Group Behaviour - Different types of groups,
- Group Formation, and development –
- Requirements for building highly effective teams;
- Group/Team Efficiency and effectiveness-GRPI model;
- Group Norms – Cohesiveness, Factors affecting group cohesiveness, Its advantages, and disadvantages;
- Group Decision Techniques- Application of Fundamental Interpersonal Orientation; Kinesics - Body Language;
- Role of Kinesics in communication.

Module-VI

- Organizational Culture - Concept, Characteristics, and nature, creating and sustaining cultural diversity;
- Organizational conflicts,
- Types of organizational conflicts Ways to resolve organizational conflicts;
- Organizational Change – Forces behind the change, benefits of change,
- Resistance to Change - Managing Change;
- Work Stress - Sources and consequences, benefits of preventing stress in the organization;
- Organizational Role Stress;
- Emotional Intelligence & Emotional Quotient

Suggested Readings

1. Fred Luthans, Organisational Behaviour, New York, McGraw Hill.
2. A.F.Stoner and Charles Wenkel, Management New Delhi, Prentice Hall of India.

3. ROrganization Behaviourbins, S.P. Judge, T.A. & Sanghi, S.: Organizational Behaviour, Pearson
4. Luthans, Fred: Organizational Behaviour, McGraw Hill
5. Newstrom J.W. &Devis K.: Organizational Behaviour, McGraw Hill
6. Aswathappa, K: Organisational Behaviour, Himalaya Publishing House
7. Shukla, Madhukar: Understanding Organizations – Organizational Theory & Practice inIndia, Prentice Hall

Course Outcome (CO)

CO #	Course Outcomes (CO)
CO -1	Students will be able to identify behavioural issues in an organization
CO-2	Demonstrate the applicability of the concept of Perception, attitudes, and personality to understand the behaviour of people in the organization.
CO-3	Able to analyze different types of learning followed by each individual.
CO-4	Students will be able to understand different types of groups in an organization and how it influences the behaviour of the individuals.
CO-5	To understand the resistance to change, its causes, and how to overcome it.
CO-6	Explain the organizational culture, manage organizational culture, explain cultural complexities, encourage organizational change, and adapting the changing environment

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Students will be able to identify behavioural issues in an organization	1,2,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Demonstrate the applicability of the concept of Perception, attitudes, and personality to understand the behaviour of people in the organization.	1,2,3,4,5,6,8,9,10,11	1,2,3,4,5,6
CO-3	Able to analyze different types of learning followed by each individual.	2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-4	Students will be able to understand different types of groups in an organization and how it influences the behaviour of the individuals.	1,2,3,4,5,6,10	1,2,3,4,5,6
CO-5	To understand the resistance to change, its causes, and how to overcome it.	2,3,4,5,6,8,9,10	1,2,3,4,5,6
CO-6	Explain the organizational culture, manage organizational culture, explain cultural complexities, encourage organizational change, and adapting the changing environment	2,3,4,5,6,7,8,9,10,11	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	2	-	-	2	2	1	2	2	3	2
CO 2	2	3	3	2	2	2	-	1	1	1	1
CO 3	-	1	2	2	2	3	1	1	2	3	1
CO 4	1	2	3	3	3	1	-	-	-	2	-
CO 5	-	2	2	3	3	2	-	3	2	2	-
CO 6	-	2	2	3	3	3	2	2	2	2	3
Average	1	2	2	2.16	2.5	2.16	0.66	1.5	1.5	2.16	1.16

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	3	1	2	1	2	2
CO 2	3	2	2	1	2	2
CO 3	2	3	3	3	2	3
CO 4	2	2	3	3	1	2
CO 5	2	3	3	3	2	2
CO 6	1	2	3	3	3	3
Average	2.16	2.16	2.66	2.33	2	2.33

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

Subject: Effective Business Communication-I

Semester: 1

Subject category: AECC

Credit: 2 (P:2)

Subject Code: 4030060101

Syllabus

Module-I: Principles of Effective Writing

- Spellings- 100 Most Misspelled words/Dictation.
- Web Based Writing
- Note Taking: Process & Techniques
- Activities: Descriptive writing, sentence variety exercise, proof reading

Module-II: Professional Buildup

- Block Format
- Types & formats of letter writing
- Email
- Netiquette
- Business Memos

Module-III: Mastering Listening

- Paraphrasing
- Summarizing
- Guidelines to increase listening
- Activities: Reflective listening, mindful exercises, audio material, nonverbal ques

Module-IV: Power Reading

- Process, types and reading rate adjustment
- Tips for improving reading skills
- Activities: News reading, Picture Reading, Review

Module-V: Comprehensive Reading

- "The Room of Many Colours" by Ruskin Bond
- The Alchemist-Paulo Coelho

- Comprehension Questions will be set in the End-Semester Exam

Module-VI: Logic & Analytics

- Logical Reasoning

Reading List

1. Koneru, A., “Professional Communication”, 2008, Tata McGraw Hill.
2. Bill Mascull, “Business Vocabulary in Use”, 2010, Cambridge University Press.
Reference Books:
3. Bovee, C. and Thill, J.V., “Business Communication Today”, 11th edition, 2011, Prentice Hall.
4. Francis Soundararaj, “Speaking and Writing for Effective Business Communication”, 2008, Macmillan.
5. RK Madhukar, “Business Communication”, 2010, Vikas Publishing House Pvt. Ltd.
6. Mallika Nawal, “Business Communication”, 2012, Cengage Learning India.
7. Meenakshi Raman & Prakash Singh, “Business Communication”, 2012, OUP

Course Outcome (CO)

CO #	Description
CO -1	Understand the scope of communication and learn its importance and implication strategies.
CO-2	Recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts.
CO-3	Imbibe the mechanics of writing and construct effective paragraphs which benefit in a longer composition.
CO-4	Use different forms of written communication techniques to make effective internal and external business correspondence.
CO-5	Apply principles of effective writing to practical applications in business communication, including correct spelling and punctuation and appropriate content, style, and form.
CO-6	Adapt the tone of business documents to the needs of particular audiences, including professional, cross-cultural, and Christian contexts, by identifying appropriate context.
CO-7	Produce different types of reports with appropriate format, organization and language.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Understand the scope of communication and learn its importance and implication strategies.	1,2,3,4,7,8,9,10,11	1,2,3,4,5,6
CO-2	Recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts.	1,2,4,5,8,9,10,11	1,2,3,4,5,6
CO-3	Imbibe the mechanics of writing and construct effective paragraphs which befit in a longer composition.	1,2,3,4,7,9,10,11	1,2,3,4,5,6
CO-4	Use different forms of written communication techniques to make effective internal and external business correspondence.	1,2,3,4,8,10,11	1,2,3,4,5,6
CO-5	Apply principles of effective writing to practical applications in business communication, including correct spelling and punctuation and appropriate content, style, and form.	1,2,3,4,6,7,8,9,10	1,2,3,4,5,6
CO-6	Adapt the tone of business documents to the needs of audiences, including professional, cross- cultural, and Christian contexts, by identifying appropriate context.	1,2,3,4,5,6,7,8,11	1,2,3,4,5,6
CO-7	Produce different types of reports with appropriate format, organization, and language.	1,2,3,4,5,6,10,11	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	2	2	1	-	-	3	3	1	1	2
CO 2	2	2	-	2	1	-	-	2	3	2	3
CO 3	3	1	1	3	-	-	3		1	3	3
CO 4	3	3	3	1	-	-	-	3	-	1	2
CO 5	3	2	2	3	-	1	2	2	2	2	-
CO 6	3	3	3	2	3	2	1	3	-	-	3
CO 7	1	3	1	3	3	2	-	-	-	1	2
Average	2.57	2.29	2.00	2.14	2.33	1.67	2.25	2.60	1.75	1.67	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	PSO 6
CO 1	3	3	1	2	2	3
CO 2	3	1	2	2	1	2
CO 3	3	3	2	1	3	2
CO 4	3	3	2	3	1	2
CO 5	3	2	3	3	1	2
CO 6	1	2	2	2	3	2
CO 7	3	3	3	2	3	1
Average	2.71	2.43	2.14	2.14	2.00	2.00

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

Subject: Financial Management

Semester: 2

Subject Category: CC

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

Subject Code: 1300061106

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

- 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 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	Helps in understanding the core concepts of Corporate Finance.	1,2,3,6,7,8,9	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.	1,2,7,9	1,2,3,4
CO-3	Helps to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility.	1,2,3,4,5,8,9	1,2,4
CO-4	Imparts the knowledge and the skill sets for taking leadership roles for solving various business problems in an organisation.	1,2,3,4,5,6,8,9,10,11	1,2,3,4,5,6
CO-5	Imparting the knowledge that is necessary to succeed in the corporate world.	1,2,3,4,5,6,7,8,9	1,2,3,4,5
CO-6	Providing the necessary skill sets to analyse the financial health as well as calculating the value of a company.	1,2,6,7,8,9,10,11	1,2,3,4,6
CO-7	Providing skills that can be used in solving business problems through real-word case studies.	1,2,3,6,7,8,9,10,11	1,2,3,4
CO-8	Empowering students with the necessary skill sets to meet the challenges of the business world. Thus, in this way making them job ready.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5

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	-
CO 2	1	3	1	1	2	2	2	2	1	1	2
CO 3	3	2	3	3	1	1	-	1	3	-	-
CO 4	-	2	2	2	2	2	2	2	2	2	2
CO 5	-	3	-	3	3	1	3	-	3	-	-
CO 6	2	2	2	-	-	2	1	2	2	2	2
CO 7	-	1	-	-	-	1	1	-	1	1	1
CO 8	3	1	-	1	3	1	3	-	3	1	-
Average	2.33	1.50	3.00	2.00	2.20	1.63	2.00	1.75	2.14	1.50	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	PSO 6
CO 1	3	2	3	2	1	1
CO 2	2	2	2	2	2	2
CO 3	1	1	3	3	1	1
CO 4	1	2	2	2	2	2
CO 5	3	3	1	3	3	1
CO 6	2	2	3	2	2	2
CO 7	1	1	2	1	1	1
CO 8	1	2	3	1	1	1
Average	1.75	1.88	2.38	2.00	1.63	1.38

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

Subject: Marketing Management

Semester: 2

Subject Category: CC

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

Subject Code: 1300061107

Syllabus:

Module-I: Introduction to Marketing

- Definition of Marketing Management
- Marketing Philosophy, Need
- Demand, want with classification
- Difference between selling and marketing
- Marketing terminology
- Market place vs Market space
- Meta Marketing & Multimediatizes
- Marketing Myopia

Module-II: Segmentation, Targeting & Positioning

- What is STP Strategy
- Meaning of Segmentation
- Classification of Segmentation
- Meaning of Targeting
- Meaning of Positioning

Module-III: Introduction to Marketing Mix

- Concept of Marketing Mix
- 4 P's of Marketing
- 4 C's of Marketing
- Introduction to product concept
- Core product, augmented product, total product
- PLC Curve analysis, Product Mix Strategy with length, depth, line, width & consistency

Module-IV: Introduction to Pricing strategy, place & promotion strategy

- Price & different classifications
- Place strategy

- Promotional tools and mixing strategy

Module-V: Introduction to Service Marketing

- Concept of service Mix
- 3P's of Service Mix
- Difference between product and service
- Service characteristics
- 4 I'S of Service Marketing
- Service Triangle
- Service Gap Analysis Model
- Service Quality

Suggested Readings

1. Marketing Management - concepts and case studies, M. Govindarajan
2. Marketing Management – Rajan Saxena, 6th Edition
3. Marketing for Managers - David Mercer
4. Marketing Management - Phillip Kotler

Course Outcome (CO):

CO #	Description
CO -1	Definition of Marketing Management, Marketing Philosophy, Need, Demand, Want with classification, Difference between selling and Marketing, Marketing terminology, Market place vs Market space, Meta Marketing & Multimediatizes, Marketing Myopia.
CO-2	What is STP Strategy, Meaning of Segmentation, classification of Segmentation, Meaning of Targeting, Meaning of Positioning
CO-3	Concept of Marketing Mix, 4 P's of Marketing, 4 C's of Marketing, Introduction to product concept, Core product, augmented product, total product, PLC Curve analysis, Product Mix Strategy with length, depth, line, width & consistency.
CO-4	Price & different classifications, place strategy, promotional tools and mixing strategy.
CO-5	Concept of service Mix, 3P's of Service Mix , Difference between product and service, Service characteristics, 4 I'S of Service Marketing, Service Triangle, Service Gap Analysis Model, Service Quality.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Definition of Marketing Management, Marketing Philosophy, Need, Demand, want with classification, Difference between selling and Marketing, Marketing terminology, Market place vs Market space, Meta Marketing & Metamediaries, Marketing Myopia.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	What is STP Strategy, Meaning of Segmentation, classification of Segmentation, Meaning of Targeting, Meaning of Positioning	1,2,3,5,7,8,10	1,2,3,4
CO-3	Concept of Marketing Mix, 4 P's of Marketing, 4 C's of Marketing, Introduction to product concept, Core product, augmented product, total product, PLC Curve analysis, Product Mix Strategy with length, depth, line, width & consistency.	1,2,3,4,5,6,8,9	1,2,4,6
CO-4	Price & different classifications, place strategy, promotional tools and mixing strategy.	1,2,3,4,6,8,9,11	1,2,3,4,5
CO-5	Concept of service Mix, 3P's of Service Mix , Difference between product and service, Service characteristics, 4 I'S of Service Marketing, Service Triangle, Service Gap Analysis Model, Service Quality.	1,2,5,6,8,10	1,2,3,6

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	2	1	2	3	3	2	2	3	1	3
CO 2	1	1	1	-	2	-	2	2	-	3	-
CO 3	1	1	3	3	3	1	-	2	2	-	-
CO 4	2	2	2	1	-	2	-	2	2	-	2
CO 5	1	3	-	-	2	1	-	2	-	2	-
Average	1.6	1.8	1.4	1.2	2.0	1.4	0.8	2.0	1.4	1.2	1.0

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

PO-PSO Matrix

Course Outcome	Programme Specific Outcome					
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	2	2	3	2	3	1
CO 2	1	1	1	1	-	-
CO 3	3	3	-	3	-	2
CO 4	2	2	1	2	3	-
CO 5	3	3	3	-	-	2
Average	2.2	2.2	1.6	1.6	1.2	1.0

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

Subject: Production & Operations Management

Semester: 2

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

Subject Code: 1300061108

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.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
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.	1,2,3,5,7,8,10	1,2,3,4
CO-3	In Design of operations systems and control students will learn Product Design, process design, product life cycle, process planning, and process selection.	1,2,3,4,5,6,8,9	1,2,4,6
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.	1,2,3,4,6,8,9,11	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.	1,2,5,6,8,10	1,2,3,6

CO-6	In Maintenance and spares management students will learn, Preventive maintenance, Break down maintenance, Routine maintenance, Replacement of machines, Spare parts management.	4,6,8,9,11	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.	2,5,6,8,10	1,2,3,6

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	2	1	2	3	3	2	2	3	1	3
CO 2	1	1	1	-	2	-	2	2	-	3	-
CO 3	1	1	3	3	3	1	-	2	2	-	-
CO 4	2	2	2	1	-	2	-	2	2	-	2
CO 5	1	3	-	-	2	1	-	2	-	2	-
CO 6	-	-	-	2	-	2	-	3	3	-	1
CO 7	-	3	-	-	3	2	-	2	-	2	-
Average	1.14	1.71	1.0	1.14	1.85	1.57	0.57	2.14	1.42	1.14	0.85

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	2	3	2	3	1
CO 2	1	1	1	1	-	-
CO 3	3	3	-	3	-	2
CO 4	2	2	1	2	3	-
CO 5	3	3	3	-	-	2
CO 6	-	3	2	2	1	-
CO 7	1	3	3	-	-	1
Average	1.71	2.42	1.85	1.42	1.0	0.85

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

Subject: Human Resource Management

Subject Category: CC

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

Subject Code: 2241124

Syllabus

Module-I

Basic concepts of human resource management, Functions and structure of human resource management, difference between personnel management and human resource management, Role of HR managers.

(4 sessions)

Module-II:

Basics of HR Planning. Need of human resource planning. Various stages, methods and techniques of human resource planning process, strategies of human resource planning.

(8 sessions)

Module-III

Recruitment and selection, their differences. Various sources of recruitment and their advantages and disadvantages. Recruitment and selection processes. Critical issues in recruitment and selection, retention.

(6 sessions)

Module-IV

Job analysis and job evaluation: Job analysis concepts, process, uses, limitations; Job Description, Job Specification. Job Evaluations: concepts, methods, limitations.

(6 sessions)

Module-V

Human resource development, HRD needs, Training need analysis, HRD methods: Training and non-training methods.

(6 sessions)

Module-VI

Performance Appraisal: Purpose, various methods, various instruments for appraisal, Errors in appraisal.

(4 sessions)

Module-VII

Compensation Management: Concepts of wages, Factors influencing wage structures, Different methods of fixing the wage, Different methods of payment of wages, Fringe benefits. (4 sessions)

Module-VIII

Industrial Relations in India: different approaches of IR; Management and Trade Unions: nature, importance and role of trade unions in IR; Problems of trade union in India, Industrial dispute. (4 sessions)

Module-IX

Worker's participation in management: concepts, quality circles- concepts and limitations. (2 sessions)

Module-X

Misconduct, disciplinary action, domestic enquiry, grievance handling. (2 sessions)

Suggested Readings:

1. W.B. Werther & Keith Davis: Human Resource Management, McGraw Hill.
2. Dessler, Human Resource Management, Pearson Education/PHI.
3. K.K. Chaudhuri: Personnel Management for Executives, Himalaya Publishing.
4. S. Venkata Ratnam & B.K. Srivastava: Personnel Management and Human Resources, Tata McGraw Hill.
5. P.C Tripathi: Human Resource Development : Sultan Chand
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 #	Description
CO -1	Integrated perspective on role of HRM in modern business and the ability to plan human resources and implement techniques and to impart fundamentals of HR practices in various organisations.
CO-2	Competency to recruit, select, train, appraise the performance of the employees and proper retention to handle their issues and to evaluate the new trends in HRM.
CO-3	Rational design of compensation and salary administration and to provide the students a synthesized framework theory.

CO-4	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 situation in times of challenging situation.
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CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Integrated perspective on role of HRM in modern business and the ability to plan human resources and implement techniques and to impart fundamentals of HR practices in various organisations.	1,2,4,5,8,9,10,11	1,2,3,4,5,6
CO-2	Competency to recruit, select, train, appraise the performance of the employees and proper retention to handle their issues and to evaluate the new trends in HRM.	1,3,5,6,7,8,9,10	1,2,3,4,5,6
CO-3	Rational design of compensation and salary administration and to provide the students a synthesized framework theory.	1,2,3,4,5,8,9,10,11	1,2,3,4,5,6
CO-4	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 situation in times of challenging situation.	1,2,3,4,5,6,7,8,9,10,11	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			2	3	3	-
CO 2	3		3		2	2	1	2	2	3	
CO 3	2	2	2	1	1			2	1	2	3
CO 4	2	3	2	1	3	2	2	1	2	2	2
Average	2.5	2.67	2.33	1.33	2	2	1.5	1.75	2	2.5	2.5

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	1	1	2	2	2	1
CO 2	2	1	3	2	1	2
CO 3	3	2	2	3	2	1
CO 4	2	2	3	3	1	2
Average	2.00	1.50	2.50	2.50	1.50	1.50

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

Subject: Management Information System & Enterprise Resource Planning

Semester: 2

Subject Category: CC

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

Subject Code: 1300061110

Syllabus

Module-I: Introduction to Management Information System (MIS)

- Introduction to MIS
- Concepts and 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: ERP System

- ERP Basics– why ERP- History of ERP- ERP Modules- Functions of each Module
- ERP Implementation Process- implementation success factors –Introduction of SAP ERP – SAP Architecture
- Introduction of SAP HANA – Its Features – Difference Between SAP ECC & SAP HANA – SAP Organisation Structure
- Overview of SAP Business Processes or Cycles - Overview of SAP Master Data related with each Modules of SAP

References:

1. Management Information Systems, Effy OZ, Thomson Learning/Vikas Publications
2. Management Information Systems, James A. O'Brien, Tata McGraw-Hill
3. Management Information System, W.S Jawadekar, Tata Mc Graw Hill Publication.
4. Management Information System, David Kroenke, Tata Mc Graw Hill Publication.
5. MIS: Management Perspective, D.P. Goyal, Macmillan Business Books.
6. MIS and Corporate Communications, Raj K. Wadhwa, Jimmy Dawar, P. Bhaskara Rao, Kanishka Publishers.
7. MIS: Managing the digital firm, Kenneth C. Landon, Jane P. Landon, Pearson Education

Course Outcome (CO)

CO #	Description
CO -1	Implement different types of information system in an organization like MIS & DSS and understand the phases for SDLC.
CO-2	Able to gather data to analyze and specify the requirements of a system.
CO-3	Develop and analyze data flow diagrams and explain how to develop the project budget.
CO-4	Design system input/output components and environments and also describe the process of moving from logical to physical data models.
CO-5	Identify the techniques in testing phase for better quality assurance.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO-1	Implement different types of information system in an organization like MIS & DSS and understand the phases for SDLC.	1,2,3,4,5,7,8,9,10	1,2,3,4,5,6
CO-2	Able to gather data to analyze and specify the requirements of a system.	1,2,3,4,6,8,10,11	1,2,3,4,5,6
CO-3	Develop and analyze data flow diagrams and explain how to develop the project budget.	1,2,3,4,5,6,7,8,10,11	1,2,3,4,5,6
CO-4	Design system input/output components and environments and also describe the process of moving from logical to physical data models.	1,2,4,5,6,8,9,10,11	1,2,3,4,5,6
CO-5	Identify the techniques in testing phase for better quality assurance.	1,2,3,4,6,7,9,10,11	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	2	2	3	2		1	2	2	3	
CO 2	3	2	3	2		3		3		1	2
CO 3	2	1	1	2	3	3	3	3		3	1
CO 4	2	2		1	3	3		2	3	3	2
CO 5	3	3	2	3		1	1		3	2	3
Average	2.60	2.00	2.00	2.20	2.67	2.50	1.67	2.50	2.67	2.40	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	PSO 6
CO 1	1	3	1	3	2	2
CO 2	1	1	2	3	2	3
CO 3	3	2	2	3	2	2
CO 4	3	2	1	2	2	2
CO 5	1	3	3	3	3	2
Average	1.80	2.20	1.80	2.80	2.20	2.20

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

Subject: Business Environment

Semester: 2

Subject Category: CC

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

Subject Code: 1300061111

Syllabus

Unit-I: Legal Environment

Module-I

1. Concept of Business, Levels of the Business Environment, Understanding the Environment; Business and Society, Business and Culture , Indian Business Culture,
2. Legal Aspects of Business - Society, State and Law, Enforceability of Law, Mercantile Law. Indian Contract Act, 1872 – Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency
3. Sale of Goods Act, 1930 – Classification of goods, Conditions & Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods.
4. Negotiable Instruments Act, 1881 – Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonor of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques.

Module-II

5. Companies Act, 1956 – Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies (Including Amendments)
6. Consumer Protection Act, 1986 – Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty.
7. Intellectual Property Right- Laws relating to Patents (Patent Act, 1970), Trademarks (Trademark Act, 1999), Copyright (Copyright Act, 1957), Geographical Indications (Registration & Protection) Act, 1999

Module-III

8. Competition Act, 2002: Basic Concepts –Constitutional aspect of Elimination of Concentration of Wealth and Distribution of Resources Article 39 (b) (c) Relation between Competition Policy and Competition Law –Objectives of Competition Law- History and Development of Competition Law / Antitrust Law, Liberalization and Globalization - Raghavan Committee Report, Difference between MRTP Act and Competition Act, Salient feature of Competition Act, Important Definitions under the Competition Act, 2002
9. Anti-Competitive Agreements, Horizontal and Vertical agreement, Rule of Perse and Reason, Appreciable Adverse Effect on Competition (AAEC) in India, Exemption, Prohibition of Anti-competitive agreement/ Cartel/bid rigging; Regulation of Abuse of Dominant Position – Enterprise, Relevant Market, Dominance in Relevant Market, Abuse of dominance, Predatory Pricing; Regulation of Combinations- Merger, Acquisition, Amalgamation and Takeover - Horizontal, Vertical and Conglomerate Mergers - Combinations covered under the Competition Act, 2002 – Regulations, Penalties, Enforcement Mechanisms - Establishment and Constitution of Competition Commission of India, Powers and Functions- Jurisdiction of the CCI – adjudication and appeals, Competition Appellate Tribunal (CompAT), Director General of Investigation (DGI)- Penalties and Enforcement.
10. Competition Advocacy in India and other foreign jurisdictions; Emerging Trends in Competition Law (National and International) - Intellectual Property Rights and Competition Law, International Trade and Competition Law, The Competition (Amendment) Bill, 2012, Draft National Competition Policy, 2011.

Unit-II: Economic Environment

Module-I

1. Introduction to Economic Environment, Economic Environment of Business, The Global Economic Environment, Economic Policies, Business and Economic Policies; Economic Indicators – Consumer Price Index, Interest Rate, Inflation Rate and its impact on Business, Business Risk; Introduction to Economic Systems, Capitalist Economy, Socialist Economy, Mixed Economy
2. Introduction to Financial Environment; An Overview of the Financial System, Components of Financial System, Financial Institutions and their Roles, Financial Institutions in India, Role of Foreign Direct Investment; Regulatory Role of Government, Promotional Role of Government, Participatory Role of Government, Conciliatory and Judicial Role of Government, Impact of India's Industrial Policy on Economic Reforms

Module-II

3. Introduction to New Economic Policy (NEP), Industrial Policy, The crisis of June, 1991, Objectives of New Economic Policy – 1991, Emphasis of NEP on Liberalization, NEP and Privatization, NEP effect on Globalization, Positive and Negative effects of New Economic Policy

4. Introduction to Political Environment, Political Environment and the Economic system, Types of Political Systems, Indian Constitution and Business, Changing Profile of Indian Economy , Business Risks Posed by the Indian Political System

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)

CO #	Description
CO -1	Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.
CO-2	Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.
CO-3	Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.
CO-4	Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.
CO-5	Understand the international influences on domestic business and measures to be taken for successful global business operations

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.	1,2,3,4,7,8,9,10,11	1,2,3,4,5,6
CO-2	Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.	1,2,4,5,8,9,10,11	1,2,3,4,5,6
CO-3	Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.	1,2,3,4,7,9,10,11	1,2,3,4,5,6
CO-4	Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.	1,2,3,4,5,6,7,8,11	1,2,3,4,5,6
CO-5	Understand the international influences on domestic business and measures to be taken for successful global business operations	1,2,3,4,5,6,10,11	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	2	1	2	2	-	-	3	3	1	1	2
CO 2	2	3	-	3	3	-	-	2	2	3	2
CO 3	2	3	2	3	-	-	2	-	1	3	3
CO 4	3	2	1	1	2	3	3	1	-	-	2
CO 5	2	2	1	1	3	2	-	-	-	2	3
Average	2.20	2.20	1.50	2.00	2.67	2.50	2.67	2.00	1.33	2.25	2.40

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	3	1	1	2	2	3
CO 2	2	3	3	3	1	3
CO 3	3	2	1	1	3	2
CO 4	2	1	2	2	3	1
CO 5	1	2	3	3	1	1
Average	2.20	1.80	2.00	2.20	2.00	2.00

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

Subject: Research Methodology & Optimization Techniques

Semester: 2

Subject Category: CC

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

Subject Code: 1300061112

Syllabus

Module-I: Research Methodology

1. Problem identification and Research Design- Problem identification and definition, research proposal, research type—exploratory, descriptive, conclusive research, value and cost information.
2. 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
3. Aptitude Measurement & Scaling Techniques - Elementary introduction to Measurement scale, rating scales, Likert & Semantic different scale.
4. Hypothesis: Meaning, types, characteristics, Formulation of hypothesis, Errors in hypothesis testing.
5. 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.
6. Data processing and Analysis -Tabulation of data, editing coding, Basic concept of Univariate, Bivariate & Multivariate data analysis

Module-II: Optimization Technique

1. Introduction: An overview of Quantitative Optimization Techniques, Quantitative Techniques and Decision Making in Business, Quantitative Techniques and Computer Software
2. Basic Mathematics in Business: Business Functions, Linear and Quadratic Functions, Cost, Revenue and Profit functions, Break Even Point (BEP), Matrix Theory: Applications, Definition and some types of Matrices, Matrix Operations, Applications of Matrices in Business Problems, Differential Calculus: Applications, Overview of Differential Calculus, Applications of Derivative, Price Elasticity of Demand, Price Elasticity of Supply, Average Cost and Marginal Cost, Maxima & Minima
3. Linear Programming: Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations

4. Graphical Analysis of Linear Programming Problems: Introduction, Graphical Analysis, Some Basic Definitions, Graphical Methods to Solve LPP,
5. Duality in Linear Programming Problem: Introduction, Importance of Duality Concepts, Formulation of Dual Problem, Economic Interpretation of Duality
6. Theory of Games: Introduction – Minimax (maximin) – Criterion and optimal strategy – Solution of games with saddle points – Rectangular games without saddle points – 2 X 2 games – dominance principle – m X 2 & 2 X n games.
7. Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution.
8. Assignment model: Algorithm and its applications.

Suggested Readings:

1. Handy A Taha, Operations Research – An Introduction, Prentice Hall of India, New Delhi
2. R. K. Bharadwaj, Anuradha Rajkonwar Chetiya, Kakali Majumdar, Quantitative Techniques for Business Managers, Himalaya Publishing House
3. Kanti Swarup, P.K Gupta & Manmohan, Operations Research, Sultan Chand

Course Outcome (CO)

CO #	Description
CO -1	Define various terms used in research process
CO-2	Describe research design, sample design and sampling methods
CO-3	Apply appropriate methods for data collection for research work PO5
CO-4	Use appropriate statistical tools for data analysis and interpretation
CO-5	Identify and develop operational research models from the verbal description of the real system.
CO-6	Understand the mathematical tools that are needed to solve optimisation problems.
CO-7	Use mathematical software to solve the proposed models.
CO-8	Develop a report that describes the model and the solving technique and analyse the results and propose recommendations

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Define various terms used in research process	1,2,3,4,7,8,9,10,11	1,2,3,4,5,6
CO-2	Describe research design, sample design and sampling methods	1,2,4,5,6,8,10,11	1,2,3,4,5,6
CO-3	Apply appropriate methods for data collection for research work PO5	1,2,4,5,7,8,9,10	1,2,3,4,5,6
CO-4	Use appropriate statistical tools for data analysis and interpretation	1,2,3,4,6,8,9,10,11	1,2,3,4,5,6
CO-5	Identify and develop operational research models from the verbal description of the real system.	1,2,3,4,8,10,11	1,2,3,4,5,6
CO-6	Understand the mathematical tools that are needed to solve optimisation problems.	1,2,4,5,6,8,9,10,11	1,2,3,4,5,6
CO-7	Use mathematical software to solve the proposed models.	1,2,3,4,7,9,10,11	1,2,3,4,5,6
CO-8	Develop a report that describes the model and the solving technique and analyse the results and propose recommendations	1,2,4,5,6,7,8,11	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	1	2	3	3	-	-	3	2	2	3	2
CO 2	2	3	-	1	1	2	-	3	-	2	1
CO 3	2	1	-	2	3	-	1	3	1	1	-
CO 4	3	1	2	3	-	3	-	1	3	3	3
CO 5	2	2	1	2	-	-	-	1	3	1	3
CO 6	1	1	-	2	2	2	-	1	3	3	2
CO 7	2	2	2	2	-	-	3	-	3	2	3
CO 8	2	3	-	3	3	2	3	2	-	-	3
Average	1.88	1.88	2.00	2.25	2.25	2.25	2.50	1.86	2.50	2.14	2.43

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	1	1	1	2
CO 2	3	3	2	1	3	2
CO 3	1	1	3	2	1	2
CO 4	1	1	2	2	1	1
CO 5	1	1	2	3	2	1
CO 6	2	2	1	2	3	2
CO 7	2	3	3	1	3	1
CO 8	2	3	1	2	2	2
Average	1.75	1.88	1.88	1.75	2.00	1.63

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

Subject: Effective Business Communication-II

Semester: 2

Subject category: AECC

Credit: 2 (P:2)

Subject Code: 4030060101

Syllabus

Module-I: Employment Structure Program

- Resume Writing
- Covering Letters
- Follow Up Letters
- Application writing
- Activities: Job Application Exercises,

Module-II: Synergy Sessions

- Significance of GD
- Methodology & Guidelines
- Activities: Ice braker Activities, assigned roles, topic brainstorming, round-robin sharing, fish-bowl discussions, mindmapping

Module-III: Personality Development

- Essentials in public speaking
- Parameters in public speaking
- Context based speaking i.e., in general situation, specific professional situation, simulation/role play
- Activities: In prompt to speeches, mock presentations, postmasters, audience interaction exercise, stage presence

Module-IV: Adult Grooming

- Small talk
- Building rapport
- Expand social and Corporate Associations
- Informal Communication: Grapevine, Chat
- Activities: Role play, emotional intelligence, conflict resolution, peer feedback, cultural awarenessProcess, types and reading rate adjustment

Module-V: Comprehensive Reading

- Mastering the VC Game-Jeffrey Busgang
- "The Gentleman of the Raj" by Khushwant Singh

Module-VI: Logic & Analytics

- Logical Reasoning

Reading List

1. Koneru, A., "Professional Communication", 2008, Tata McGraw Hill.
2. Bill Mascull, "Business Vocabulary in Use", 2010, Cambridge University Press.
Reference Books:
3. Bovee, C. and Thill, J.V., "Business Communication Today", 11th edition, 2011, Prentice Hall.
4. Francis Soundararaj, "Speaking and Writing for Effective Business Communication", 2008, Macmillan.
5. RK Madhukar, "Business Communication", 2010, Vikas Publishing House Pvt. Ltd.
6. Mallika Nawal, "Business Communication", 2012, Cengage Learning India.
7. Meenakshi Raman & Prakash Singh, "Business Communication", 2012, OUP

Course Outcome (CO)

CO #	Description
CO -1	Understand the scope of communication and learn its importance and implication strategies.
CO-2	Recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts.
CO-3	Imbibe the mechanics of writing and construct effective paragraphs which befit in a longer composition.
CO-4	Use different forms of written communication techniques to make effective internal and external business correspondence.
CO-5	Apply principles of effective writing to practical applications in business communication, including correct spelling and punctuation and appropriate content, style, and form.
CO-6	Adapt the tone of business documents to the needs of particular audiences, including professional, cross-cultural, and Christian contexts, by identifying appropriate context.
CO-7	Produce different types of reports with appropriate format, organization and language.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Understand the scope of communication and learn its importance and implication strategies.	1,2,3,4,7,8,9,10,11	1,2,3,4,5,6
CO-2	Recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts.	1,2,4,5,8,9,10,11	1,2,3,4,5,6
CO-3	Imbibe the mechanics of writing and construct effective paragraphs which befit in a longer composition.	1,2,3,4,7,9,10,11	1,2,3,4,5,6
CO-4	Use different forms of written communication techniques to make effective internal and external business correspondence.	1,2,3,4,8,10,11	1,2,3,4,5,6
CO-5	Apply principles of effective writing to practical applications in business communication, including correct spelling and punctuation and appropriate content, style, and form.	1,2,3,4,6,7,8,9,10	1,2,3,4,5,6
CO-6	Adapt the tone of business documents to the needs of audiences, including professional, cross- cultural, and Christian contexts, by identifying appropriate context.	1,2,3,4,5,6,7,8,11	1,2,3,4,5,6
CO-7	Produce different types of reports with appropriate format, organization, and language.	1,2,3,4,5,6,10,11	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	2	2	1	-	-	3	3	1	1	2
CO 2	2	2	-	2	1	-	-	2	3	2	3
CO 3	3	1	1	3	-	-	3		1	3	3
CO 4	3	3	3	1	-	-	-	3	-	1	2
CO 5	3	2	2	3	-	1	2	2	2	2	-
CO 6	3	3	3	2	3	2	1	3	-	-	3
CO 7	1	3	1	3	3	2	-	-	-	1	2
Average	2.57	2.29	2.00	2.14	2.33	1.67	2.25	2.60	1.75	1.67	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	PSO 6
CO 1	3	3	1	2	2	3
CO 2	3	1	2	2	1	2
CO 3	3	3	2	1	3	2
CO 4	3	3	2	3	1	2
CO 5	3	2	3	3	1	2
CO 6	1	2	2	2	3	2
CO 7	3	3	3	2	3	1
Average	2.71	2.43	2.14	2.14	2.00	2.00

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

Subject: Business Policy & Strategic Management

Semester: 3

Subject Category: CC

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

Subject Code: 1030062114

Syllabus

Unit-I: Introduction to Business Policy and Strategy

- Nature & importance of business policy & strategy
- Introduction to the strategic management process and related concepts
- Characteristics of corporate
- Business & functional level strategic management decisions
- Company's vision and mission, need for a mission statement

Unit-II: Environmental Analysis & Diagnosis

- Analysis of company's external environment
- Michael E. Porter's 5 Forces model
- Internal analysis
- Importance of organisation capabilities
- Competitive advantage and core competence
- Michael E. Porter's Value Chain Analysis
- Porters Diamond Theory of National Advantage

Unit-III: Formulation of Competitive Strategies

- Michael E. Porter's generic competitive strategies
- Implementing competitive strategies- offensive & defensive moves
- Formulating Corporate Strategies-Introduction to strategies of growth, stability, and renewal
- Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing, and joint ventures)
- CAGE distance framework
- Types of renewal strategies – retrenchment and turnaround
- Strategic fundamentals of merger & acquisitions

Unit-IV: Strategic Analysis and Choice

- Strategic gap analyses; portfolio analyses – BCG, GE

- Product market evolution matrix
- Experience curve
- Directional policy matrix
- Life cycle portfolio matrix
- Grand strategy selection matrix
- Behavioural considerations affecting choice of strategy; impact of structure, culture & leadership on strategy implementation
- Functional strategies & their link with business level strategies; introduction to strategic control & evaluation

Suggested Readings:

1. Kazmi, A. Strategic Management and Business Policy. McGraw Hill Education
2. Pearce, J.A. & Robinson, R.B. Strategic Management: Formulation Implementation and Control. McGraw Hill Education
3. Strickland, A.J. III & Thompson, A.A. Strategic Management: Concepts and Cases. McGraw Hill Education

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	1,2,3,4,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Apply strategic concepts to real-life business problems.	1,2,3,4,5,6,7,8,9,10	1,2,3,4,5,6
CO-3	Analyse various stages of strategic management starting from strategy formulation to its evaluation.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-4	Evaluate the strategy which best fits in achieving the organisational goals.	1,2,3,4,5,6,7,8,9,10	1,2,3,4,5,6
CO-5	Assess the impact of external environment on business strategy	1,2,3,5,6,7,8,9,10,11	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	2	2	2	3	-	3	1	2	1	3	2
CO 2	3	2	2	3	3	2	3	3	3	3	-
CO 3	3	3	2	3	2	2	2	3	3	2	1
CO 4	2	3	1	3	3	3	3	1	2	2	-
CO 5	3	2	2	-	2	3	2	2	2	3	2
Average	2.60	2.40	1.80	3.00	2.50	2.60	2.20	2.20	2.20	2.60	1.67

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	PSO 6
CO 1	3	3	2	2	2	3
CO 2	3	2	3	3	3	2
CO 3	1	3	3	2	3	2
CO 4	3	2	3	3	1	1
CO 5	2	2	2	3	3	2
Average	2.40	2.40	2.60	2.60	2.40	2.00

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

Subject: Design Thinking

Semester: 3

Subject Category: CC

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

Subject Code: 1030062115

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. Stuart Pugh, Total Design: Integrated Methods for Successful Product Engineering, Bjarki Hallgrimsson, Prototyping and model making for product design, 2012, Laurence King Publishing Ltd
4. 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.	1,2,3,4,5,7,8,9,10,11	1,2,3,4,5,6
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.	1,2,3,4,5,6,7,8,9,10	1,2,3,4,5,6
CO-3	Develop an advance innovation and growth mindset form of problem identification and reframing, foresight, hindsight and insight generation.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
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.	1,2,3,4,5,6,7,8,9,10	1,2,3,4,5,6
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.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-6	Propose a concrete, feasible, viable and relevant innovation project/challenge	1,2,4,5,7,8,9,10,11	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	2	2	2	3	1		1	2	1	3	2
CO 2	3	1	2	3	1	2	3	3	3	3	
CO 3	3	3	2	3	2	2	2	3	3	2	1
CO 4	2	3	1	3	3	3	3	1	2	2	
CO 5	3	1	2	1	2	3	2	2	2	3	2
CO 6	3	2		2	1	2	3	2	3	3	3
Average	2.67	2.00	1.80	2.50	1.67	2.40	2.33	2.17	2.33	2.67	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	PSO 6
CO 1	1	3	2	2	2	3
CO 2	1	3	3	3	3	2
CO 3	1	3	1	3	1	2
CO 4	2	2	3	3	1	1
CO 5	2	2	2	3	3	2
CO 6	3	3	3	2	2	2
Average	1.67	2.67	2.33	2.67	2.00	2.00

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

Subject: Corporate Finance

Semester: 3

Subject Category: DSE (Finance)

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

Subject Code:

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

Suggested Readings:

- 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	Helps in understanding the core concepts of Corporate Finance.	1,2,3,6,7,8,9	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.	1,2,7,9	1,2,3,4
CO-3	Helps to understand the importance of Ethics in running a business and to inculcate the spirit of social responsibility.	1,2,3,4,5,8,9	1,2,4
CO-4	Imparts the knowledge and the skill sets for taking leadership roles for solving various business problems in an organisation.	1,2,3,4,5,6,8,9,10,11	1,2,3,4,5,6
CO-5	Imparting the knowledge that is necessary to succeed in the corporate world.	1,2,3,4,5,6,7,8,9	1,2,3,4,5
CO-6	Providing the necessary skill sets to analyse the financial health as well as calculating the value of a company.	1,2,6,7,8,9,10,11	1,2,3,4,6
CO-7	Imparting the necessary skill sets to meet the challenges of the corporate world.	1,2,6,7,8,9,10,11	1,2,3,4,6
CO-8	Providing skills that can be used in solving business problems through real-word case studies.	1,2,3,6,7,8,9,10,11	1,2,3,4
CO-9	Empowering students with the necessary skill sets to meet the challenges of the business world. Thus, in this way making them job ready.	1,2,3,4,5,6,7,8,9	1,2,3,4,5

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	-
CO 2	1	3	1	1	2	2	2	2	1	1	2
CO 3	3	2	3	3	1	1	-	1	3	-	-
CO 4	-	2	2	2	2	2	2	2	2	2	2
CO 5	-	3	-	3	3	1	3	-	3	-	-
CO 6	2	2	2	-	-	2	1	2	2	2	2
CO 7	2	2	1	-	-	2	1	1	1	2	2
CO 8	-	1	-	-	-	1	1	-	1	1	1
CO 9	3	1	-	1	3	1	3	-	3	1	-
Average	2.33	1.50	3.00	2.00	2.20	1.67	1.86	1.60	2.00	1.57	1.80

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	PSO 6
CO 1	3	2	3	2	1	1
CO 2	2	2	2	2	2	2
CO 3	1	1	3	3	1	1
CO 4	1	2	2	2	2	2
CO 5	3	3	1	3	3	1
CO 6	2	2	3	2	2	2
CO 7	2	2	1	2	2	2
CO 8	1	1	2	1	1	1
CO 9	1	2	3	1	1	1
Average	1.78	1.89	2.22	2.00	1.67	1.44

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

Subject: Corporate Tax

Semester: 3

Subject Category: DSE (Finance)

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

Subject Code: 2030062103C

Syllabus

Module-I: Assessment of Corporate Assesses

- Types of Companies
- Residential Status and Incidence of Tax for Companies
- Computation of Taxable Income and Tax Liability According to Income Tax Provisions
- Book Profits
- Minimum Alternate Tax under Section 115JB
- Tax Credit under MAT
- Dividend Distribution Tax u/s 115-O

Module-II: Tax Planning and Management

- Tax Planning
- Tax Avoidance and Tax Evasions – Meaning and Differences
- Objectives and Types of Tax Planning
- Areas of Tax Planning – Location of Business
- Nature of Business, Form of Ownership
- Specific Management Decisions – Capital Structure Decisions
- Own or Lease an Asset
- Make or Buy Decisions
- Repair or Replace Decisions
- Transfer Pricing
- Tax Planning for Amalgamations

Module-III: Customs Duty

- Import Procedures and Export Procedures
- Meaning and Types
- Features and Sources, Applicability
- Chargeability of Customs Duty

- Exceptions for Levy of Customs Duty
- Taxable Event
- Valuation of Imported and Exported goods for Levy of Customs Duty
- Computation of Customs Duty Payable. (GST valuation procedures are considered for computation)

Module-IV: Goods and Services Tax – Framework and Definitions

- Introduction to Goods and Services Tax
- Constitutional Framework
- Orientation to CGST, SGST and IGST
- Definitions – Supply. Inward Supply
- Outward Supply, Continuous Supply
- Time of Supply
- Place of Supply
- Goods, Services
- Person, Taxable Person
- Related Person
- Business, Place of Business,
- Business Verticals
- Consideration
- Capital Goods
- Input and Input Service
- Input Tax, Output Tax
- Aggregate Turnover
- Deemed Exports
- Recipient
- Reverse Charge
- Works Contract

Module-V: Valuation for GST and Computation of GST Liabilities

- Taxable and Exempted Goods
- Valuation of Taxable Supply of Goods
- Computation of GST Liability on Supply of Goods
- Set-off of Input Tax Credit
- Taxable and Exempted Services
- Valuation of Taxable Value of Services – Computation of GST Liability on Supply of Services
- Set-off of Input Tax Credit; Reverse Charge Mechanism

Module-VI: GST Procedures

- Registration under GST
- Tax Invoice
- Levy and Collection of GST
- Composition Scheme
- Due Dates for Payment of GST
- GST Returns – Types of Returns
- Monthly Returns
- Annual Return and Final Return – Due Dates for Filing of Returns
- Final Assessment

Course Outcome (CO)

CO #	Description
CO -1	Understand the basics of corporate taxation and Capital Gains
CO-2	Compute profit and gains from business and professions.
CO-3	Underrated Tax Planning
CO-4	Comprehend the basics of GST
CO-5	Provide a skill base of how the business profits are calculated as per direct tax laws.
CO-6	Understand how to treat business losses and make adjustments thereof.
CO-7	Able to treat earnings from transfer of capital assets.
CO-8	Understand how GST is relevant in business scenario
CO-9	Compute business profits, capital gains and determine tax liabilities.
CO-10	Understand the indirect tax structure prevalent in India.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Understand the basics of corporate taxation and Capital Gains	1,2,3,4,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Compute profit and gains from business and professions.	1,2,3,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-3	Understand Tax Planning	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-4	Comprehend the basics of GST	1,2,3,4,6,7,8,9,10,11	1,2,3,4,5,6
CO-5	Provide a skill base of how the business profits are calculated as per direct tax laws.	1,2,3,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-6	Understand how to treat business losses and make adjustments thereof.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-7	Able to treat earnings from transfer of capital assets.	1,2,3,4,6,7,8,9,10,11	1,2,3,4,5,6
CO-8	Understand how GST is relevant in business scenario	1,2,3,4,5,6,7,8,9,10	1,2,3,4,5,6

CO-9	Compute business profits, capital gains and determine tax liabilities.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-10	Understand the indirect tax structure prevalent in India.	1,2,3,4,5,6,7,8,9,11	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	2	2	2	3	-	2	3	3	1	1	1
CO 2	1	1	1	-	2	3	3	3	1	3	1
CO 3	1	2	3	2	3	3	1	1	3	1	3
CO 4	1	1	1	1	-	3	3	3	1	3	3
CO 5	1	2	2	-	2	1	1	1	3	2	3
CO 6	2	1	1	-	3	1	1	1	2	2	3
CO 7	3	1	3	3	-	2	1	3	2	3	1
CO 8	1	2	2	2	3	3	3	1	3	2	-
CO 9	2	3	2	3	3	1	1	1	3	1	3
CO 10	2	2	2	3	3	2	3	1	3	-	2
Average	1.60	1.70	1.90	2.43	2.71	2.10	2.00	1.80	2.20	2.00	2.22

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	3	1	2	2
CO 2	3	2	2	3	3	2
CO 3	3	2	3	2	1	1
CO 4	2	3	3	2	2	2
CO 5	3	1	2	3	3	2
CO 6	2	1	3	3	3	3
CO 7	3	2	3	3	1	3
CO 8	3	1	1	3	3	3
CO 9	2	3	3	2	2	1
CO 10	3	2	2	3	3	3
Average	2.6	1.8	2.5	2.5	2.3	2.2

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

Subject: Portfolio Management

Semester: 3

Subject Category: DSE (Finance)

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

Subject Code: 2030062102C

Syllabus

Unit-I

- Investment environment
- Meaning, Various asset classes and financial instruments
- Investment process
- Risk and return of individual securities
- Relationship between risk and return analysis and impact of taxes and inflation
- Macroeconomic and Microeconomic factors that contribute to changes in the required rates of return for investments
- Individual Investor Life Cycle
- Investment Strategies over an Investor's Lifetime
- Types and sources of risks

Unit-II

- Portfolio Management – An Introduction, Meaning, Characteristics, Objectives, Investment V/s Speculation, Investment vs. Gambling and Types of Investors
- Portfolio Management – Meaning, Evolution, Phases, Role of Portfolio Managers, Advantages of Portfolio Management
- Investment Environment in India and factors conducive for investment in India
- Portfolio Analysis and Selection Portfolio Analysis – Meaning and its Components, Calculation of Expected Return and Risk, Calculation of Covariance, Risk – Return Trade off, Portfolio Selection – Meaning, Feasible Set of Portfolios, Efficient Set of Portfolios, Selection of Optimal Portfolio, Markowitz Model
- Limitations of Markowitz Model
- Measuring Security Return and Portfolio Return and Risk under Single Index Model and Multi Index Model

Unit-III

- Asset Pricing Theories: Capital Asset Pricing Model (CAPM) – concept, assumptions
- CAPM with unlimited borrowing and lending at a risk-free rate

- Pricing of securities with CAPM
- Arbitrage Pricing Theory

Unit-IV:

- Portfolio Revision and Evaluation
- Portfolio Revision – Meaning, Need, Constraints and Strategies
- Portfolio Evaluation – Meaning, Need, Measuring Returns (Sharpe, Treynor and Jensen Ratios) and Decomposition of Performance

Suggested Readings:

1. Bodie, Zvi., Kane Alex and Alan J. Marcus, *Investments*, McGraw Hill.
2. Reilly, Frank K, and Brown, Keith C., *Investment Analysis and Portfolio Management*, Cengage Learning.
3. Chandra, P., *Security Analysis and Portfolio Management*, Tata McGraw Hill.
4. Vishwanath, R and Krishna Murthi C., *Investment Management*, Springer
5. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Learning.
6. Elton, E. and Gruber, M, *Modern Portfolio Theory and Investment Analysis*, John Wiley and Sons.
7. Damodaran, A., *Investment Valuation*, John Wiley & Sons.
8. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, *Investments*, PHI Learning.
9. Hull, J.C., *Options, Futures and Other Derivatives*, Prentice Hall.
10. Bhalla, V. K., *Investment Management*, S. Chand & Company Ltd.

Course Outcome (CO)

CO #	Description
CO -1	Provide a theoretical and practical background in the field of investments.
CO-2	Design and manage the bond as well as equity portfolios in the real world.
CO-3	Value equity and debt instruments.
CO-4	Measure the portfolio performances.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Provide a theoretical and practical background in the field of investments.	1,2,3,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Design and manage the bond as well as equity portfolios in the real world.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-3	Value equity and debt instruments.	1,2,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-4	Measure the portfolio performances.	1,2,3,4,5,6,7,8,9,10	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	1	2	-	-	1	2	2	3	3	2
CO 2	1	2	2	2	3	2	2	2	2	2	3
CO 3	3	2	-	2	1	3	3	3	2	3	2
CO 4	2	2	2	3	2	3	2	2	1	1	-
Average	2.25	1.75	2.00	2.33	2.00	2.25	2.25	2.25	2.00	2.25	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	3	1	3	2	1	1
CO 2	2	3	2	3	2	2
CO 3	3	2	2	1	2	1
CO 4	2	2	3	2	3	1
Average	2.50	2.00	2.50	2.00	2.00	1.25

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

Subject: Employment & Compensation Administration

Semester: 3

Subject Category: DSE (HR)

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

Subject Code: 2030062102A

Syllabus

Module-I

- Employment: Policy and Programmes,
- Reservation Rules,
- Gender in Employment policies,
- Employment of Women and Dependents,
- Employment of Land Outsees

Module-II

- New Employment Practices: Outsourcing, Contingent Workers, Employee Leasing.

Module-III

- Employment of Contract Labourers: Provisions and Practices under the relevant Act. Employment and Labour Law 2021.
- Case Studies on Contract Labourers.

Module-IV

- Compensation: Wage and Salary Structure, Essentials of a sound Wage and Salary Structure, Purpose & Types;
- Concept of Minimum Wages, Fair Wages, Living Wages, Need Based Wages,
- Dearness Allowance,
- House Rent Allowances,
- City Compensatory Allowance,
- Other Allowances,
- Fringe Benefits,

- Bonus and Executive Compensation,
- Pay for different types of employees,
- Managerial Compensation. Theories of Wage and Salary.

Module-V

- Machineries for Wages and Salary Fixation: Wage Laws, Wage Boards, Pay Commission, Adjudication, Collective Bargaining etc.

Module-VI

- Techniques for Fixation of Wage and Salary Levels: Concept (Basic Elements only):
- Job Analysis, Job Description, Job Specification, Job Evaluation, Work Study.

Module-VII

- Employee Reward System: Concept, Components of Employee Reward, and Factors affecting the Rate of Pay.

Module-VIII

- Wage Payment System: Time Wage, Piece Wage, Balance Method;
- Wage Incentives: Meaning, Essentials of a Sound Incentive Plan, Types of Wage Incentive Plans, Indian Practices.

Module-IX

- Productivity and Wages: Productivity Bargaining, Incentive Payments, Productivity Linked Bonus,
- Incentives – Individual & Group, Case Studies on Productivity Bargaining.

Module-X

- Employee Benefits: Statutory & Voluntary Benefits,
- Retirement Benefits – Provident Fund, Gratuity, Pension, Medical Insurance;
- Reward Management.

Suggested Readings:

- Armstrong and Murlis; Reward Management: A Handbook of Salary Administration, Kogan Page.
- Armstrong, Michael: Employee Rewards, Kogan Page.
- Belcher, D.W.: Wage and Salary Administration, Prentice Hall.
- Dasgupta, A. K.: A Theory of Wage Policy, OUP.
- Henderson R.: Compensation Management – Rewarding Performance, Prentice Hall Inc.
- Mondy, R.W. & Noe, R.M.: Human Resource Management, Pearson Reynolds, G. L.: Labour Economics & Labour Relations, Prentice-Hall.
- Sarma, A. M.: Understanding Wage System.
- Verma, Pramod: Labour Economics and Industrial Relations, Tata McGraw Hill. Govt of India; Report of the National Commission on Labour (1st – 1969, 2nd – 2002) ILO: Payment by Results.

Course Outcome (CO)

CO #	Course Outcomes (CO)
CO -1	Employment Policy and Programmes identifies the laws and regulations governing compensation and benefits in India, the basic information about the nature, function, and purpose of Compensation Administration in global situations. It also assists the students to become familiarised with labour market and recognize the relationship of labour demand and labour supply, reservation rules, role of gender in employment policies, employment of women and dependents, employment of land outsees in India.
CO-2	New Employment Practices examines compensation and benefits from the perspectives of the stakeholders, society, government, owners/shareholders, managers, and employees. It also analyses how compensation and benefits support organizational strategy and culture and enlighten the students regarding outsourcing, contingent workers, employee leasing etc.
CO-3	Employment of Contract Labourers explains the provisions and practices under the relevant act; Employment and Labour Law 2021 and important case Studies on contract labourers; It helps us to apply fundamental concepts to the design compensation and benefit programs including legal and ethical considerations. It also guides us to compare the effectiveness of incentive options to promote employee performance.
CO-4	Compensation provides the students the knowledge on India's compensation administration systems, wages and benefits, compensation environment, and the factors that affects and might be affected by compensation. It again helps us to increase insight on various theories of economic development and compensation administration, the important contribution of wages as a buying power and basis of living including the role of top management in controlling wages, salaries, and benefits.

CO-5	Machineries for Wages and Salary Fixation applies fundamental concepts to the design of compensation and benefit programs including legal and ethical considerations; it also compares the effectiveness of incentive options to promote employee performance. This again describes how compensation and benefits can be applied to attract, motivate, and retain high quality staffs; how to analyse the factors that drive benefit costs and the options available for cost control.
CO-6	Techniques for fixation of wages and salary levels gives the students an idea regarding job analysis, job description, job specification, job evaluation techniques in detail.
CO-7	Employee Reward System correctly explains the meaning and importance of merit rating as the evaluation system for workers as basis of pay and promotion; lastly, the system again helps the students to formulate their own merit rating program.
CO-8	Wage Payment System helps the learners to acquire knowledge on management incentives and be able to differentiate the difference of managerial and professional employees how they differ with their functions, responsibility, and scope; It also helps to elevate the student's awareness on how to design incentives plan including monetary and non-monetary incentives.
CO-9	Productivity and wages help the students to gain knowledge on wage supplements, how profit sharing affects workers' productivity and be familiar with different types of wage supplements, its characteristics, and purposes.
CO-10	Employee Benefits programme helps the students to analyse the factors that drive benefit costs and the options which are available for cost control; describe the challenges facing organizations that deploy staffs to the locations across the world including legal and ethical considerations.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Employment Policy and Programmes identifies the laws and regulations governing compensation and benefits in India, the basic information about the nature, function, and purpose of Compensation Administration in global situations. It also assists the students to become familiarised with labour market and recognize the relationship of labour demand and labour supply, reservation rules, role of gender in employment policies, employment of women and dependents, employment of land outsees in India.	1,2, 4,5,8,9,11	1,3,5,6
CO-2	New Employment Practices examines compensation and benefits from the perspectives of the stakeholders, society, government, owners/shareholders, managers, and employees. It also analyses how compensation and benefits support organizational strategy and culture and enlighten the students regarding outsourcing, contingent workers, employee leasing etc.	1, 3,5,6, 7, 9,11	1,3,5,6
CO-3	Employment of Contract Labourers explains the provisions and practices under the relevant act; Employment and Labour Law 2021 and important case Studies on contract labourers; It helps us to apply fundamental concepts to the design compensation and benefit programs including legal and ethical considerations. It also guides us to compare the effectiveness of incentive options to promote employee performance.	1,2, 3,5,8,9,10,11	1,3,5,6

CO-4	Compensation provides the students the knowledge on India's compensation administration systems, wages and benefits, compensation environment, and the factors that affects and might be affected by compensation. It again helps us to increase insight on various theories of economic development and compensation administration, the important contribution of wages as a buying power and basis of living including the role of top management in controlling wages, salaries, and benefits.		
CO-5	Machineries for Wages and Salary Fixation applies fundamental concepts to the design of compensation and benefit programs including legal and ethical considerations; it also compares the effectiveness of incentive options to promote employee performance. This again describes how compensation and benefits can be applied to attract, motivate, and retain high quality staffs; how to analyse the factors that drive benefit costs and the options available for cost control.	1,2,3, 4,5,8,9,11	1,3,5,6
CO-6	Techniques for fixation of wages and salary levels gives the students an idea regarding job analysis, job description, job specification, job evaluation techniques in detail.	1,2,3, 4,5,6,7,9,10	1,3,5,6
CO-7	Employee Reward System correctly explains the meaning and importance of merit rating as the evaluation system for workers as basis of pay and promotion; lastly, the system again helps the students to formulate their own merit rating program.	1,2,3, 4,5,6,7,9,10	1,3,5,6
CO-8	Wage Payment System helps the learners to acquire knowledge on management incentives and be able to differentiate the difference of managerial and professional employees how they differ with their functions, responsibility, and scope; It also helps to elevate the student's awareness on how to design incentives plan including monetary and non-monetary incentives.	1,2, 4,5,6,9,10	1,3,5,6
CO-9	Productivity and wages help the students to gain knowledge on wage supplements, how profit sharing affects workers' productivity and be familiar with different types of wage supplements, its characteristics, and purposes.	1,2, 3,4, 5,8,9,10	1,3,5,6
CO-10	Employee Benefits programme helps the students to analyse the factors that drive benefit costs and the options which are available for cost control; describe the challenges facing organizations that deploy staffs to the locations across the world including legal and ethical considerations.	1,2, 3, 4,5,9,11	1,3,5,6

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	2	3	3	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	2	3	3
CO 3	3	2	3	2	3	3	3	3	3	3	3
CO 4	2	3	-	3	2	2	3	3	3	2	2
CO 5	3	-	3	3	3	3	-	-	-	2	3
CO 6	3	3	3	2	3	3	3	3	3	3	3
CO 7	-	3	2	2	3	2	3	3	3	2	2
CO 8	3	3	3	2	2	2	3	3	2	2	2
CO 9	3	3	3	2	2	2	2	2	3	3	2
CO 10	3	3	2	3	3	3	3	3	3	3	3
Average	2.6	2.5	2.5	2.5	2.7	2.6	2.6	2.6	2.5	2.6	2.6

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	3	3	3	3	3	3
CO 2	2	3	3	3	3	3
CO 3	3	3	2	-	-	2
CO 4	2	2	3	3	3	2
CO 5	2	3	2	2	2	2
CO 6	-	3	2	2	3	3
CO 7	3	3	-	3	3	2
CO 8	2	-	3	2	2	2
CO 9	3	3	3	3	2	3
CO 10	3	3	3	3	2	3
Average	2.4	2.6	2.4	2.4	2.3	2.5

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

-: None

Subject: Human Resource Planning

Semester: 3

Subject Category: DSE (HR)

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

Subject Code: 2030062103A

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.	1,2,4,5,8,9,10,11	1,2,3,4,5,6
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.	1,3,5,6,7,8,9,10,11	1,3,4,5,6
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.	1,2,3,4,5,8,9,10,11	1,2,3,5,6
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.	1,2,3,4,5,8,9,10,11	1,2,3,4,5,6
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.	1,2,3,4,5,8,9,10,11	1,2,3,4,5,6
CO-6	A simulated situation is created through case method of learning to empower the students to appreciate dilemmas of real life.	1,2,3,5,6,7,9,10,11	1,2,3,4,5,6
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.	1,2,3,4,8,9,10,11	1,2,3,5,6
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.	1,2,4,5,6,8,9,10,11	1,2,4,5,6

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.	1,2,3,4,5,6,8,9,10,11	1,2,3,5,6
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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	2	-	3	3	-	-	3	3	3	2
CO 2	3	-	3	-	3	3	3	2	2	2	3
CO 3	3	2	3	2	3	-	-	3	3	3	2
CO 4	2	3	2	3	2	-	-	2	2	2	3
CO 5	3	-	3	3	3	-	-	3	-	3	3
CO 6	3	3	1	-	3	3	3	-	3	2	2
CO 7	-	3	3	2	-	-	-	3	3	3	3
CO 8	3	3	-	2	3	2	-	3	2	3	3
CO 9	3	3	2	2	2	2	-	2	3	3	2
Average	2.88	2.71	2.43	2.43	2.75	2.50	3.00	2.63	2.63	2.67	2.56

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	1	3	3	3	3	1
CO 2	2	-	3	3	3	1
CO 3	3	3	2	-	2	1
CO 4	3	3	2	3	3	3
CO 5	2	3	2	2	2	2
CO 6	2	2	2	2	3	3
CO 7	3	3	2	-	3	3
CO 8	3	2	-	3	1	3
CO 9	3	2	3	-	3	3
Average	2.25	2.25	2.00	3.00	2.56	2.22

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

Subject: Performance Management & Competency Mapping

Semester: 3

Subject Category: DSE (HR)

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

Subject Code: 2030062101A

Syllabus

Module-I

Performance Management; Understanding PM, Performance Appraisal and performance Management, PM and MBO, 7 rules of excellence & 7 sins of HR professionals, aim, objectives and concerns

Module-II

Process of Performance Management: PMS cycle, functions, activities, performance counselling, coaching, mentoring, Conditions for Effective Performance Counselling and Planning.

Module-III

Performance Monitoring, , assessment centres, KPIs and KRAs, criteria for performance measurement, setting organizational , team and individual goals, Methods for evaluating Performance, 0 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card.

Module-IV

Role of Training and Development in PMS; Need Identification for Training and, Development for Performance Management, Rewards and Recognition, Team Performance, Performance Management linked Reward System, Role of HR professionals in Performance Management, Potential Appraisal & its linkage to Performance Management, Performance Agreements, Performance Reviews; feedbacks – e-PM, Strategic role of HR professionals, Ethics in Performance Management

Module-V

Competency Mapping: Introduction: Concept and definition of Role and competency, Characteristics of competency, Core Competency, Competency versus competence, Performance versus competency; skills versus competency, behaviour indicators, Types of competencies - generic/specific, threshold/performance, and differentiating and technical, managerial and human; Competency Method in Human Resource Management: Features of Competency Methods, Historical Development, Definitions, Competencies

Applications - Competency Frameworks (competency management framework or competency model), Competency Maps, and Competency Profiles. Case Discussion

Module-VI

Competency management framework/competency model; Competency framework - development of personal competency framework, Lancaster Model of managerial competencies, competency modelling framework developing a competency model - Understanding job positions, Data collection instruments for job descriptions, Stages in design and implementation of competency model, Validation of the competency model after data gathering.

Module-VII

Design of competency model and Competency Gap Analysis, Team Competencies (project driven), Role competencies (Role wise); Competency identification Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark; Competency assessment - 360 degrees , Competency Mapping - Strategy-Structure Congruence, Structure Role Congruence, Vertical & horizontal Role linkages, positioning to bring in competitive advantage

Module-VIII

Mapping Jobs via Competency Model, Identification of Role competencies, elemental competencies, assessment centre, what do the assessment centres assess? Design of assessment centre, Use of psychometric testing in assessment centre, 360-degree feedback, potential appraisal through assessment centre, Creating Competency Dictionary.

Module-IX

Competency mapping and Integration of Competency Based HR Systems ; Steps in development of competencies map, studying job, processes, and environment, studying attributes of good performer; Strategy structure congruence, Structure Role congruence - Each role to be unique, Non-Repetitive, and Value adding; Vertical and horizontal role congruence, Ensure non repetitive tasks in two different roles, Ensure core competencies for each task, Link all the above and position to bring in competitive advantage. Using competency maps for Competency profiling - Job competency profiling, Role competency, profiling Functional competency profiling, Core competency profiling Competency based selection, competency -based interviews, competency-based performance management, competency driven careers, and competency linked remuneration, competency driven culture. Career Development Tools.

Suggested readings:

1. Performance Management and Competency Mapping-By Dr. Priyanka ,Mr. Sanjay Pandit Patil, Dr. M. Arunmozhi and Bhagyashree Bhoyar
2. Talent Management Handbook by Dorothy and Lance Berger

Course Outcome (CO)

CO #	Description
CO-1	Help them understand the concept of Performance Management aim, objectives and concerns.
CO-2	Helps students to understand Process of Performance Management: PMS cycle, functions, activities, performance counselling, coaching, mentoring, Conditions for Effective Performance Counselling and Planning
CO-3	Students are given a entire overview of the Performance Monitoring, , assessment centres, KPIs and KRAs, criteria for performance measurement, setting organizational , team and individual goals, Methods for evaluating Performance,0 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card.
CO-4	Helps the students to understand Role of Training and Development in PMS; Need Identification for Training and, Development for Performance Management, Rewards and Recognition, Team Performance ,Performance Management linked Reward System ,
CO-5	To understand the Concept and definition of Role and competency, Characteristics of competency, Core Competency, Competency versus competence, Performance versus competency; skills versus competency, behaviour indicators, Types of competencies - generic/specific, threshold/performance, and differentiating and technical, managerial and human; Competency Method in Human Resource Management: Features of Competency Methods,
CO-6	To understand Competency management framework/competency model; Competency framework - development of personal competency framework, Lancaster Model of managerial competencies, competency modelling framework developing a competency model
CO-7	Understand the Design of competency model and Competency Gap Analysis, Team Competencies (project driven), Role competencies (Role wise); Competency identification Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark; Competency assessment - 360 degrees , Competency Mapping
CO-8	Helps students to understand Mapping Jobs via Competency Model, Identification of Role competencies, elemental competencies, assessment centre, what do the assessment centres assess?

	Design of assessment centre, Use of psychometric testing in assessment centre, 360-degree feedback, potential appraisal through assessment centre, Creating Competency Dictionary.
CO-9	This module talks about Steps in development of competencies map, Studying job, processes, and environment, studying attributes of good performer; Strategy structure congruence, Structure Role congruence - Each role to be unique, Non-Repetitive, and Value adding; Vertical and horizontal role congruence, Ensure non repetitive tasks in two different roles,

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO-1	Help them understand the concept of Performance Management aim, objectives and concerns.	1,2,4,6,8,9, 10	1,2,3,5,6
CO-2	Helps students to understand Process of Performance Management: PMS cycle, functions, activities, performance counselling, coaching, mentoring, Conditions for Effective Performance Counselling and Planning	1,2,3,4,6,7,9,10,11	1,2,3,4,
CO-3	Students are given a entire overview of the Performance Monitoring, , assessment centres, KPIs and KRAs, criteria for performance measurement, setting organizational , team and individual goals, Methods for evaluating Performance,0 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card.	1,2,3,4,5,	1,2,4,
CO-4	Helps the students to understand Role of Training and Development in PMS; Need Identification for Training and, Development for Performance Management, Rewards and Recognition,Team Performance ,Performance Management linked Reward System ,	1,2,3,4,5,6,8,	1,2,3,4,
CO-5	To understand the Concept and definition of Role and competency, Characteristics of competency, Core Competency Competency versus competence, Performance versus competency; skills versus competency, behavior indicators, Types of competencies - generic/specific, threshold/performance, and differentiating and technical,	1,2,4,5,6,8,9,10	1,2,3,4,5,6,

	managerial and human; Competency Method in Human Resource Management: Features of Competency Methods,		
CO-6	To understand Competency management framework/competency model; Competency framework - development of personal competency framework, Lancaster Model of managerial competencies, competency modelling framework developing a competency model	1,2,3,4,6,7,8,9	1,2,3,4,5,6
CO-7	Understand the Design of competency model and Competency Gap Analysis, Team Competencies (project driven), Role competencies (Role wise); Competency identification Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark; Competency assessment - 360 degrees , Competency Mapping	1,2,4,6,7,8,9,10	1,2,3,4,5,6
CO-8	Helps students to understand Mapping Jobs via Competency Model, Identification of Role competencies, elemental competencies, assessment centre, what do the assessment centres assess? Design of assessment centre, Use of psychometric testing in assessment centre, 360 degree feedback, potential appraisal through assessment centre, Creating Competency Dictionary.	1,2,3,4,6,8,9,10	1,2,3,4,5,6
CO-9	This module talks about Steps in development of competencies map, Studying job, processes, and environment, studying attributes of good performer; Strategy structure congruence, Structure Role congruence - Each role to be unique, Non-Repetitive, and Value adding; Vertical and horizontal role congruence, Ensure non repetitive tasks in two different roles,.	1,2,3,4,5,6,7,8	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	PO11
CO 1	3	2	-	3	-	2	-	2	2	1	-
CO 2	3	2	1	3	-	2	2	-	1	1	1
CO 3	3	2	2	3	2	-	-	-	-	-	-
CO 4	3	2	1	3	3	2	-	2	-	-	-
CO 5	2	2	-	2	2	1	-	3	3	2	-
CO 6	3	2	1	3	-	1	1	2	2	-	-
CO 7	3	2	-	2	-	1	2	2	2	2	-
CO 8	2	2	1	3	-	2	-	3	2	1	-
CO 9	2	1	1	3	1	1	2	1	-	-	-
Average	2.67	1.89	1.17	2.78	2.00	1.50	1.75	2.14	2.00	1.40	1.00

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	PSO5	PSO6
CO 1	2	2	3	-	1	1
CO 2	1	1	1	1	--	-
CO 3	3	3	-	3	-	-
CO 4	2	2	1	2	-	-
CO 5	3	3	3	3	1	3
CO 6	1	1	1	1	1	1
CO 7	2	2	1	2	2	1
CO 8	2	2	2	1	2	2
CO 9	1	1	3	3	1	1
Average	1.89	1.89	1.88	2.00	1.33	1.50

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

Subject: Branding & Integrated Marketing Communication

Semester: 3

Subject Category: DSE (Marketing)

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

Subject Code: 2030062103B

Syllabus

Module-I

- The concept of Brand Equity
- Creating brands in a competitive market
- Brand Positioning and Brand Associations
- Using Brand Elements to create brand equity
- Leveraging Secondary Brand Associations

Module-II

- Growing and Sustaining Brand Equity
- Designing and Implementing Branding Strategies
- Launching Brand Extensions Products
- Managing brands overtime and Geographic boundaries
- Developing a Brand Equity Management System
- Measuring Sources of Brand Equity and Brand Equity measurement approaches

Module-III

- 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-IV

- 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-V

- 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-VI

- 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-VII

- 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. Strategic Brand Management; Kevin L. Keller, 4th Edition
2. Semenile, Allen, O'Guinn, Kaufman Advertising, and Sales Promotions – An Integrated Brand Approach -6th Edition, Cengage Learning. (2012).
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion, and Marketing Communication, Prentice Hall of India, New Delhi, 6th edition, 2013.
4. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2nd edition, 2008.
5. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 7th edition, 2011.
6. Julian Cummings, Sales Promotion, Kogan Page, London 2003.
7. E. Betch and Michael, Advertising and Promotion, McGraw Hill, 7th edition, 2003.
8. Jaishri Jefhwaney, Advertising Management, Oxford, 2013.
9. 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	Enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value.
CO 2	Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.
CO 3	Understand and analyze the Brand Portfolio of the companies. They will be able to map out areas where the firm need brand extension and cannibalization.
CO 4	Describe the IMC mix and the IMC planning process.
CO 5	Examine the role of integrated marketing communications in building brand identity, brand equity.
CO 6	Construct a marketing communications mix to achieve the communications and behavioural objectives of a campaign
CO 7	Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
CO 8	Design a sales promotion campaign
CO 9	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	Enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value.	1,2,3,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-3	Understand and analyze the Brand Portfolio of the companies. They will be able to map out areas where the firm need brand extension and cannibalization.	1,2,3,4,6,7,8,9,10,11	1,2,3,4,5,6
CO-4	Describe the IMC mix and the IMC planning process.	1,2,3,5,6,7,9,10,11	1,2,3,4,5,6
CO-5	Examine the role of integrated marketing communications in building brand identity, brand equity.	1,2,3,4,6,7,8,9,10,11	1,2,3,4,5,6
CO-6	Construct a marketing communications mix to achieve the communications and behavioural objectives of a campaign	1,2,3,6,7,8,9,10,11	1,2,3,4,5,6
CO-7	Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.	1,2,3,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-8	Design a sales promotion campaign	1,2,3,6,7,8,9,10,11	1,2,3,4,5,6
CO-9	Select the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.	1,2,3,6,7,8,9,10,11	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	2	2			2	3	2	2	3	2
CO 2	3	2	1	3	3	1	1	2	2	3	2
CO 3	2	1	3	2		3	2	3	2	3	3
CO 4	2	3	2		2	2	3		2	2	2
CO 5	1	2	2	3		2	2	3	2	2	3
CO 6	3	3	2			3	2	1	2	3	2
CO 7	2	2	2		1	1	3	3	2	2	3
CO 8	3	1	2			2	2	1	2	3	2
CO 9	3	2	3			3	2	1	3	2	3
Average	2.44	2.00	2.11	2.67	2.00	2.11	2.22	2.00	2.11	2.56	2.44

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	2	3	1	3	2
CO 2	2	1	3	3	1	2
CO 3	2	3	2	3	3	3
CO 4	2	3	3	2	2	2
CO 5	3	2	3	1	3	2
CO 6	2	1	3	2	1	3
CO 7	2	3	1	3	2	3
CO 8	3	2	2	3	1	3
CO 9	3	2	3	3	3	2
Average	2.33	2.11	2.56	2.33	2.11	2.44

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

Subject: Consumer Behaviour & Marketing Research

Semester: 3

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

Subject Code: 2030062101B

Syllabus:

Module-I: Introduction to consumer behaviour

Concepts, definition, factors effecting consumer behaviour, consumer behaviour model, market segmentation in consumer behaviour.

Module-II: Determinants of consumer behaviour

Consumer motivation, consumer perception, consumer personalities, consumer attitude, consumer learning, and communication, consumer in social and cultural setting.

Module-III: Consumer decision making process

Steps in decision making, EKB Model, opinion leadership, diffusion of innovation.

Module-IV: Consumer behaviour and society

Consumer protection and public policy

Module-V: Introduction to Marketing Research

Importance, nature & scope of marketing research, Marketing research process, Consumer research, key consumer research methodologies, research scenario in Indian corporate sector.

Module-VI: Problem identification and Research Design

Problem identification and definition, research proposal, research type—exploratory, descriptive, conclusive research, value and cost information.

Module-VII: 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, content format, lay out final form.

Module-VIII: Aptitude Measurement & Scaling Techniques

Elementary introduction to Measurement scale, rating scales, Likert & Semantic different scale.

Module-IX: 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-X: Data processing and Analysis

Tabulation of data, editing coding, Univariate, Bivariate & Multivariate data analysis, Measurement of Association, correlation, regression, non parametric and parametric statistics, Report preparation & presentation.

Suggested Readings:

1. Beri, Marketing Research, , Mc Graw Hill.
2. Majumdar, Marketing Research, New age International.
3. Green & Tull, Research for Marketing Decision, Prentice Hall.
4. Churchill, Basic Marketing Research, Dryden press
5. Tull & Hawkin, Marketing Research, Prentice Hall.

Course Outcome (CO):

CO #	Description
CO -1	Concepts, definition, factors effecting consumer behaviour, consumer behaviour model, market segmentation in consumer behaviour.
CO-2	Consumer motivation, consumer perception, consumer personalities, consumer attitude, consumer learning, and communication, consumer in social and cultural setting.
CO-3	Steps in decision making, EKB Model, opinion leadership, diffusion of innovation.
CO-4	Consumer protection and public policy
CO-5	MR analyses the concepts of Research and identifies the evolution of Research throughout the organization.
CO-6	Through Problem identification and Research Design students comes to know how to identify a Problem and define the problem , they will learn about research proposal, research type—exploratory, descriptive, conclusive research, value and cost information
CO-7	Through the learning of Data Resources and more specifically Secondary data sources, online data sources, primary data collection method, online surveys, questionnaire preparation, characteristics of good questionnaire, scale reliability checking of good questionnaire, content format, lay out final form, students enrich their knowledge in the arena of research.
CO-8	Through Aptitude Measurement & Scaling Techniques where Elementary introduction to Measurement scale, rating scales, Likert & Semantic different scale will learn.
CO-9	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-10	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, Report preparation & presentation.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Concepts, definition, factors effecting consumer behaviour, consumer behaviour model, market segmentation in consumer behaviour.	1,2,3,4,5,6,7,8,9	1,2,3,4
CO-2	Consumer motivation, consumer perception, consumer personalities, consumer attitude, consumer learning, and communication, consumer in social and cultural setting.	1,2,3,5,7,9,11	1,2,3,4,5
CO-3	. Steps in decision making, EKB Model, opinion leadership, diffusion of innovation.	1,2,3,4,5,6,8,10	1,3,4,6
CO-4	Consumer protection and public policy	1,2,3,4,6,8,9	1,2,3,4
CO-5	MR analyses the concepts of Research and identifies the evolution of Research throughout the organization	1,2,5,6,8,9	1, 3,4,5
CO-6	Through Problem identification and Research Design students comes to know how to identify a Problem and define the problem , they will learn about research proposal, research type—exploratory, descriptive, conclusive research, value and cost information	1,2,6,8,9,11	2, 3,4
CO-7	Through the learning of Data Resources and more specifically Secondary data sources, online data sources, primary data collection method, online surveys, questionnaire preparation, characteristics of good questionnaire, scale reliability checking of good questionnaire, content format, lay out final form , students enrich their knowledge in the arena of research	8,9,10,11	1,2, 3,4
CO-8	Through Aptitude Measurement & Scaling Techniques where Elementary introduction to Measurement scale, rating scales, Likert & Semantic different scale will learn.	1,2,4,6,8,9	1,2, 3,4
CO-9	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.	5,6,8,9,10,11	1,2, 3,4,5
CO-10	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, Report preparation & presentation.	2,3,4,6,8,9	2, 3,4,6

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	2	2	1	1	3	2	2	2	3	-	-
CO 2	1	1	2	-	2	-	2	-	1	-	3
CO 3	2	2	1	3	1	2	-	3	-	3	-
CO 4	2	2	2	3	-	2	-	2	2	-	-
CO 5	3	2	-	-	1	1	-	3	3	-	-
CO 6	2	2	-	-	-	2	-	2	3	-	3
CO 7	-	-	-	-	-	-	-	1	2	3	3
CO 8	2	2	-	2	-	3	-	3	3	-	-
CO 9	-	-	-	-	3	3	-	1	1	2	2
CO 10	-	2	2	3	-	3	-	1	1	-	-
Average	1.4	1.7	0.8	1.2	1.0	1.8	0.4	1.8	1.9	0.8	1.1

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	2	3	2	-	-
CO 2	1	1	1	1	2	-
CO 3	3	-	3	3	-	2
CO 4	2	2	1	2	-	-
CO 5	2	-	3	2	2	-
CO 6	-	3	3	2	-	-
CO 7	2	2	3	1	-	-
CO 8	2	2	3	1	-	-
CO 9	2	2	3	1	3	-
CO 10	-	3	3	2	-	2
Average	1.6	1.7	2.6	1.4	0.7	0.4

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

Subject: Sales and Distribution Management

Semester: 3

Subject Category: DSE (Marketing)

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

Subject Code: 2030062102B

Syllabus:

Module-I: Sales Management & Sales Organization

- Definition and meaning
- Objectives
- Difference between selling with marketing
- Sales research
- Sales forecasting
- Sales forecasting methods
- Sales planning and control
- Goal setting
- Performance measurement
- Diagnosis and corrective actions
- Need for sales organizations, their structure
- Sales managers functions and responsibilities
- Planning for major customers and sales budget
- Specific characteristics of a successful salesman

Module-II: Developing the Sales Force

- Recruiting
- Selection and training of sales force
- Procedures and criteria extensively used as selection tools for recruiting and testing sales ability

Module-III: Motivation Programmes

- Sales meeting
- Sales contests
- Sales compensation-monetary compensation
- Incentive programs as motivators
- Non-monetary compensation-fine tuning of compensation package
- Supervising

- Evaluating sales force performance and controlling sales activities (sales records and reporting systems)
- Improving sales productivity personal selling: basics, salesmanship, definition, prospecting, resistance selling process and skills for effective salesmanship
- Sales leads
- Sales presentations
- Types of calls
- Effective selling techniques,
- Role of relationship marketing in personal selling
- Tools for personal selling, value-added selling

Module-IV: Marketing channels and their structure

- Channel intermediaries – Roles & Types
- Channel Planning
- Organizational patterns in marketing channels
- Assessing performance of Marketing Channels

Module-V: Emerging concept in Distribution Management

- Indian Distribution Scenario at present
- Vertical Marketing System
- Horizontal and Multichannel Marketing Systems
- Channel conflict and resolution of channel conflict
- Understanding Distribution of services

Suggested Readings:

1. Hawkins, *Consumer Behavior*, Tata McGraw Hill.
2. Havaladar, Krishna and Cavale, Vasant; *Sales and Distribution Management*, Tata McGraw Hill.
3. Batra and Kazmi, *Consumer Behaviour*, Excel Books.
4. Graham & Scott, *Building a Winning Sales Team*, ASJA Press.
5. Trehan and Trehan, *Advertising and Sales Management*, VK Publications.
6. Loudon, David L. and Della, Bitta J., *Consumer Behaviour*, McGraw Hill.
Belch & Belch, *Sales and Distribution Management*

Course Outcome (CO):

CO #	Description
CO -1	Sales analyses the concepts of selling and identifies the evolution of selling throughout the organization.
CO-2	Developing the sales force predicts the future sales needs of the organization after analysing the organization's current sales revenue, the external sales market and the future sales environment. This concept helps the students to apply these models and methods used in forecasting and describing the applications of a Sales Management System.
CO-3	Sales 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 definitely sensitizes the students towards developing employees for achieving personal and organizational goals.
CO-4	Motivation Programs by learning Sales meetings, sales contests, sales compensation-monetary compensation, incentive programs as motivators, non-monetary compensation-fine tuning of compensation package, supervising, evaluating sales force performance and controlling sales activities (sales records and reporting systems) students can improve sales productivity in the organization.
CO-5	By learning Marketing channels and their structure students can learn Channel intermediaries – Roles & Types, Wholesaling & Retailing, Logistics of Distribution, Channel Planning, Organizational patterns in marketing channels, Assessing performance of Marketing Channels.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Sales analyses the concepts of selling and identifies the evolution of selling throughout the organization	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Developing the sales force predicts the future sales needs of the organization after analysing the organization's current sales revenue, the external sales market and the future sales environment. This concept helps the students to apply these models and methods used in forecasting and describing the applications of a Sales Management System	1,2,3,5,7,8,10	1,2,3,4
CO-3	Sales 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 definitely sensitizes the students towards developing employees for achieving personal and organizational goals.	1,2,3,4,5,6,8,9	1,2,4,6
CO-4	Motivation Programs by learning Sales meetings, sales contests, sales compensation-monetary compensation, incentive programs as motivators, non-monetary compensation-fine tuning of compensation package, supervising, evaluating sales force performance and controlling sales activities (sales records and reporting systems) students can improve sales productivity in the organization.	1,2,3,4,6,8,9,11	1,2,3,4,5
CO-5	By learning Marketing channels and their structure students can learn Channel intermediaries – Roles & Types, Wholesaling & Retailing, Logistics of Distribution, Channel Planning, Organizational patterns in marketing channels, Assessing performance of Marketing Channels	1,2,5,6,8,10	1,2,3,6

CO-PO Matrix

Course Outcome	Programme Outcome									PO 10	PO 11
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9		
CO 1	3	2	1	2	3	3	2	2	3	1	3
CO 2	1	1	1	-	2	-	2	2	-	3	-
CO 3	1	1	3	3	3	1	-	2	2	-	-
CO 4	2	2	2	1	-	2	-	2	2	-	2
CO 5	1	3	-	-	2	1	-	2	-	2	-
Average	1.6	1.8	1.4	1.2	2.0	1.4	0.8	2	1.4	1.2	1.0

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	2	3	2	3	1
CO 2	1	1	1	1	-	-
CO 3	3	3	-	3	-	2
CO 4	2	2	1	2	3	-
CO 5	3	3	3	-	-	2
Average	2.2	2.2	1.6	1.6	1.2	1.0

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

Subject: Entrepreneurship Development & Family Business

Semester: 4

Subject Category: CC

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

Course Code- 2241141

Syllabus

Module-I: Introduction

- Evolution of Entrepreneurship
- Corporate Entrepreneurship
- Entrepreneurial Mindset
- Entrepreneurship Education and Entrepreneurship Ecosystem

Module-II: Early Career Dilemmas of an Entrepreneur

- The Entrepreneur's Role
- Task, and personality
- A typology of Entrepreneurs: Defining Survival and success
- Entrepreneurship as a Style of Management
- Entrepreneurial Venture and the Entrepreneurial Organization

Module-III: Choosing a Direction

- Opportunity recognition and entry strategies: new product, Franchising, Partial Momentum, Sponsorship and Acquisition
- The strategic window of Opportunity: Scanning, Positioning and Analysing; Intellectual Property: Creation and Protection

Module-IV: Opening the Window

- Gaining Commitment: Gathering the Resources you do not have
- The Business plan as an Entrepreneurial Tool
- Financial Projections: how to do them the right way
- Debt, Venture Capital, and other forms of Financing
- Sources of External support

Module-V: Developing Entrepreneurial Marketing

- Competencies

- Networks and Frameworks

Module-VI: Family Business Management

- The Nature, Importance, and Uniqueness of Family Business
- Dynamics of Family Business Governance
- Small Business Promotion
- Entrepreneurial Finance
- Change, Adaptation, Innovation and Creativity
- Family Communication; Social Entrepreneurship
- Technology innovation and sustainable enterprise
- Cases of Family Business: Tata group, TVS group, Aditya Birla group, Kirloskar group, TVS group, Murugappa, Godrej, Shapoorji & Palanji

Suggested Readings:

1. Vasant Desai - Dynamics of Entrepreneurial Development and Management, HPH
2. Donald F Kuratko, "Entrepreneurship – Theory, Process and Practice", 9th Edition, Cengage Learning, 2014.
3. Khanka. S.S., "Entrepreneurial Development" S. Chand & Co. Ltd., Ram Nagar, New Delhi, 2013.
4. EDII "Faulty and External Experts – A Handbook for New Entrepreneurs Publishers: Entrepreneurship Development", Institute of India, Ahmadabad, 1986.
5. Hisrich R D, Peters M P, "Entrepreneurship" 8th Edition, Tata McGraw-Hill, 2013.
6. Mathew J Manimala, "Entrepreneurship theory at crossroads: paradigms and praxis" 2nd Edition Dream tech, 2005.
7. Rajeev Roy, "Entrepreneurship" 2nd Edition, Oxford University Press, 2011.
8. Anderson, R. and Reeb, D. (2003), 'Founding-family ownership and firm performance: evidence from the S&P 500', Journal of Finance, June (3), 1301–28.
9. Anderson, R., Mansi, S. and Reeb, D. (2003), 'Founding family ownership and the agency cost of debt', Journal of Financial Economics, 68, 263–85.
10. Barnes, L.B. and Hershon, S.A. (1976), 'Transferring power in the family business', Harvard Business Review, July/August, 105–114.
11. Brockhaus, R.H. (1994), 'Entrepreneurship and family business research: comparisons, critique, and lessons', Entrepreneurship Theory and Practice, 19(1), 25–38.

Course Outcome (CO):

CO #	Description
CO -1	Introduction part gives the students the knowledge regarding Evolution of Entrepreneurship, Corporate Entrepreneurship, Entrepreneurial Mindset, Entrepreneurship Education and Entrepreneurship Ecosystems which considers three specific topics within entrepreneurial ecosystems towards future research by focusing attention on research methods and women entrepreneurs.
CO-2	Early Career Dilemmas of an Entrepreneur explains the knowledge regarding hiring of family members and psychological dilemmas and preparing the business for the future; and transferring personal values and financial assets to one's family by helping the entrepreneurs to discuss key attributes that help the entrepreneurs to achieve career success.
CO-3	Choosing a Direction helps the learners to understand opportunity recognition and entry strategies and the strategic window of opportunity which includes scanning, positioning, and analysing.
CO-4	Opening the window gives the knowledge to the learners regarding the business plan as an entrepreneurial tool; financial projections, venture capital, and other forms of financing and all other sources of external support.
CO-5	Developing entrepreneurial marketing eschews many of the fundamental principles of marketing which are typically designed for large, well-established firms and utilizes a toolkit of new and unorthodox marketing practices to help the emerging firms to gain a foothold in crowded markets.
CO-6	Family Business Management explains the nature and uniqueness of family business; dynamics of family business Governance; Small business promotion; Entrepreneurial Finance; Change, Adaptation, Innovation and Creativity and the popular cases of family businesses such as Tata group, TVS group, Aditya Birla group, Kirloskar group, Murugappa, Godrej, Shapoorji & Palanji etc.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Introduction part gives the students the knowledge regarding Evolution of Entrepreneurship, Corporate Entrepreneurship, Entrepreneurial Mindset, Entrepreneurship Education and Entrepreneurship Ecosystems which considers three specific topics within entrepreneurial ecosystems towards future research by focusing attention on research methods and women entrepreneurs.	1,2,3,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Early Career Dilemmas of an Entrepreneur explains the knowledge regarding hiring of family members and psychological dilemmas and preparing the business for the future; and transferring personal values and financial assets to one's family by helping the entrepreneurs to discuss key attributes that help the entrepreneurs to achieve career success.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-3	Choosing a Direction helps the learners to understand opportunity recognition and entry strategies and the strategic window of opportunity which includes scanning, positioning, and analysing.	1,2,3,4,6,7,8,9,10,11	1,2,3,4,5,6
CO-4	Opening the window gives the knowledge to the learners regarding the business plan as an entrepreneurial tool; financial	1,2,3,5,6,7,9,10,11	1,2,3,4,5,6

	projections, venture capital, and other forms of financing and all other sources of external support.		
CO-5	Developing entrepreneurial marketing eschews many of the fundamental principles of marketing which are typically designed for large, well-established firms and utilizes a toolkit of new and unorthodox marketing practices to help the emerging firms to gain a foothold in crowded markets.	1,2,3,4,6,7,8,9,10,11	1,2,3,4,5,6
CO-6	Family Business Management explains the nature and uniqueness of family business; dynamics of family business Governance; Small business promotion; Entrepreneurial Finance; Change, Adaptation, Innovation and Creativity and the popular cases of family businesses such as Tata group, TVS group, Aditya Birla group, Kirloskar group, Murugappa, Godrej, Shapoorji & Palanji etc.	1,2,3,6,7,8,9,10,11	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	2	2	-	-	2	3	2	2	3	2
CO 2	3	2	1	3	3	1	1	2	2	3	2
CO 3	2	1	3	2	-	3	2	3	2	3	3
CO 4	2	3	2	-	2	2	3	-	2	2	2
CO 5	1	2	2	3	-	2	2	3	2	2	3
CO 6	3	3	2	-	-	3	2	1	2	3	2
Average	2.33	2.17	2.00	2.67	2.50	2.17	2.17	2.20	2.00	2.67	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	2	3	2	3	2
CO 2	2	3	3	3	2	2
CO 3	2	3	2	3	3	3
CO 4	2	3	3	2	2	2
CO 5	3	2	3	1	3	2
CO 6	2	1	3	2	1	3
Average	2.17	2.33	2.83	2.17	2.33	2.33

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

Subject: Application of Analytics in Business

Semester: 4

Subject Category: CC

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

Subject Code: 1030063117

Syllabus

Module-I: Business Intelligence

- Definitions and Examples in Business Intelligence
- Need, Features and Use of Business Intelligence (BI)
- BI Component
 - Data Warehouse
 - Business Analytics
 - Business Performance Management
 - User Interface

Module-II: Business Analytics

- Introduction to Business Analytics (BA)
- Components (Business Context, Technology, Data Science).
- Types (Descriptive, Predictive and Prescriptive).
- Business Intelligence versus Business Analytics.
- Transaction processing v/s Analytic Processing
 - OLTP v/s OLAP
 - OLAP Operations
 - Data models for OLTP (ER model) and OLAP (Star & Snowflake Schema)

Module-III: Types of Digital Data

- Definition, Sources, Storage and Characteristics of Structured, Unstructured and Semi Structured Data
- Data Warehouse - definition, characteristics, framework
- Business Reporting, Visual Analytics:
 - Definition, concepts
 - Different types of charts and graphs
 - Emergence of data visualization and visual analytics

Module-IV: Data Mining

- Concepts and applications
- Data mining process

Module-V: Text & Web Analytics

- Text analytics and text mining overview
- Text mining applications
- Web mining overview
- Social media analytics
- Sentiment analysis overview

Module-VI: Business Performance Management

- Business performance management cycle
- KPI, Dashboard

Module-VII: Analytics in Business Support Functions

- Sales & Marketing Analytics HR Analytics
- Financial Analytics
- Production and operations analytics
- Analytics in Industries: Telecom, Retail, Healthcare, Financial Services

Suggested Readings:

1. Vasant Desai - Dynamics of Entrepreneurial Development and Management, HPH
2. Donald F Kuratko, "Entrepreneurship – Theory, Process and Practice", 9th Edition, Cengage Learning, 2014.
3. Mathew J Manimala, "Entrepreneurship theory at crossroads: paradigms and praxis" 2nd Edition Dream tech, 2005.
4. Rajeev Roy, "Entrepreneurship" 2nd Edition, Oxford University Press, 2011.
5. Anderson, R. and Reeb, D. (2003), 'Founding-family ownership and firm performance: evidence from the S&P 500', Journal of Finance, June (3), 1301–28.
6. Anderson, R., Mansi, S. and Reeb, D. (2003), 'Founding family ownership and the agency cost of debt', Journal of Financial Economics, 68, 263–85.
7. Barnes, L.B. and Hershon, S.A. (1976), 'Transferring power in the family business', Harvard Business Review, July/August, 105–114.
8. Brockhaus, R.H. (1994), 'Entrepreneurship and family business research: comparisons, critique, and lessons', Entrepreneurship Theory and Practice, 19(1), 25–38.

Course Outcome (CO)

CO #	Description
CO -1	Identify and translate real-world business and operational problems into business analytics problems
CO-2	Implement efficient business analytics strategies to solve business and operational problems
CO-3	Demonstrate the process for developing, reporting and analyzing the business data
CO-4	Understand the current trend of business analytics and be aware of the ethical issues related to business analytics

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Identify and translate real-world business and operational problems into business analytics problems	1,2,3,4,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Implement efficient business analytics strategies to solve business and operational problems	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-3	Demonstrate the process for developing, reporting and analyzing the business data	1,2,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-4	Understand the current trend of business analytics and be aware of the ethical issues related to business analytics	1,2,3,4,5,6,7,8,9,10	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	1	2	-	3	1	2	2	2	1
CO 2	3	1	1	3	3	1	3	3	1	2	3
CO 3	2	1	-	3	3	2	2	2	3	3	3
CO 4	2	2	3	2	3	2	1	2	2	2	-
Average	2.50	1.75	1.67	2.50	3.00	2.00	1.75	2.25	2.00	2.25	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	3	3	3	2	3	3
CO 2	2	2	1	3	2	1
CO 3	3	1	2	3	2	2
CO 4	2	2	2	1	1	3
Average	2.50	2.00	2.00	2.25	2.00	2.25

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

Subject: Security Analysis

Semester: 4

Subject Category: DSE (Finance)

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

Subject Code: 2030063104B

Syllabus

Module-I: Overview of Investment

- A conceptual framework of investment
- Investment versus Speculation
- Investment Alternatives & Their Evaluation
- Approaches to Investment Decision Making
- Common Errors in Investment Management
- Qualities for Successful Investing.

Module-II: Investment Environment

- Indian Financial System & Stock Market
- Participants in the Securities Market
- Primary Equity Market
- Secondary Equity Market
- Trading & Settlement
- Buying & Selling of Shares
- Buying on Margin & Short Sale
- Stock Market Quotations & Indices
- SEBI & its Functions
- Financial Derivatives

Module-III: Risk & Return

- Concept of Risk & Return
- How Risk is measured in terms of Standard Deviation & Variance
- The relationship between Risk & Return

Module-IV: Technical Analysis

- Concept of Technical Analysis
- Different Charting Techniques

- Technical Indicators
- Strengths & Weaknesses of Technical Analysis
- Difference between Fundamental & Technical Analysis

Module-V: Fundamental Analysis

- Economy Analysis
- Industry Analysis & Company Analysis
- Strengths & Weaknesses of Fundamental Analysis

Module-VI: Valuation of Debt & Equity

- Introduction to Bonds
- Bond Valuation
- Bond Yields
- Bond Market
- Stock Valuation: Dividend Discount Model & Discounted Cash Flow Method

Module-VII: Capital Asset Pricing Model (CAPM)

- Introduction to CAPM
- Inputs required for CAPM
- Limitations of this Model

Module-VIII: Efficient Market Hypothesis

- Concept of Market Efficiency
- Tests on Efficient Market Hypothesis.

Module-IX: The Single Index Model

- Generating the inputs into the Markowitz Model
- Calculation of the Single Index Model

Suggested Readings:

1. D. E. Fisher & R. J. Jordan (2009) Security Analysis & Portfolio Management Sixth Edition Pearson Education India.
2. V. Gangadhar (2003) Security Analysis & Portfolio Management Anmol Publications Private Limited.
3. E.J. Elton M. J. Gruber & S. J. Brown (2010) Modern Portfolio Theory & Investment Analysis Sixth Edition Wiley India.

Course Outcome (CO):

CO #	Description
CO-1	Enumerates the concept of Investment along with different aspects of investing. Thus helps students in understanding one of the core concepts of financing. It also helps students to understand as to how management principles can be applied in investing. It also helps students to understand the importance of ethics in investing and to inculcate the spirit of social responsibility. Thus in this way helps students to act as Corporate Citizens.
CO-2	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. Thus making them job ready as financial experts.
CO-3	States the important concept of Risk-Return along with its various aspects. Thus empowering students with the knowledge and technical knowhow to succeed in the finance world. It also helps students to understand the importance of ethics in investing.
CO-4	Helps students to understand the concept of Technical Analysis along with the different Charting Techniques and Technical Indicators. Thus imparting students with the knowledge and the necessary skill sets for solving various investment problems (using creative techniques). Thus in this way making them job ready.
CO-5	Enumerates the concept of Fundamental Analysis (Economy Industry and Company Analysis). Thus empowering students with the knowledge and the necessary skill sets for solving various investment problems as well as calculating the value of companies (using creative techniques) that is necessary to succeed in the corporate world.
CO-6	Depicts the important concepts of Debt Instrument and Equity as well as their valuation. Thus imparting students with the necessary skill sets to take leadership role as financial experts. Thus in the process making them job ready.
CO-7	States the important concept of CAPM along with its various aspects. Thus empowering students with the necessary knowledge to meet the challenges of the corporate world.
CO-8	Helps students to understand the concept of Efficient Market Hypothesis. Thus imparting students with the knowledge necessary to succeed in finance world. It also helps students to understand the importance of ethics in investing and to inculcate the spirit of social responsibility.
CO-9	Enumerates the concept of Single Index Model along with its various aspects. Thus empowering students with the necessary knowledge to meet the challenges of the business world. Thus in this way making them job ready.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Helps in understanding as to how management principles can be applied in investing.	1,2,3,4,5,6,7,8,9	1,2,3,4,5
CO-2	Imparting the necessary knowledge and the skill sets that are required to take effective investment decisions to be successful in the capital market	1,2,3,6,7,9,10,11	1,2,3,4,5,6
CO-3	Providing the knowledge and technical knowhow to succeed in the finance world.	1,2,3,4,5,6,8,9	1,2,4
CO-4	Imparting students with the knowledge and the necessary skill sets for solving various investment problems. Thus in this way making them job ready.	1,2,3,4,6,8,9,10	1,2,3,4
CO-5	Providing the knowledge for calculating the value of companies.	1,2,5,6,8,9	1,2,3,4,5
CO-6	Imparting the necessary skill sets to take leadership role as financial experts.	1,2,3,6,7,8,9,10,11	1,2,3,4,5,6
CO-7	Providing the necessary knowledge to meet the challenges of the corporate world.	1,2,6,7,8,9,10,11	1,2,3,4,5,6
CO-8	Helps to understand the importance of ethics in investing and to inculcate the spirit of social responsibility.	1,2,3,4,5,6,8,9,10	1,2,3,4
CO-9	Imparting the necessary knowledge to meet the challenges of the business world.	1,2,3,4,5,6,7,8,9	1,2,3,4,5

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	2	-	2	3	3	-	2	3	-	2
CO 2	1	1	1	-	2	1	-	-	1	2	1
CO 3	1	-	-	-	3	1	-	1	-	1	-
CO 4	-	2	2	-	-	2	2	-	2	2	2
CO 5	-	3	3	-	-	1	1	-	3	-	-
CO 6	2	2	1	2	-	2	2	2	2	2	2
CO 7	1	1	1	1	1	1	1	1	1	2	2
CO 8	2	-	-	2	2	1	-	2	-	1	1
CO 9	3	-	1	-	-	3	-	-	3	1	1
Average	3.00	1.50	1.00	2.00	1.00	1.86	1.00	1.00	1.00	1.57	1.57

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	2	3	2	3	2
CO 2	1	1	1	1	1	2
CO 3	3	1	3	3	1	1
CO 4	2	2	1	2	2	2
CO 5	3	3	3	3	3	1
CO 6	1	1	1	1	2	2
CO 7	2	2	1	2	2	2
CO 8	2	2	2	1	1	1
CO 9	1	1	3	3	1	1
Average	1.89	1.67	2.00	2.00	1.78	1.56

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

Subject: International Finance

Semester: 4

Subject Category: DSE (Finance)

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

Subject Code: 2030063105B

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.

Module-IX: Foreign Direct Investment

- Concept of Foreign Direct Investment (FDI)
- Theory of Comparative Advantage
- Motives for Foreign Investment
- Benefits of FDI
- Barriers to International Trade and FDI.

Suggested Readings:

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

Course Outcome (CO):

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-9	Enumerates the concept as well as the different aspects of FDI. Thus empowering students with the necessary knowledge and skill sets to meet the challenges of international markets. Thus in this way making them job ready.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	Pos	PSOs
CO -1	Helps in understanding the concept of International Finance along with its different aspects.	1,2,3,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Imparting the necessary knowledge required to take effective business decisions for achieving the objectives of an organisation.	1,2,3,4,5,6,9,10,11	1,2,3,4,5,6
CO-3	Providing the knowledge and technical knowhow to succeed in the corporate world.	1,2,3,6,7,8,9	12,4,5,6
CO-4	Imparts the skill sets which will help to take leadership role for solving various business problems in an organisation.	1,2,3,6,7,8,9,10,11	1,2,3,4,5,6

CO-5	Providing the knowledge required to succeed in international markets.	1,2,3,4,5,6,7,8,9	1,2,3,4
CO-6	Helps to understand the importance of Ethics in doing business and to inculcate the spirit of social responsibility.	1,2,4,5,6,8,9,10	1,2,3,4,5,6
CO-7	Imparting the necessary skill sets for resolving problems in the business world	1,2,6,7,8,9,10,11	1,2,3,4
CO-8	Providing skills that can be used in solving business problems through real-word case studies.	1,2,3,6,7,8,9	1,2,3,4,5,6
CO-9	Empowering students with the necessary knowledge and skill sets to meet the challenges of international markets. Thus in this way making them job ready.	1,2,3,6,7,8,9	1,2,3,4,5

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	1	-	-	-	-	2	-	-	-	2	-
CO 2	2	-	2	1	1	1	-	3	1	1	2
CO 3	-	3	-	-	-	1	1	-	-	-	-
CO 4	-	2	2	-	2	2	-	-	2	2	2
CO 5	-	-	-	3	-	1	-	-	3	-	-
CO 6	2	2	2	1	1	2	2	2	1	-	2
CO 7	1	1	1	1	-	1	1	1	1	2	1
CO 8	2	2	1	2	2	1	-	2	2	1	2
CO 9	3	-	3	-	1	3	1	-	1	-	-
Average	1.83	2.00	1.83	1.60	1.40	1.56	1.25	2.00	1.57	1.60	1.80

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	PSO 6
CO 1	1	1	3	1	3	1
CO 2	2	2	1	1	1	2
CO 3	2	2	2	3	3	1
CO 4	1	2	2	2	2	2
CO 5	3	3	1	3	1	3
CO 6	1	1	2	1	2	2
CO 7	1	2	1	2	2	2
CO 8	2	1	2	1	1	1
CO 9	3	1	2	3	1	3
Average	1.78	1.67	1.78	1.89	1.78	1.89

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

Subject: Financial Derivatives

Semester: 4

Subject Category: DSE (Finance)

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

Subject Code: 2030063106B

Syllabus

Module-I

- Meaning & Scope of Derivatives
- Products in Derivatives Market
- History and Evolution of Derivatives worldwide and in India
- Significance of Derivatives
- Trading Strategies
- Hedging Speculation & Arbitrage
- Types of Arbitrages: Cash & Carry
- Reverse Cash & Carry and Interexchange Arbitrage
- Views of Market

Module-II

- Forwards - Concept, Features, Difference between Forwards and Futures

Module-III

- Stock Futures - concept, stock futures using hedging, speculation and arbitrage, types and payoffs, concept of contango, backwardation, basis
- Pricing of financial futures (Cost of carry model)

Module-IV

- Options - rights & obligations of buyer & seller of options
- Types and valuation using Black and Scholes Model
- Put call parity
- Economic pay off with break-even point for buyer & seller of options
- Pricing of option premium; intrinsic value and time value of option
- Options trading strategies: Strip, Strap, Straddle, Strangle
- Spread with bull call & bear call

- Butterfly spread

Module-V

- Option Greeks: Concept of Delta, Gamma, Theta, Vega, Rho
- Computation of premium using Option Greeks

Suggested readings:

1. Muralikrishna, C. and S. Mishra (2011) Communication Skills for Engineers, Pearson education. ISBN: 9788131733844.
2. Houthakker, H. S. (1992). Futures trading. In: M. M. P. Newman and J. Eatwell, (Eds.), The New Palgrave Dictionary of Money and Finance (Vol. 2, pp. 211-213).
3. Seidel, Andrew D, and Ginsberg, Philip M. (1983) Commodities Trading Foundations, Analysis and Operations, New Jersey, Prentice-Hall.
4. Tsay Ruey S. (2010) Analysis of Financial Time Series, Second Edition, U.K, John Wiley & Sons.
5. Ruppert, D. (2011) Statistics and Data Analysis for Financial Engineering, USA, Springer Pilipovic

Course Outcome (CO)

CO #	Description
CO -1	Discover various types of derivatives including options, futures, and swaps
CO-2	Analyze trading mechanism of derivatives in the derivative market.
CO-3	Apply and analyze various trading strategies using options and futures in the derivative market
CO-4	Analyze the value of options using option pricing models.
CO-5	Examine the role of swaps in the risk management.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Discover various types of derivatives including options, futures, and swaps	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Analyze trading mechanism of derivatives in the derivative market.	1,2,3,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-3	Apply and analyze various trading strategies using options and futures in the derivative market	1,2,3,4,5,6,7,9,10,11	1,2,3,4,5,6
CO-4	Analyze the value of options using option pricing models.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-5	Examine the role of swaps in the risk management.	1,2,3,4,5,6,7,8,9,10,11	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	2	3	3	2	3	2	2	2	2	2	2
CO 2	3	2	1	-	2	2	3	3	3	3	2
CO 3	1	3	3	3	2	3	3	-	3	2	3
CO 4	2	3	2	3	3	3	2	3	3	1	2
CO 5	3	3	3	2	2	2	2	2	3	3	3
Average	2.20	2.80	2.40	2.50	2.40	2.40	2.40	2.50	2.80	2.20	2.40

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	3
CO 2	3	3	2	3	3	3
CO 3	1	3	3	3	2	2
CO 4	3	2	3	2	3	1
CO 5	3	3	3	2	3	2
Average	2.40	2.40	2.60	2.40	2.60	2.20

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

Subject: Human Resource Development & Organizational Development

Semester: 4

Subject Category: DSE (HR)

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

Subject Code: 2030063104A

Syllabus:

Module-I

Human Resource Development: meaning, scope and purpose, HRD Process, Techniques of Assessment of HRD Needs - Organizational Analysis, Task Analysis, Individual Analysis.

Module-II

Strategies of HRD: Organizational Development, Organizational Culture Building.

Module-III

Individual Development through Training: Designing Training Programme, On - job, off-job Methods – Lecture, Role Play, In basket method/ Exercises, conference/ seminar, Out Bound Training, Sensitivity Training.

Module-IV

Evaluation of Training: Need, principles, criteria, the technique of evaluation,

Module-V

Individual Development through Non-Training: Job Enlargement, Job Enrichment, Job Rotation, Career Planning, Succession Planning, Counselling.

Module-VI

Team Development Programme: Methods and Schemes: Role of Staff & Line Managers in HRD, Quality Circle, Kaizen.

Module-VII

Competency Management: Competency Mapping, Employee Obsolescence.

Module-VIII

HR Audit and its objectives, HRD scorecard, and developing methodology. OD Intervention.

Suggested Readings:

1. W.L. French & C H Bell: Organization Development, Prentice Hall of India/Pearson Education.
2. S P Robbins: Organizational Behaviour, Prentice Hall of India
3. Handbook for Strategic HR: Best Practices in Organization Development from the OD Network (ODNetwork (Editor), John Vogelsang (Editor), Maya Townsend (Editor))
4. S S Khemka: Organizational Behaviour, S. Chand.
5. Udai Pareek: Understanding Organizational Behaviour, OUP
6. J.S Chandan: Organizational Behaviour, Vikas
7. D. Hellriegel, J.W. Slocum & R W. Woodman: Organizational Behaviour, Thoms

Course Outcome (CO)

CO #	Course Outcomes (CO)
CO -1	Understand the Significance and functions of HRD & analyze and develop HRD Programs.
CO-2	Understand the basic strategies of HRD and also the basic theories upon which the field of OD is based.
CO-3	Understand the implementation process and design various training programs and schedule the training programs.
CO-4	Evaluation of Training. Different principles for evaluating the training program and various techniques and theories of training evaluation.
CO-5	Understand the requirements of implementing different individual developmental methods & career management & team developmental methods.
CO-6	Understand the roles that consultants, internal or external in the OD process, and aspects of the OD intervention process & gained knowledge on HR audit.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Understand the Significance and functions of HRD & analyze and develop HRD Programs.	1,2,3,4,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Understand the basic strategies of HRD and also the basic theories upon which the field of OD is based.	1,2,3,4,5,8,9,10,11	1,2,3,4,5,6
CO-3	Understand the implementation process and design various training programs and schedule the training programs.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-4	Evaluation of Training. Different principles for evaluating the training program and various techniques and theories of training evaluation.	1,2,3,4,5,6,10	1,2,3,4,5,6

CO-5	Understand the requirements of implementing different individual developmental methods & career management & team developmental methods.	2,3,4,5,6,8,9,10	1,2,3,4,5,6
CO-6	Understand the roles that consultants, internal or external in the OD process, and aspects of the OD intervention process & gained knowledge on HR audit.	2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6

CO-PO Matrix

Course Outcome	Program 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	1	2	2	2	-	1	1	2	2	3	2
CO 2	2	1	3	2	2	-	-	1	1	1	1
CO 3	3	1	2	2	2	3	1	1	2	3	1
CO 4	1	2	3	3	3	1	-	-	-	2	-
CO 5	-	2	2	3	3	2	-	3	2	2	-
CO 6	-	2	2	3	3	3	2	2	2	2	3
Average	1.75	1.67	2.33	2.50	2.60	2.00	1.33	1.80	1.80	2.17	1.75

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

CO-PSO Matrix

Course Outcome	Programme Specific Outcome					
	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	3	1	2	1	2	2
CO 2	3	2	2	1	2	2
CO 3	2	3	3	3	2	3
CO 4	2	2	3	3	1	2
CO 5	2	3	3	3	2	2
CO 6	1	2	3	3	3	3
Average	2.16	2.16	2.66	2.33	2	2.33

1-Low Correlation; 2- Moderate Correlation; 3- Substantial Correlation

Subject: Labour Laws

Semester: 4

Subject Category: DSE (HR)

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

Subject Code: 2030063105A

Syllabus

Module-I

- Evolution of Labour Law and Industrial Relation
- History of labour movement in India, Constitutional provisions of labour law, Labour Commissions and their recommendations.

Module-II

- International Labour Organization and its role
- International Labour Organization and its role, tripartite approach to industrial relation- Employee unions, Employer unions and Labour department of the government.

Module-III

- Collective bargaining and negotiation
- Collective bargaining and negotiation of service conditions, Non-unionized organizations and industrial relation with non-unionized workers.

Module-IV

- Law Relating to Service conditions
- Factories Act 1948, Shops and Commercial Establishment Act 1961, Contract Labour (Regulation & Abolition) Act 1970, Apprentice Act 1961.

Module-V

- Law Relating to Social Security Benefits
- Employees State Insurance Act 1948, Employees Compensation Act 1923, Maternity Benefit Act 1961, Employees Provident Fund and Miscellaneous Provisions Act 1952, Payment of Gratuity Act 1972,

Module-VI

- Law Relating to Industrial Relation

- Trade Union Act 1926, Industrial Employment (Standing Orders Act) 1946, Industrial Disputes Act 1947.

Module-VII

- Law and procedure for employee discipline
- Meaning and significance of employee discipline, service rules and standing orders, misconduct, suspension and subsistence allowance, show cause notice, investigation, enquiry and charge sheet, principles of natural justice and enquiry procedure. Sections 11A, 17B, 33 and schedule 5 of Industrial Disputes Act and Section 10A of Industrial Employment standing orders Act.

Module-VIII

- Prevention of Sexual harassment at workplace
- Meaning and significance, Supreme Court verdict in Vishaka Versus State of Rajasthan case, employer responsibility to create harassment free work place, training employees for good behaviour, modifying service rules to include sexual harassment as misconduct. Punishing the perpetrator and protecting the victim.

Suggested Readings

1. Personnel management & industrial relation – P.C. Tripathi.
2. Dynamics of personal management – C.B. Memoria
3. Human Resource Management – N.G. Nair, Latha Nair.
4. Mercantile Law – N.D. Kapoor
5. Essentials of Human Resource Management and Industrial Relations – P. Subbarao Himalaya.

Course Outcome (CO)

CO #	Description
CO -1	Advise on the appropriate authorities that may be approached to resolve different types of labour and industrial disputes
CO-2	Counsel the clients on the procedure to be followed by different labour authorities
CO-3	Suggest the client on the relevant provisions relating to the social security in general and qua workmen compensation Act in particular
CO-4	Represent the parties before the appropriate forum on the matter falling under Trade Union Act, Industrial Dispute Act, Workmen Compensation Act and Factories Act

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Advise on the appropriate authorities that may be approached to resolve different types of labour and industrial disputes	1,2,4,5,8,9,10,11	1,2,3,4,5,6
CO-2	Counsel the clients on the procedure to be followed by different labour authorities	1,3,5,6,7,8,9,10,11	1,3,4,5,6
CO-3	Suggest the client on the relevant provisions relating to the social security in general and qua workmen compensation Act in particular	1,2,3,4,5,8,9,10,11	1,2,3,5,6
CO-4	Represent the parties before the appropriate forum on the matter falling under Trade Union Act, Industrial Dispute Act, Workmen Compensation Act and Factories Act	1,2,3,4,5,8,9,10,11	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	2		3	3			3	3	3	2
CO 2	3		3		3	3	3	2	2	2	3
CO 3	3	2	3	2	3			3	3	3	2
CO 4	2	3	2	3	2			2	2	2	3
Average	2.75	2.33	2.67	2.67	2.75	3.00	3.00	2.50	2.50	2.50	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	PSO 6
CO 1	1	3	3	3	3	1
CO 2	2		3	2	3	1
CO 3	3	3	2		2	1
CO 4	3	3	2	3	3	3
Average	2.00	3.00	2.00	2.50	2.75	1.50

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

Subject: International Human Resource Management

Semester: 4

Subject Category: DSE (HR)

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

Subject Code: 2030063106A

Syllabus

Module-I

Introduction and Concepts in International Human Resource Management; Human Resources in a Comparative Perspective

Module-II

International Recruitment and Selection

Module-III

Cultural Factors/Issues in Performance Management

Module-IV

Developing International Staff and Multinational Teams

Module-V

Approaches to International Compensation

Module-VI

Repatriation

Module-VII

Managing Global, Diverse Workforce

Module-VIII

Industrial Relations in a Comparative Perspective

Module-IX

Global Unions, Regional Integration and Framework Agreements

Module-X

Emerging Trends in Employee Relations and Employee Involvement

Module-XI

International Labour Standards

Module-XII

HR/IR issues in MNCs and Corporate Social Responsibility

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 #	Description
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	Approaches to International Compensation strategy clearly demonstrates that employees are receiving compensation packages based on the salary levels, structure, and administration guidelines to the host country.
CO-6	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-7	Managing global, diverse workforce across various countries also poses new risks including cultural diversity, compliance issues, global payroll deployment and Legal concerns.
CO-8	Industrial Relations in a comparative perspective in India is considerably more subtle than is often supposed in comparative industrial relations narratives, especially when detailed endogenous political economy considerations are taken into consideration.
CO-9	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-10	Emerging Trends in Employee Relations and Employee Involvement create new customers in global economy.
CO-11	International Labour Standards are aimed at promoting opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security, and dignity.
CO-12	HR/IR issues in MNCs and Corporate Social Responsibility describe the standards of conduct, moral certainty, which is legally and ethically acceptable, whereas the best-informed top executive must reorganize his assumptions of business practices in the host country.

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.	1,2,4,5 ,8,9	1,2,3,4,5,6
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.	1,3,5,6 ,7,9	1,3,4,5,6
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 ,5,8,9	1,2,3,5,6
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.	1,2,3,4 ,5,6,8, 9	1,2,4,5,6
CO-5	Approaches to International Compensation strategy clearly demonstrates that employees are receiving compensation packages based on the salary levels, structure, and administration guidelines to the host country.	1,2,3,4 ,6,7,9	1,3,4,5,6
CO-6	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.	1,2,3,4 ,5,6,7, 8,9	1,2,4,5,6
CO-7	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 ,5,6,7, 9	1,2,3,4,5,6
CO-8	Industrial Relations in a comparative perspective in India is considerably more subtle than is often supposed in comparative industrial relations narratives, especially when detailed endogenous political economy considerations are taken into consideration.	1,2,3,4 ,5,6,7, 9	1,2,3,4,5,6
CO-9	Global unions, Regional Integration and Framework Agreements seek to build international co-operation, joint action, and global solidarity among trade unions	1,2,3,4 ,5,6,7, 8,9	1,2,3,4,5,6

	in different countries always share common employers which are important for social dialogue.		
CO-10	Emerging Trends in Employee Relations and Employee Involvement create new customers in global economy.	1,2,3,4,5,6,9	1,2,3,4,5,6
CO-11	International Labour Standards are aimed at promoting opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security, and dignity.	1,2,3,4,6,9	1,2,3,5,6
CO-12	HR/IR issues in MNCs and Corporate Social Responsibility describe the standards of conduct, moral certainty, which is legally and ethically acceptable, whereas the best-informed top executive must reorganize his assumptions of business practices in the host country.	1,2,3,4,5,7,8,9	1,3,4,5,6

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	2	-	3	3	-	-	3	3	1	1
CO 2	3	-	3	-	3	3	3	-	2	1	3
CO 3	3	2	3	2	3	-	-	3	3	3	3
CO 4	2	3	-	3	2	2	-	3	3	3	3
CO 5	3	2	3	3	-	3	3	-	3	1	3
CO 6	3	3	3	2	3	3	3	3	3	1	3
CO 7	2	3	3	2	3	2	3	-	3	3	1
CO 8	3	3	3	2	2	2	3	-	2	2	2
CO 9	3	3	3	2	2	2	2	2	3	3	2
CO 10	3	3	2	3	3	3	-	-	3	3	2
CO 11	2	2	2	2	-	2	-	-	3	1	1
CO 12	2	3	2	3	3	-	3	3	2	1	2
Average	2.67	2.64	2.70	2.45	2.70	2.44	2.86	2.83	2.75	1.92	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	PSO 6
CO 1	3	3	3	3	3	3
CO 2	2		2	3	3	3
CO 3	3	3	2		3	2
CO 4	3	2		2	3	2
CO 5	2		3	2	2	2
CO 6	3	3		2	3	3
CO 7	3	3	3	3	3	2
CO 8	3	2	3	2	3	2
CO 9	3	3	3	3	2	3
CO 10	3	3	3	3	3	3
CO 11	3	2	3		3	3
CO 12	3		3	5	2	3
Average	3.00	2.50	2.67	2.67	2.70	2.25

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

Subject: Services Marketing

Semester: 4

Subject Category: DSE (Marketing)

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

Subject Code: 2030063104C

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.	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
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.	1,2,3,5,7,8,10	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.	1,2,3,4,5,6,8,9	1,2,4,6
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.	1,2,3,4,6,8,9,11	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.	1,2,5,6,8,10	1,2,3,6

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	2	1	2	3	3	2	2	3	1	3
CO 2	1	1	1	-	2	-	2	2	-	3	-
CO 3	1	1	3	3	3	1	-	2	2	-	-
CO 4	2	2	2	1	-	2	-	2	2	-	2
CO 5	1	3	-	-	2	1	-	2	-	2	-
Average	1.6	1.8	1.4	1.2	2.0	1.4	0.8	2	1.4	1.2	1.0

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	2	3	2	3	1
CO 2	1	1	1	1	-	-
CO 3	3	3	-	3	-	2
CO 4	2	2	1	2	3	-
CO 5	3	3	3	-	-	2
Average	2.2	2.2	1.6	1.6	1.2	1

1: (Slightly Low)

2: Moderate (Medium)

3: Substantial (High)

:- None

Subject: Emerging Marketing Practices

Semester: 4

Subject Category: DSE (Marketing)

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

Subject Code: 2030063105C

Syllabus:

Module-I: International Marketing

- Fundamentals of International Marketing
- Global Marketing - Definition, strategies.
- EPRG Model- Market development, Stages, Cases/ example of companies with different orientation
- Standardization, Localization, Adaptation, Case/ Example of Companies following Standardization/ localization/ Adaptation Strategy,
- Entry strategies, Examples of companies with different entry strategy in international marketing
- Value creation (Proposition, Value delivery system, Strategic Framework for CRM Customer retention strategy, ACURA Framework), Value Co Creation
- Value Creation- Steps, Service Economies, Value Co- Creation, Cases/ Examples of Value Creation
- Trends in International Business - Cases/ Examples of different companies in international market

Module-II: 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-III: Rural Marketing:

- 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.

Suggested Readings:

- 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: Digital Marketing & E-Commerce

Semester: 4

Subject Category: DSE (Marketing)

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

Subject Code: 2030063104C

Syllabus

Module-I: Going digital, evolution of digital marketing

- Evolution of digital marketing,
- Definition, importance, scope, good practices in digital marketing,
- The changing face of advertising,
- How digital marketing can be used to develop brands, drive sales, encourage product and service development, affiliate marketing.

Module-II: Strategic digital marketing and tools

- Why one needs a digital marketing strategy,
- Traditional and offline marketing Vs digital marketing,
- Understanding, and evaluating the digital marketing channels and digital consumers.
- Introduction to social media marketing (SMM), SEO, SMO (social media optimization), content marketing and its details; planning, content distribution and optimization, infographics creation, lead generation,
- YouTube and Facebook marketing.

Module-III: E-Commerce and its technological aspects

- Overview of developments in IT and defining e-commerce.
- The scope of e-commerce, electronic market,
- EDI (electronic data interchange), internet commerce, benefits and limitations, web-based e-commerce architecture.

Module-IV: Consumer oriented e-commerce

- E-Retailing, benefits, key success factors,
- Differences with traditional retailing,
- Models of e-Retailing, its features, electronic services, categories of e-services, web enabled services, information selling on the web, e-entertainment, B2B and B2C e-commerce.

Module-V: Security and issues in e-commerce

- Various threats in the computer system,
- Virus attacks, cybercrime networks, spyware, firewalls, application firewalls, proxy servers.
- Understanding ethical, social, and political issues in e-commerce,
- A model for organizing the issues, basic ethical concepts,
- Analyzing ethical dilemmas, candidate ethical principles, privacy & information rights, information collection at e-commerce websites, legal protections,
- Intellectual property rights,
- Types of intellectual property protection and governance.

Suggested Readings:

1. Turban, Efraim, and David King, "Electronic Commerce: A Managerial Perspective", 2010, Pearson Education Asia, Delhi.
2. Kalakota, Ravi, "Frontiers of Electronic Commerce", 2004, Addison – Wesley, Delhi.
3. Rayport, Jeffrey F. and Jaworksi, Bernard J, "Introduction to E-Commerce", 2003, Tata McGraw Hill, New Delhi.
4. Smantha Shurety, "E-Business with Net Commerce", Addison – Wesley, Singapore.
5. Rich, Jason R: Starting an E-Commerce Business, 2007, IDG Books, Delhi.
6. Laudon, Kenneth C and Carol Guercio Traver: E-Commerce business. Technology, 2011, Pearson Education, Delhi.
7. 8. Stamper David A, and Thomas L.Case: Business Data Communications, 2005, Pearson Education, New Delhi.
8. Willam Stallings: Business Data Communications, 2007, Pearson Education, New Delhi

Course Outcome (CO)

CO #	Description
CO -1	Comprehend the increasing significance of E- Commerce and its applications in Business and Various Sectors
CO-2	Develop an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business
CO-3	Identify latest trends and practices in E-Commerce and Digital Marketing, along with its challenges and opportunities for an organisation
CO-4	Understand Payment, Security, Privacy and Legal Issues in E-Commerce.

CO-PO-PSO Mapping

CO #	Course Outcomes (CO)	POs	PSOs
CO -1	Comprehend the increasing significance of E-Commerce and its applications in Business and Various Sectors	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-2	Develop an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business	1,2,3,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-3	Identify latest trends and practices in E-Commerce and Digital Marketing, along with its challenges and opportunities for an organisation	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6
CO-4	Understand Payment, Security, Privacy and Legal Issues in E-Commerce.	1,2,3,4,5,6,7,8,9,10,11	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	2	2	2	2	1	3	2	2	2	3	1
CO 2	3	3	3	-	2	1	3	3	2	3	1
CO 3	3	2	3	2	2	3	2	3	2	3	3
CO 4	2	3	2	2	1	3	3	2	3	2	1
Average	2.50	2.50	2.50	2.00	1.50	2.50	2.50	2.50	2.25	2.75	1.50

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	PSO 6
CO 1	2	1	2	3	2	2
CO 2	3	3	1	2	2	3
CO 3	2	2	3	3	2	3
CO 4	2	3	3	2	3	1
Average	2.25	2.25	2.25	2.5	2.25	2.25

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