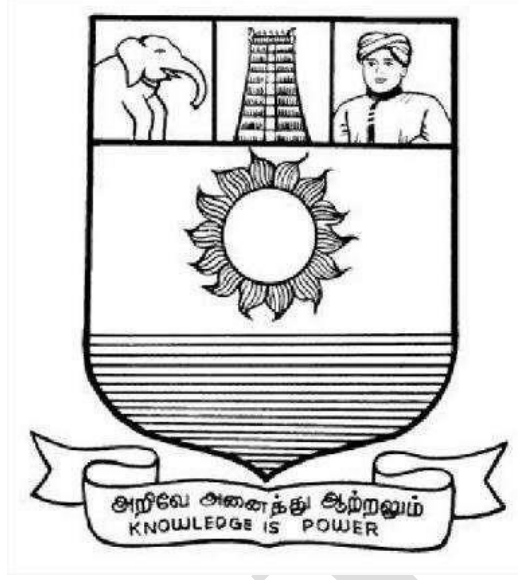


Manonmaniam Sundaranar University
Tirunelveli – 627012



Master of Business Administration
Choice Based Credit System– Affiliated colleges
(MBA - CBCS - AC)
Program Regulations and Syllabus

(For those joined the MBA program in the Academic Year 2025-2026 onwards)

Choice Based Credit System

Program Educational Outcomes;

PEO 1 – Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.

PEO 2 - Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

PEO3 – Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

PEO 4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.

PEO 5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

Program Outcomes:

PO1: Problem Solving Skill: Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

PO2: Decision Making Skill: Fostering analytical and critical thinking abilities for data-based decision making.

PO3: Ethical Value: Ability to develop value based leadership attributes.

PO4: Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

PO5: Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

PO6: Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge.

PO7: Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.

PO8: Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

PEO – PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y		Y	Y
PEO3	Y	Y	Y	Y	Y	Y		y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

Y - Yes

The following inclusions have been made in the existing syllabus of M.B.A. program with effect from the Academic Year 2025-2026 and is uploaded in the University website under “Centre for academics links”.

SEM	Subject	Unit	Inclusion
1	Managing Organizational Behaviour	1	Emerging aspects of Organizational Behaviour
1	Managing Organizational Behaviour	4	Organizational Justice and whistle Blowing
1	Accounting for Managers	2	DU Pont Analysis
1	Entrepreneurship Development	1	Concepts, Types, Theories and Process, Developing Entrepreneurial Competencies
1	Managerial Economics	4	Human Development indicators-Economic Trends
1	Entrepreneurship Development	1	Women Entrepreneur – Women Empowerment
2	Marketing Management	4	Consumer Behaviour Models
2	Financial Management	4	Financial Break-even Point and Indifference Curve
2	International Business	3	India and World: India's Foreign Policy
3	Business Environment and Law	1	Nature of Indian Economy, Structure of Indian Economy, New Economic Policy (NEP), Special Economic Zone
4	Artificial Intelligence in Management	4	Digital Governance (e-governance, digital India, Aadhar)
4	Artificial Intelligence in Management	4	Robotics and Automation
4	Emerging Technologies in Management	2	Cryptography and Network Security

In addition, it is resolved to offer Cloud based ERP (Like Odoo) instead of SAP for the practical.

FIRST SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Management Principles and Business Ethics	Core	4	-	-	-	4	60	25	75	100
	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	4	60	25	75	100
	Managing Organizational Behaviour	Core	4	-	-	-	4	60	25	75	100
	Accounting for Managers	Core	3	1	-	-	4	60	25	75	100
	Managerial Economics	Core	4	-	-	-	4	60	25	75	100
	Legal Systems in Business	Core	4	-	-	-	4	60	25	75	100
	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	3	45	25	75	100
	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	2	30	40	60	100

								CIA	External	Total
Management Principles and Business Ethics	Core	4	-	-	-	4	60	25	75	100
Course Objectives										
To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.										
To provide insights on Planning & Decision Making										
To throw light on Organizing, Managing Change and Innovation										
To elucidate on Leadership, Communication and Controlling.										
To create awareness and importance of Business Ethics and Social Responsibility.										
SYLLABUS										
Details							No. of Hours	Course Objectives		
Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management							12	C1		
Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and							12	C2		

Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models		
Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.	12	C3
Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –	12	C4
Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.	12	C5
Total	60	
Course Outcomes		
On completion of this course, students will;	Program Outcomes	
Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8	
Possess knowledge on planning & decision making.	PO1, PO2	
Have insights on organizing, managing change and Innovation	PO5, PO6, PO7	
Learn leadership, communication and controlling skills.	PO4, PO5	
Have better understanding on business ethics and social responsibility.	PO3, PO8	
Reading List		
https://deb.ugc.ac. In		
http://www.managementconcepts. Com		
International journal of Management Concepts and Philosophy		
Journal of Management, Sage Publications		
References Books		
Mukherjee, K., Principles of Management, 2 nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009		
S. K. Mandal., Management Principles and practice, 3 rd Edition, Jaico Publishing House,		

Jan.2011.
Griffin, R. W., Management, 11 th Edition, South-Western College Publication, January 2018.
Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 th Edition, Tata McGraw Hill Education Private Ltd., July 2020
Certo, S C. and Certo, T, Modern Management, 13 th Edition, Prentice Hall, January 2014.
Robbins, S and Coulter, M, 11 th Edition, Management, Prentice Hall, 11 th edition, January 2012
Shaikh Ubaid, Disaster Management, Technical publications, 1 st edition, 2020

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
4	To recognize the principles and characteristics of the multivariate data analysis techniques.										
5	To become familiar with the process of drafting a report that poses a significant problem										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		

I	Introduction: Probability - Rules of probability-Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.	17	C1
II	Research Methods: Research - Definition - Research Process - Research Design – Definition-Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule-Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.	10	C2
III	Data Preparation and Analysis: Data Preparation - Editing –Coding- Data Entry- Data Analysis-Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test-Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation-Regression Analysis - One Way and Two Way Analysis of Variance.	15	C3
IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis - Multiple Regression- Multidimensional Scaling-Their Application In Marketing Problems - Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	

CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7
CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6
CO5	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6
Reading List		
1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf	
2.	https://study.com/academy/topic/probability.html	
3.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview	
4.	https://hbr.org/1964/07/decision-trees-for-decision-making	
References Books		
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.	
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.	
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill,12th Edition, 2012.	
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.	
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.	
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Managing Organizational Behaviour	Core	4	-	-	-	4	60	25	75	
Course Objectives											
1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
3	To throw light on Group Dynamics and Interpersonal Communication										
4	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour							12	C1		
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values:– Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.							12	C2		
III	Group Dynamics – Foundations of Group Behaviour –							12	C3		

	Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication		
IV	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4
V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4	
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6	
CO3	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5	
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO5	
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8	
Reading List			
1.	www.himpub.com		
2.	https://iedunote.com/organisational-behaviour		
3.	www.yourarticlelibrary.com/organisation/		
4.	Journal of Organizational Behaviour – wiley Online Library		
References Books			
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019		
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019		
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.		
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill		

	Education, 2017.
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Accounting For Managers	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
2	To enable the students to prepare, analyses and interpret financial statements										
3	To acquaint the students with the tools and techniques of financial analysis										
4	To enable the students to take decisions using management accounting tools.										
5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS							12	C1		
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis-Distinction between Fund Flow and Cash Flow Statement – problem.							12	C2		

III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems.	12	C3
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	12	C4
V	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6	
CO2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7	
CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7	
CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7	
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8	
Reading List			
1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf		
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf		
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf		
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management		
References Books			
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.		

2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4.	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Managerial Economics	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.										
2	To understand the concept of utility and demand analysis and demand forecasting										
3	To know about production function and market structure										
4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										
5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.							12	C1		
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods.							12	C2		

	Input-Output Analysis – Consumer Behavior-Consumer Equilibrium		
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.	12	C3
IV	Macro Economic Variables – National Income-Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4	
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7	
CO3	Have better idea and understanding about production function and market structure	PO6, PO7	
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8	
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7	
Reading List			
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530		

2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857
4.	The Indian Economic Journal - SAGE Journals
References Books	
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3.	R. L. Varshney, K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 th Edition (2021)
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 th Edition, 2020.

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Legal Systems in Business	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To create knowledge and understanding on law of contracts										
2	To describe about sale of goods and Negotiable instrument act										
3	To have an overall understanding about partnership act and company law.										
4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed.							12	C1		

	Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.		
II	Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties –Passing of Property of Goods – Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics	12	C2
III	Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.	12	C3
IV	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.	12	C4
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property –	12	C5

2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.		
3	To orient the students on new venture creation		
4	To enable students to prepare a feasible business plan		
5	To give inputs on various types of financing available for new ventures.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	9	C1
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	9	C2
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	9	C3
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas	9	C4
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to know about growth of entrepreneurship in India	PO4, PO7	
CO2	Gain knowledge on innovation, its types, role of	PO7, PO8	

	technology in innovation, patents and licensing	
CO3	Obtain knowledge on new venture creation	PO6, PO7
CO4	Be able to prepare a business plan	PO7, PO8
CO5	Gian knowledge on various types of financing available for new ventures.	PO7, PO8
Reading List		
1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf	
2.	https://www.cengage.com/highered	
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum	
4.	The International Journal of Entrepreneurship and Innovation	
References Books		
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.	
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.	
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.	
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.	
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.	
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018 Pearson	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	2	30	40	60	100
Course Objectives											
1	To acquire communication awareness they are going to get for the industry.										
2	To make the customer realize that you can provide them with information and other essential things										
3	To explore the skill of writing business proposals										
4	To develop a plan for the meetings and interviews										
5	To analyze the skills required for non-verbal communication										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		

I	UNIT 1- Communication: Meaning and Significance of Communication for Management-Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.	6	C1
II	UNIT 11- Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.	6	C2
III	UNIT III- Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6	C3
IV	UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	C4
V	UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5
	Total	30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	

C01	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6
C02	Development of skills on developing Business Correspondence	PO4, PO6
C03	Development of skills on preparing Business Reports and Proposals	PO4, PO6
C04	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6
C05	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6
Reading List		
1.	https://www.skillsyouneed.com/ips/communication-skills.html	
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers	
3.	http://skillopedia.com	
4.	https://www.habitsforwellbeing.com/9-effective-communication-skills	
References Books		
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.	
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011	
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.	
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.	
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008	

MBA - SECOND SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Applied Operations Research	Core	3	1	-	-	4	60	25	75	100
	Human Resource Management	Core	4	-	-	-	4	60	25	75	100
	Marketing Management	Core	4	-	-	-	4	60	25	75	100
	Operations Management	Core	3	1	-	-	4	60	25	75	100
	Financial Management	Core	3	1	-	-	4	60	25	75	100
	Strategic Management	Core	4	-	-	-	4	60	25	75	100
	International Business	Extra Disciplinary	3	-	-	-	3	45	25	75	100
	Soft Skills II – Business Etiquette	Soft Skills	-	-	2	-	2	30	40	60	100
	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	30	40	60	100

SEMESTER II

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Applied Operations Research	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
3	To learn about various methods adopted in transportation and Assignments models.										
4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management							08	C1		

II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.	12	C2
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel’s approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.	12	C3
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.	18	C4
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6	
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7	
CO3	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7	
CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7	
CO5		PO2, PO7	
Reading List			
1.	www.cbom.atozmath.com		
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf		
3.	http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf		
4.	https://www.journals.elsevier.com/operations-research-perspectives		
References Books			
1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019		

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

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

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Resource Management	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To embark importance of HRM role, functions and need										
2	To assimilate theoretical and practical implications of HRP										
3	To critically use appropriate training tools										
4	To analyze and implement an effective performance management										
5	To extrapolate and design compensation management techniques										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I								12	C1		
II	Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.							12	C2		

	Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management		
III	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.	12	C3
IV	Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	12	C4
V	Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Gain an understanding of HRM policies and importance.	PO4, PO6	
CO2	Implement appropriate HRP in workplace.	PO6	
CO3	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7	
CO4	Demonstrate managing performance of human resources.	PO6, PO7	
CO5	Design and justify compensation framework.	PO4, PO6, PO7	
Reading List			
1.	https://businessjargons.com/performance-management.html		
2.	https://www.hr-guide.com/data/G400.htm		
3.	https://www.managementstudyguide.com/training-development-hr-function.htm		
4.	https://www.tandfonline.com/toc/rjrh20/current		
References Books			
1.	Ashwathappa, K., Human Resource Management, 9 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.		

2.	Ivaneceovich, J.M., Human Resource Management, 12 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 th Edition, Pearson India Pvt. Ltd., 2020.
4	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 th Edition, Wiley India Pvt. Ltd., 2015.
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 th Edition 2019.
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 th Edition 2017.

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

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Marketing Management	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
2	To provide with opportunities to analyze marketing activities within the firm.										
3	To analyze and explore the buyer behavior pattern in marketing situations.										
4	To understand the branding, pricing and strategies in marketing a product.										
5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.							12	C1		
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing							12	C2		

	Tactics, The Mix Service and Retail Marketing.		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics	12	C3
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.	12	C4
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7	
CO2	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6	
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7	
CO4	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7	
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8	
Reading List			
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/		
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html		
3.	https://www.ama.org/ama-academic-journals/		
4.	https://www.emerald.com/insight/publication/issn/0736-3761		
References Books			
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.		

2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 st Edition, 2017
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 th Edition, Pearson, 2022
4.	<u>Warren J. Keegan</u> , Global Marketing Management, 8thEdition, Pearson, 2017.
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 th Edition, McGraw-Hill, 2010.
6.	Philip Kotler and <u>Keven Lane Keller</u> , Marketing Management, 15 th Edition, Pearson, 2015

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

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Operations Management	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To understand the production function, production design & capacity planning,										
2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
4	To elucidate the importance and usefulness of work-study and quality control tools										
5	To provide insights on service operations management and waiting line analysis.										

SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.	12	C1
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout-Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.	12	C2
III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.	12	C3
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure-Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors-Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5

	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4	
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7	
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7	
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7	
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7	
Reading List			
1.	www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt		
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf		
3.	https://www.emerald.com/insight/publication/issn/0144-3577		
4.	https://www.inderscience.com/jhome.php?jcode=ijaom		
References Books			
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.		
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.		
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.		
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.		
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 rd Edition, McGraw Hill, 2022.		
6.	Prof. K C Jain, Production and Operations Management, 1 st Edition, Wiley, 2022.		

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

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total

	Financial Management	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
2	To create awareness on the various investment techniques on the investment decision making.										
3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
SYLLABUS											
UNIT	Details	No. of Hours						Course Objectives			
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.	12						C1			
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.	12						C2			
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.	12						C3			
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.	12						C4			
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting	12						C5			

	Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.		
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7	
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			
1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019		
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.		
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.		
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019		
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.		
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.		

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

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	U	W	L	T	P	O	R	H	Marks
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									CIA	External	Total
	Strategic Management	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To enable the students understand the importance of vision and mission in framing corporate strategy.										
2	To provide insights on how business is responsible socially and ethically.										
3	To highlight on the environmental analysis framework.										
4	To throw light on strategic formulation and strategic choice.										
5	To understand strategic implementation and strategic control.										
SYLLABUS											
UNIT	Details						No. of Hours		Course Objectives		
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.						12		C1		
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.						12		C2		
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.						12		C3		
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS						12		C4		
V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance-Problems in Measurement of Performance-Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management –						12		C5		

2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.		
3	To throw light on international trade theories and the management of business functional operations in an international context.		
4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.		
5	To know about regional economic integration and contemporary issues in international business.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Introduction to International Business: Importance, nature and scope of International business- International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.	9	C1
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.	9	C2
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)- GATS-UNCTAD- Trade Blocks; Customs Union-EU-PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP- GSP-SAPTA-Indian Ocean RIM Initiative-BIMSTEC- Bretton Woods Twins- World Bank &	9	C3

	IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).		
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	9	C4
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre-shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7	
CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7	
CO3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7	
CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7	
CO5	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8	
Reading List			
1.	www.internationalbusinesscorporation.com		
2.	www.business-ethics.org		
3.	https://www.jstor.org/journal/jintebusistud		

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

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

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills II - Business Etiquette	Soft Skills	-	-	2	-	2	30	40	60	100
Course Objectives											
1	To analyze the Business etiquette at workplace										
2	To determine the Principles of exceptional work behavior										
3	To explore Tech etiquette in using various telecommunication devices and channels										
4	To successfully handle Multi-cultural challenges										
5	To ascertain sensitivity to new and emerging issues in etiquette										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		

I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.	6	C1
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.	6	C2
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines	6	C3
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues- Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	6	C4
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette -	6	C5

	Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects- Cultural Highlight: China-Cultural Highlight: India.		
	Total	30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn using business etiquette at work place	PO4, PO6, PO7	
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noulia: HarperCollins		
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.		
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.		
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.		
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		

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

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	30	40	60	100
Course Objectives											
1	To create awareness and understanding on the basic functions of MS Excel										
2	To elucidate the students on the various advanced functions of MS Excel										
3	To educate the students on MS Access and its application in database management										
4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs										
5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.							6	C1		
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical							6	C2		
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.							6	C3		
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,							6	C4		
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print							6	C5		
	Total							30			
Course Outcomes											
Course Outcomes	On completion of this course, students will;							Program Outcomes			
CO1	Have awareness and understanding on the basic functions of MS Excel							PO4, PO6, PO7			
CO2	Know the advanced functions of MS Excel							PO4, PO6, PO7			
CO3	Possess knowledge on MS Access and its application in database management							PO2, PO4, PO6, PO7			
CO4	Understand and possess knowledge on the functions							PO4, PO5, PO6, PO7			

	and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7
Reading List		
1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017	
2.	Richard Rost, Learning MS Access Kindle Edition, 2013	
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021	
4.	Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021	

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

3-Strong

2-Medium

1-Low

THIRD SEMESTER

Subject Code	Subject Name	Category	Credits	Hrs	Marks		
					CIA	Ext	Total
	Business Environment and Law	Core	4	60	25	75	100
	Research Methods in Management	Core	4	60	25	75	100
	Online Business – Lab	Core	2	60	50	50	100
	Elective 1	Elective	3	45	25	75	100
	Elective 2	Elective	3	45	25	75	100
	Summer Project / Internship	Core	6		50	50	100
TOTAL			22				600

FOURTH SEMESTER

Subject Code	Subject Name	Category	Credits	Hrs	Marks		
					CIA	Ext	Total
	Artificial Intelligence in Management	Core	4	60	25	75	100
	Emerging Technologies in Management	Core	4	60	25	75	100
	Computer Application in Management using SAP – Lab	Core	2	60	50	50	100
	Elective 3	Elective	3	45	25	75	100
	Elective 4	Elective	3	45	25	75	100
	Main Project	Core	6		50	50	100
TOTAL			22				600

The List of Electives offered in the III and IV Semesters

CC	III Semester	CC	IV Semester
A. FINANCE			
F 1	Security Analysis and Portfolio Management	F 4	Project Finance
F 2	International Financial Management	F 5	Mergers and Acquisitions
F 3	Insurance and Financial Services	F 6	Behavioural Finance
B. HUMAN RESOURCE			
H 1	Knowledge Management	H 4	Global Human Resource Management
H 2	Performance Management	H 5	Compensation and Reward Management
H 3	Human Resource Information System	H 6	Human Resource Analytics
C. MARKETING			
M 1	Social Media Marketing	M 4	Green Marketing
M 2	Consumer Behaviour	M 5	Retail Management
M 3	Rural Marketing	M 6	Marketing Analytics
D. PRODUCTION AND LOGISTICS			
P 1	Supply Chain and Logistics Management	P 4	Warehouse Management
P 2	Total Quality Management	P 5	Customs Laws and Procedure
P 3	Multimodal Transportation	P 6	Legal Aspects of Shipping

Passing Minimum: 50 % in External and 50 % Overall

THIRD SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Business Environment and Law	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
Understand how external factors like economy, society, politics, and technology influence businesses.											
Learn about the laws that govern business activities, like contracts, intellectual property, and regulations.											
Analyze how changes in laws affect business decisions, risks, and planning.											
Develop skills to identify legal issues in business and suggest solutions.											
Recognize the importance of ethics in business and its connection to legal compliance and corporate responsibility.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Unit- I Business Environment Basic Concepts, Internal and External Environment, Components of Environment – Present Indian Scenario Strategies for Corporate Growth, Globalization of Indian Corporate Sector, Competition and Efficiency-Basic Indicator of Economic Development, National Income and GDP, Foreign Trade and Balance of Payment, Money Supply – India's Natural Resources, Land, Water, Mineral and Renewal Resources – Indian Economic Planning, Five Year Plans – Case Study							12	C1			
Unit- II Industrial and Regulatory Environment Synergy between Government and Business, Agriculture, Infrastructure, Informatics, Human Resource and Core Competence, Labor Management Relations, Social Responsibility and Consumer Interface – Industrial Policy and Performance, Impact of Industrial Policies, Liberalization and Deregulation – Public Sector in India, Process of Privatization, Disinvestment, Reform of Public Enterprises – Indian Constitution, Federal System of Government, Directive Principle of State Policy, Fundamental Rights and Duties-Regulatory Role of Government, Tariff Commission, MRTP, FEMA, Trade Practices Commission – Indian Fiscal Policy, Chelliah Committee Report, Tax Reforms – Capital Market in India – Inflation, Employment, PDS – Agricultural policy in India – Case Study							12	C2			
Unit- III Social Responsibility and Technology Environment Business Ethics and Corporate											

Governance – Unemployment and Manpower Policy – Planning for Poverty Alleviation – Defining Technology and Technology Transfer – Quality Assurance Technology Transfer – Energy Resources of Management, Energy Conservation, Energy Sources – Energy Conservation Vs Energy Efficiency – Case Study	12	C3
Unit-IV Legal Environment Patents Act, 1970 – Copy Right Act 1957 – Trade and Merchandise Marks Act 1958, 1999 – Customs Act, 1962 – Finance Act, 1994	12	C4
Unit- V Business Law Contracts – Offer – Acceptance, consideration, capacity of contract – Sale of goods, Agency and Partnership	12	C5
Total	60	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Evaluate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.	PO4	
Examine how businesses can be held liable in tort for the actions of their employees.	PO3, PO6	
Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.	PO2, PO4, PO5	
Acquire problem-solving techniques and to be able to present coherent, concise legal argument	PO5	
Identify the fundamental legal principles behind contractual agreements.	PO6, PO8	
Reading List		
Business Law Section of the American Bar Association (ABA) - https://www.americanbar.org/groups/business_law/		
Harvard Business Review (HBR) - https://hbr.org/		
Reference Books		
Raj Agarwal 2002, Business Environment New Delhi, Excel Books		
K. Aswathappa, Business Environment, New Delhi HPH.		
Adrian Palmer and Bob Hartley, The Business Environment-McGraw Hill Education		
Francis Cherunilam, Business Environment, Himalaya Publishing House, Delhi		
Ion Brooks, Jamie Weatherston, Graham Wilkinson, International Business Environment, Pearson Education Ltd.		
B. Hiriappa, Business Environment.		
Mercantile Law – N. D. Kapoor 8. World Trade Report, WTO Annual Report.		

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	RESEARCH METHODS IN MANAGEMENT	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
Understand research methodology paradigms and designs applicable to management studies.											
Develop skills in selecting and applying data collection methods and sampling techniques.											
Master descriptive and inferential statistics, qualitative data analysis, and statistical software usage.											
Explore the integration of quantitative and qualitative approaches in management research.											
Apply ethical principles throughout the research process in management studies.											
Understand research methodology paradigms and designs applicable to management studies.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Unit 1: Introduction to Research Methodology - Importance of research methodology in management studies - Overview of research paradigms and approaches - Exploratory, descriptive, and explanatory research designs							12	C1			
Unit 2: Research Design and Data Collection - Selection criteria and considerations for choosing a research design - Data collection methods: Surveys, questionnaires, interviews (structured, semi-structured, and unstructured), observation techniques, case studies, and archival research - Sampling techniques: Probability and non-probability sampling methods, sample size determination, and sampling errors							12	C2			
Unit 3: Data Analysis Techniques Descriptive statistics: Measures of central tendency and variability											

• Introduction to statistical software for data analysis • Inferential statistics: Hypothesis testing, significance testing, correlation, and regression analysis • Qualitative data analysis: Coding, thematic analysis, and interpretation of qualitative data	12	C3
Unit 4: Mixed-Methods Research and Integration • Mixed-methods research: Integration of quantitative and qualitative approaches, benefits, and challenges • Integration of research findings from different methods and approaches • Ethical considerations in research: Principles of research ethics and integrity, ethical issues in management research, and their resolution	12	C4
Unit 5: Research Proposal and Project • Developing a research proposal: Formulating research questions, selecting appropriate methodologies, and designing research plans • Conducting research projects: Data collection, analysis, interpretation, and reporting • Ethical implications and considerations throughout the research process	12	C5
Total	60	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Demonstrate proficiency in applying research methodologies in management studies.	PO1, PO2, PO6, PO7	
Exhibit competence in utilizing various data collection methods and techniques.	PO4, PO6	
Interpret research findings effectively using statistical and qualitative analysis techniques.	PO4, PO6	
Integrate quantitative and qualitative approaches for comprehensive management research.	PO4, PO6	
Apply ethical principles in all stages of the research process in management studies.	PO4, PO6	
Reading List		
SAGE Research Methods - https://methods.sagepub.com/		
SSRN (Social Science Research Network) - https://www.ssrn.com/		
Reference Books		

	Sekaran, U., & Bougie, R. (2016). Research Methods for Business: A Skill-Building Approach.
	Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students.
	Creswell, J. W., & Creswell, J. D. (2017). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches.

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Online Business	Lab	-	-	4	-	2	60	50	50	100
	Course Objectives										
	Learn to set up and manage online businesses using e-commerce platforms.										
	Develop skills in creating and optimizing websites and online storefronts.										
	Understand digital marketing strategies like SEO, social media, and email campaigns for driving online sales.										
	Analyze e-commerce data to track website performance and sales trends.										
	Gain proficiency in online customer service and relationship management for better user experience.										
	SYLLABUS										
	Details						No. of Hours		Course Objectives		
	Session 1 Market Research 1. How to get response to your survey 2. How to analyze your survey result 3. How to get valuable feedback						8				
	Session 2 Make a Website 1. Why use word press 2. How to make a website 3. How to set up your business email 4. How to add your domain in email						8				
	Session 3 Email Marketing 1. How to create a Mailchimp account 2. How to add Opt Ins and Pop ups 3. How to write email subject lines 4. Create a Email Campaign with Mailchimp 5. Email Marketing Analytics						8				
	Session 4 Search Engine Optimization 1. SEO Metrics to Measure SEO Performance 2. How to SEO Optimise Your Homepage 3. How to Add Your Website to Google Search Console 4. How to Improve Website Performance & Speed 5. How to Do Keyword Research: Steps &						10				

	Strategy 6. How to Write Title Tags Search Engines 7. How to Appear in the Google Image Search Results		
	Session 5 Social media Marketing 1. You tube marketing -How to Create a YouTube Channel (Personal or Brand), How to IncreaseYouTube Subscribers by 400%, How to Find Video Ideas with Competitor Analysis, How To Monetize Your YouTube Channel. 2. LinkedIn Marketing- LinkedIn Account Setup & Optimisation, LinkedIn Connections Hack, LinkedInInMail Hack, LinkedIn Viral Posts, LinkedIn Blog Traffic, LinkedIn Groups, LinkedIn Company PageSetup 3. Twitter Marketing- Twitter Profile Setup, Twitter Profile Optimisation, Twitter - What to Post?Twitter Hashtags, Twitter Polls, Twitter Customer Acquisition, Twitter Analytics. 4. Facebook marketing.	10	
	Session 6 Google AdWords/Ads 1. How Google Ads Works 2. Google Ads Account Setup 3. Select the Right Campaign Type 4. Select the Right Campaign Type 5. Determine Bids & Budgets 6. Choose Profitable Keywords 7. Write Ads That Grab Attention	8	
	Session 7 Google analytics 1. Google Analytics Demo Account 2. How Google Analytics Works 3. How to Add Filters to Reporting Views 4. How to Set Up Ecommerce Tracking in Google Analytics 5. Main Tools for Analysis 6. How to Track Marketing Campaigns with Campaign Tagging 7. How to Manage Multiple Google Analytics Accounts 8. How to Link Google Adwords to Google Analytics.	8	
	Total	60	
	Course Outcomes		
	On completion of this course, students will		
	Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital marketopportunities.		

	Investigate and evaluate issues in adapting to globalised markets that are constantly changing and increasingly networked.
	Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
	Make use of Search Engine Optimization
	Make use of social media marketing

Electives in Third Semester

FINANCE

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Elective-F1	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand the principles and techniques of security analysis, including fundamental and technical analysis methods.											
Develop proficiency in evaluating investment opportunities and assessing the risk-return tradeoff associated with different securities.											
Learn portfolio management strategies for constructing and optimizing investment portfolios to achieve financial goals.											
Explore the role of diversification, asset allocation, and risk management techniques in portfolio construction and optimization.											
Apply theoretical concepts and analytical tools to real-world investment scenarios, enhancing decision-making skills in investment management.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Unit I: Investments Investments- Investment Vs Speculation – Investment Process- Investment Categories – Risk and Return – Factors Influencing Risk – Measuring Risk and Return, Valuation of Equity; Dividend Models, Price/Earnings Approach.							9	C1			
Unit II: Industry Analysis Equity Stock Analysis: Economic Analysis: Key Macroeconomic Factors. Industry Analysis: Industry Life Cycle Analysis. Analyzing the Structure and Characteristics of an Industry–Profit Potential of Industries. Company A analysis: Analyzing the financial Statements, the Chemistry of Earnings,							9	C2			

	Forecasting via the Earnings Model, Market Share/Profit Margin approach, Independent Forecast of Revenue and Expenses. Bond Analysis – Returns and Risk – Valuation of Bonds- Bond Management Strategies Duration		
	Unit III: Options Options: Types - Determinants of Option Value- Option Position and strategies – Option Pricing. Futures: Stock Index futures – Portfolio Strategies using futures – Futures on fixed income securities – Futures on long term securities.	9	C3
	Unit IV: Technical Analysis Technical Analysis: Market Indicators, Forecasting Individual Stock Performance – Efficient market Theory – Random Walk – The Efficient Market Hypothesis, Portfolio Analysis: Effects of combining securities – Markowitz's Mean – Variance model. Portfolio selection : Risk and investor Preferences – Constructing the Portfolio – Significance of beta in the portfolio	9	C4
	Unit V : Capital Market Capital Market Theory: CAPM – Arbitrage Pricing Theory. Management Portfolios and performance evaluation: Sharpe Index. Treynor Index, Jensen's Model.	9	C5
	Total	45	
Course Outcomes			
	On completion of this course, students will;	Programme Outcomes	
	Understand the meaning of investment and the characteristic features of various investment Instruments and to Understand the different types of risks and its impact in valuation of securities	PO1	
	Analyse the macro-economic factors influencing the value of any business	PO7	
	Construct the options and its strategies formulation.	PO2,PO4,PO7	
	Apply quantitative tools in best investment alternatives in designing and re-designing the portfolio.	PO2,PO3,PO8	
	Comprehend the capital market theories and apply to formulate the optimal portfolio based on the investor constraints.	PO4,PO7	

	Reading List
	Yale School of Management - International Center for Finance - https://som.yale.edu/our-programs/finance/international-center-for-finance
	The Wall Street Journal - https://www.wsj.com/
	BlackRock - Insights - https://www.blackrock.com/us/individual/insights
	Reference Books
	Donald E. Fischer and Ronald J Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAEMENT6 th Edition Prentice Hall of India 2000
	Prasanna Chandra, MANAGING INVESTMENTS, Tata McGraw Hill.
	R.J. Fuller and J.L. Farrel , MODERN INVESTME NTS AND SECURITY ANALYSIS, McGrawHill. Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill
	Stron Robert, PORTFOLIO MANAGEMENT HAND BOOK, Jaico Bombay
	Punithavathy Pandian, S ECURITY ANALYSIS AND PORTFOLIO MANAEMENT SECURITYANALYSIS AND PORTFOLIO MANAGEMENT, Vikas Publishing House.

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	INTERNATIONAL FINANCIAL MANAGEMENT	Elective-F2	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand how global finance works, including foreign exchange markets and international financial institutions.											
Learn to manage risks related to currency fluctuations and international transactions.											
Explore how international finance influences corporate decisions like budgeting and financing.											
Gain skills in evaluating investment opportunities and risks across borders.											
Recognize the importance of following international financial regulations and ethical guidelines.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
UNIT-1: INTRODUCTION Meaning, need and development in International Finance – International Financial markets- Equity, bond and Euro Currency market- Foreign exchange reserve, Balance of Payments, balance of trade, current account deficit. International financial system and Institutions – bilateral and multilateral, Flow of funds internationall through FDI, FII, FPI, ODI, LRS&PN							9	C1			

	Unit- II : FOREIGN EXCHANGE MARKETS Spot and Forward foreign exchange markets- Forward Margins and factors determining it. spot and forward rates. Factors determining spot rates Direct and Indirect quotes- cross rates- calculation of forward premium and discounts- calculation of forward rates, Exchange rate forecasting- Speculation and Arbitrage in Foreign Exchange Markets- Transaction, Translation and operating Exposures, Exposure	9	C2
	UNIT -III: FOREIGN EXCHANGE RATE DETERMINATION Theories of Exchange rate determination- Purchasing power and Interest rate parity, covered interest parity, Fisher effect and International Fisher effect -INFLATION RISK and its impact on Financial market	9	C3
	Unit -IV: MANAGING FOREIGN EXCHANGE RISK Strategies for managing foreign exchange rate risk- currency forwards, currency options- put options- call options- Covering exchange rate risk with options- Currency Futures- Futures pricing and behaviour- Use of futures for hedging, arbitrage and speculation. Swaps- development of the swaps market- characteristics and uses of swap products- interest rate and currency swaps- flavoured swaps.	9	C4
	UNIT-V: INTERNATIONAL INVESTMENT INSTRUMENTS International Equity Trading- Diversification benefits of international investment – new issue pricing- Private placements – International money market Instruments traded- Euro currency time deposits – euro notes- ADRs	9	C5
	Total	45	
	Course Outcomes		
	On completion of this course, students will;	Programme Outcomes	
	Understand the concepts in international financial management.	PO1	
	Analyse the foreign exchange market.	PO2, PO6	
	Understand International exchange rates and applying simple models of current account dynamics and exchange rates determination.	PO7	
	Analyse foreign exchange market and evaluate the risk associated with it.	PO1, PO7	

Understand international financial market and helps in investment decision.	PO2
Reading List	
IMF (International Monetary Fund) - https://www.imf.org/	
OECD (Organisation for Economic Co-operation and Development) - https://www.oecd.org/	
Wharton School Knowledge@Wharton - https://knowledge.wharton.upenn.edu/	
Reference Books	
Alan C. Shapiro, I Multinational Financial Management –	
P.G. Apte, International Financial Management	
C. Jeevanandan, Foreign Exchange Management	
V.K. Bhalla, International Financial Management	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	INSURANCE AND FINANCIAL SERVICES	Elective-F3	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand the basics of insurance and financial services industries.											
Learn about different types of insurance products and financial instruments.											
Explore how insurance and financial services meet individual and business needs.											
Gain insights into risk management strategies and financial planning.											
Recognize the importance of consumer protection and regulatory compliance in insurance and financial services.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Unit I : Insurance Introduction – Insurance- meaning, nature and significance- Insurance Regulatory Development Authority Act, Risk Management: Its methods and techniques.							9	C1			
Unit II : Life Insurance Life insurance-Law relating to Life Insurance, general principles, proposals and policy titles and claims, concepts of trust in life policy- General Insurance- Law, different types- nature of fire insurance, types of fire policy; double insurance- claims and recovery.							9	C2			

Unit III : General Insurance General insurance- Accident and Motor insurance- nature, terms and conditions, claims and recovery, accident insurance- compulsory motor vehicle insurance. Deposit and credit insurance-nature terms and conditions claim and recovery- Marine insurance- nature and scope, law and types of policy	9	C3
Unit IV : Insurance Survey Insurance Survey-Insurance surveyor ship-appointment, legal provisions, functions, insurance and contract analysis	9	C4
Unit V : Insurance Institutions Insurance Institutions- Structure and functions – General Insurance Corporation of India, LIC, DICGC,Claim Tribunal.	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand insurance and IRDA	PO1	
Explain the various insurance products to the client.	PO4	
Understand and interpret the general insurance and its claim and recovery procedures	PO2,PO6	
Analyse the insurance surveyorship	PO1,PO7	
Understand and advice the insurance institutions to the clients	PO4,PO8	
Reading List		
Insurance Information Institute (III) - https://www.iii.org/		
Insurance Regulatory and Development Authority of India (IRDAI) - https://www.irdai.gov.in/		
Reference Books		
C. Arthur Williams Jr, Michael L Smith & Peter C Young, Risk Management & Insurance, 6th Edition,		
Tata McGraw Hill Publications, 1989		
Kenneth S. Abraham, Insurance Laws & Regulation Case & Materials, Foundation Press.		
Emmett J.Vaughan & Therese Vaughan, Fundamentals of Risk and Insurance FICCI, Emerging Horizon in the Indian Insurance Industry		
Prof. Anand M.Agrawal & Krishna A.Goyal (E ds.), Emerging Trends in Banking, Finance and Insurance Industry		
Nalini Prava Tripathy & Prabir Pal, Insurance - Theory and Practice		

HUMAN RESOURCES

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	KNOWLEDGE MANAGEMENT	Elective-H1	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand the importance of knowledge management in organizations.											
Learn methods to capture, organize, and share knowledge effectively.											
Explore how knowledge management enhances decision-making and innovation.											
Gain skills in using technology for knowledge sharing and collaboration.											
Recognize the benefits of a knowledge-sharing culture for organizational success.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Unit I Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, KM Cycle, Industrial Economy to Knowledge Economy							9	C1			
Unit II Mechanics of Knowledge Management – Tools and Technologies, Communities of Practice and Knowledge conversion, The knowledge Management Matrix.							9	C2			
Unit III Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & social capital. Knowledge Application – Individual level, Group level & Organization level.							9	C3			
Unit IV KM Strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card. KM Tools- Knowledge Capture & creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.							9	C4			
Unit V KM Team-Roles & Responsibility, Political issues in KM, Ethics in KM Strategic issues in Knowledge Management, Future of Knowledge Management.							9	C5			
Total							45				

Course Outcomes	
On completion of this course, students will;	Programme Outcomes
Comprehend the knowledge management drivers and the evolution of KM	PO1
Identify the importance of cognitive skills and creativity in KM practices	PO4
Comprehend importance of the KM on the business environment	PO3, PO6
Formulate KM tools required for the transfer of knowledge based on the organization culture.	PO2, PO4, PO5
Ascertain the ethical issues pertaining to the KM practices in organization	PO5
Reading List	
Association for Information Science and Technology (ASIS&T) - https://www.asist.org/	
Reference Books	
Knowledge Management By WAMAN JAWADEKAR, Tata Mcgraw Hill Co Chennai. Email :mark_pani@mcgrawhill.com.	
Knowledge management – An Evolutionary view – BECERRA – Fernandez & Leidner, By PHI learningPVT Ltd.,	
Knowledge Management – Sudhir Warier by Vikas Publishing House PVT Ltd,	
Information & Knowledge by D. Kamala Vijayan – Macmillan India Ltd., Chennai.	
Knowledge Management Systems Edited by Stuart Barnes, India Edition,Cengagelearning www.cengage.co.in	
Ten steps to maturity in knowledge management, J.K. Suresh and Kavi Mahes Chandos publishingdistributed by Ane books – e-mail – anebooks@vsnl.com	
Knowledge Management – an inter disciplinary Perspective by Sajjad	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	PERFORMANCE MANAGEMENT	Elective-H2	3	-	-	-	3	45	25	75	100
Course Objectives											
Grasp the purpose and significance of performance management in organizations.											
Acquire insights into setting clear performance goals and expectations.											
Investigate approaches for offering constructive feedback and coaching to enhance performance.											
Develop proficiency in conducting performance evaluations and identifying areas for growth.											
Appreciate the role of performance management in fostering employee engagement and organizational success.											

SYLLABUS		
Details	No. of Hours	Course Objectives
Unit:1 Introduction to Performance Management - Overview of performance, performance appraisal, performance evaluation, performance management. The Background, Foundations, Conceptual Framework, Critiques of performance management. Need and Importance of performance management in organization.	9	C1
Unit:2 Performance Management System - The Practice of Performance Management: PMS, Managing Performance Management, Managing under-performance. Performance Management Processes: Goal setting, Feedback, 360-degree feedback, Performance Reviews, Analyzing and Assessing Performance, Coaching.	9	C2
Unit:3 Performance Management Model- Performance Management in Action: Performance Management surveys, Performance Management Models, The Impact of Performance management on an organization.	9	C3
Unit:4 Applications of Performance Management- The Applications of Performance Management: Managing Organizational Performance, Managing Team Performance, Performance management and Learning, Performance Management and Rewards. Competency Mapping and assessment techniques, Potential appraisal, Training Need appraisal, Performance diagnosis and self-development initiatives.	9	C4
Unit:5 Developing Performance Management- Developing and Maintaining Performance Management: Developing Performance Management, The Performance Management Role of Line Managers, Evaluating Performance Management Performance development strategy. Mapping Business Strategies with performance management Strategies. Challenges of managing performance.	9	C5
Total	45	

Course Outcomes	
On completion of this course, students will;	Programme Outcomes
Understand the current trend in performance management.	PO7
compare and evaluate the different the performance management system and appreciate the best practices in performance management.	PO6,PO7
Carry out performance management surveys and Performance review meetings.	PO1,PO3
Implement the process of performance management.	PO2,PO5
Deal with poor performance and developing the best alternative	PO1
Reading List	
Society for Human Resource Management (SHRM) - Performance Management - https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/performance-management.aspx	
CIPD (Chartered Institute of Personnel and Development) - Performance Management - https://www.cipd.co.uk/knowledge/fundamentals/people/performance	
Reference Books	
Armstrong Michael, Armstrong's (2009), Handbook of Performance Management, 4th edition, Kogan Page. Reference Books MBA Page 158 1.	
Bacal Robert (1999), Performance Management, McGraw-Hill. Harvard Business Essentials: Performance Management (2006), Harvard Business School Press.	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	HUMAN RESOURCE INFORMATION SYSTEM	Elective-H3	3	-	-	-	3	45	25	75	100
Course Objectives											
Comprehend the role and significance of Human Resource Information Systems (HRIS) in modern organizations.											
Acquire knowledge of HRIS functionalities and their applications in various HR functions, such as recruitment, training, and performance management.											
Explore the implementation process of HRIS, including system selection, configuration, and integration with existing HR processes.											
Develop skills in using HRIS tools and software to streamline HR operations, enhance data accuracy, and improve decision-making.											
Recognize the potential challenges and benefits associated with the adoption of HRIS, and strategies for effective utilization and management within organizations.											

SYLLABUS		
Details	No. of Hours	Course Objectives
Unit – I Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantages.	9	C1
Unit - II Data Management for HRIS - Data Formats - Entry Procedure & Process – Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment.	9	C2
Unit-III HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.2	9	C3
Unit - IV HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making.	9	C4

Unit - V Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand different software packages of HRIS	PO7	
Understand the concepts and importance of datamanagement for HRIS and its functioning.	PO2,PO7	
Explore the use of different HRIS modules	PO4	
Examine the different management process that deals with HRIS	PO3, PO5	
Analyse the data & operations of HRIS and opportunities for combination of HRM and ITESpersonnel.	PO8	
Reading List		
Human Resource Executive (HRE) - HR Technology - https://hrexecutive.com/category/hr-technology/		
Reference Books		
Michael Armstrong , A Handbook of Human Resource Management Practice, KoganPage		
Gueutal & Stone ,THE BRAVE NEW WORLD OF HER, Jossey-Bass		
Monk & Wagner , CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson		

MARKETING

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	SOCIAL MEDIA MARKETING	Elective-M1	3	-	-	-	3	45	25	75	100
	Course Objectives										
	Grasp the importance and function of social media within modern marketing approaches.										
	Gain familiarity with different social media platforms, their characteristics, and user demographics.										

Investigate successful strategies for marketing on social media, encompassing content development, engagement tactics, and promotional methods.		
Cultivate proficiency in interpreting social media analytics and utilizing data to refine marketing strategies.		
Acknowledge ethical guidelines and effective practices in social media marketing, covering aspects like privacy, transparency, and community engagement.		
SYLLABUS		
Details	No. of Hours	Course Objectives
UNIT-I Introduction to the class – Social Media – Fifth P of marketing – Managing Information – Social Media Sites	9	C1
UNIT – II Social media marketing – strategic process – campaigns – Social consumers – Social media marketing segments – Digital consumers – Diffusion of innovation in a wired world	9	C2
UNIT-III Content Management - Touchpoint analysis – Scheduling - Creating content - Managing content programs	9	C3
UNIT-IV Digital community – social community – Social publishing - Blogs – Influencers – Podcasting – Facebook – Twitter – Google+ - SEO – Youtube – LinkedIn – Pinterest – Collaborative marketing – Crowd sourcing	9	C4
UNIT-V Social analytics - Measuring – Monitoring - Monetising – ROI – Metrics – Ethics and Social Responsibility – Legal aspects of social media	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Examine and explore the role and importance of social media marketing in today's rapidly changing business environment.	PO4, PO7	
Understand the key elements of a digital marketing strategy	PO1	
Comprehend the significance of content creation.	PO4	
Demonstrate advanced practical skills in common digital marketing tools such as	PO4, PO6	

SEO, SEM, Social media and Blogs	
Evaluate the effectiveness of a social media marketing.	PO7
Reading List	
Sprout Social Insights - https://sproutsocial.com/insights/	
Social Media Examiner - https://www.socialmediaexaminer.com/	
Reference Books	
<i>Jan Zimmerman</i> , Social Media Marketing, For Dummies., 2016	
<i>Dave Evans</i> , Social Media Marketing- The Next Generation of Business Engagement, 1 st Edition, Wiley India., 2016	
<i>Shiv Singh</i> , Social Media Marketing, For Dummies, 2015	
<i>Puneet Singh Bhatia</i> , Fundamentals of Digital Marketing, 1 st Edition, Pearson Education, 2017	
<i>Gary Clyne</i> , Social Media Marketing, 1 st Edition, Published on Amzon.com., 2019	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	CONSUMER BEHAVIOUR	Elective-M2	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand the psychological and sociological factors influencing consumer decision-making processes.											
Acquire knowledge of consumer behavior theories and models applicable to various industries and contexts.											
Explore the impact of culture, social class, reference groups, and personal factors on consumer choices.											
Develop skills in analyzing market research data and consumer trends to predict and respond to consumer preferences.											
Recognize the implications of consumer behavior for marketing strategies, product development, and branding efforts.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Unit I: Consumer Behaviour Consumer Behavior and Marketing Action: An overview – Consumer involvement, decision-making processes and purchase behavior and marketing implications- Consumer Behavior Models – Case Study							9	C1			
Unit II: Environmental Influence Environmental influences on consumer behavior- Cultural influences – Social class, reference groups and family											

	influences- Opinion leadership and the diffusion of innovations- Marketing implications of the above influences – Case Study	9	C2
	Unit III: Buying Behaviour The individual consumer and buying behavior and marketing implications – Consumer perceptions, learningattitudes, motivation and personality psychographics, values and lifestyles – Case Study	9	C3
	Unit IV: Strategic Marketing Strategic marketing applications- Market segmentation strategies- Positioning strategies for existing and new products, Re-positioning, perceptual mapping, marketing communications- Source, message and media effects. Store choice and shopping behavior- In-store stimuli, store image and loyalty – consumerism- consumer rights and Marketers responsibilities – Case Study	9	C4
	Unit V: Direct Marketing The Borderless consumer market and buying behavior- Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses to direct marketing approaches- Issues of privacy and ethics – Case Study	9	C5
	Total	45	
Course Outcomes			
On completion of this course, students will;		Programme Outcomes	
Understand the consumer behaviour and marketing action		PO4	
Evaluate the environmental factors that influencethe consumer behaviour		PO3, PO6	
Analyse the impact of values and customs of different cultures in order to develop effective marketing strategies		PO1	
Formulate strategy, brand positioning and marketing communication decisions with the understanding of consumer behaviour.		PO2,PO7	
Identify the trends in consumer behaviour in orderto develop direct marketing Opportunities		PO7	

	Reading List
	Journal of Consumer Research (JCR) - https://academic.oup.com/jcr
	Journal of Marketing Research (JMR) - https://www.ama.org/journal-of-marketing-research/
	Reference Books
	Loudon and Della Bitta: CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata McGraw Hill.
	Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, (Kent Publishing Co.)
	Berkman & Gilson: CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, Kent Publishing Co.)
	Bennet and Kassarian: CONSUMER BEHAVIOUR, (Prentice Hall of India)
	Hawkins, Best & Concy: CONSUMER BEHAVIOUR. Tata McGraw Hill.
	Efraim Turban, Jae Lce, David King, & I-I Michael Chung: Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	RURAL MARKETING	Elective-M3	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand the unique characteristics and dynamics of rural markets.											
Acquire knowledge of consumer behavior, preferences, and purchasing patterns in rural areas.											
Explore effective marketing strategies tailored to rural markets, considering socio-economic factors, infrastructure, and cultural nuances.											
Develop skills in market research and segmentation specific to rural contexts to identify opportunities and challenges.											
Recognize the importance of sustainable and inclusive marketing practices in rural development and economic growth.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
UNIT-I Characteristics of Indian rural market environment – Demographic details – Marketing challenges and opportunities under rural setting							9	C1			
UNIT-II Rural buyers – understanding rural buyer behavior – purchase decision making process – Influencing factors – changes in behavioral pattern							9	C2			
UNIT-III Rural market segmentation – Targeting – Positioning products in rural market							9	C3			

UNIT-IV Marketing mix strategies – pricing methods – Rural market channels – channel management	9	C4
UNIT-V Communication to rural market – Advertising strategy – sales promotion under rural setting – conduct of marketing research in rural markets	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand the rural marketing environment and its challenges	PO1, PO4	
Analyze the rural buyers, purchase decisions and factors affecting behavioural pattern	PO2	
Implement the market segmentation strategies by analysing the targets in the rural markets.	PO5	
Understand the marketing mix strategies	PO4	
Implement marketing strategies for products/services applicable to rural markets.	PO7	
Reading List		
Rural Marketing Association of India (RMAI) - http://www.rmai.in/		
National Institute of Rural Development and Panchayati Raj (NIRDPR) - https://www.nird.org.in/nird/main/		
Reference Books		
<i>Sanal Kumar Velayudhan</i> , Rural Marketing, 2 nd Edition, SAGE Publications., 2015		
<i>Pradeep Kashyap</i> , Rural Marketing, 3 rd Edition, Pearson Education, 2016		
<i>R. Krishnamoorthy</i> , Introduction to Rural Marketing, 2 nd Edition, Himalaya Publishing House, 2014		
<i>Krishnamacharyalu and Ramkrishnan</i> , Rural Marketing – Text and Cases, 2 nd Edition Pearson Education., 2011		
<i>Dinesh Kumar, Punam Gupta</i> , Rural Marketing – Challenges and Opportunities, 1 st Edition, SAGE Publications, 2015		

PRODUCTION AND LOGISTICS MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	SUPPLY CHAIN AND LOGISTICS MANAGEMENT	Elective-P1	3	-	-	-	3	45	25	75	100
	Course Objectives										
	Grasp the fundamentals and significance of supply chain and logistics management in modern business operations.										

	Acquire knowledge of supply chain strategies, including procurement, inventory management, and distribution.		
	Explore logistical functions such as transportation, warehousing, and order fulfillment within the supply chain.		
	Develop skills in analyzing supply chain processes and identifying areas for optimization and efficiency improvement.		
	Recognize the importance of collaboration, sustainability, and technology adoption in enhancing supply chain performance and competitiveness.		
	SYLLABUS		
	Details	No. of Hours	Course Objectives
	UNIT I-Understanding Supply Chain Supply Chain – definition, objectives, Decision phases, process view, types, importance of supply chain – Strategic Fit – Competitive and supply chain strategies, Achieving strategic fit, expanding strategic scope – Supply chain drivers – Framework, inventory, transportation, Facilities, Information, Obstacles	9	C1
	UNIT II-Planning Demand and Supply in a Supply Chain Demand Forecasting in a supply chain – role of forecasting – components, methods, measures of forecasts error. Aggregate planning in a supply chain – Role, problem, Strategies, Excel, implementations. Planning – predictable variability, managing supply, managing demand, implementations	9	C2
	UNIT III-Managing Inventories and Transportation The role of cycle inventory in a supply chain – Estimating cycle inventory (Related costs) Role of safety inventory – determining appropriate level safety inventory, impact of supply uncertainty. Transportation – role, factors affecting, modes, design options, trade-offs, Tailored, routing and scheduling.	9	C3
	UNIT IV-Information Technology in a Supply Chain Information technology – Role, need, importance, use, information enabler, Application E-business role, impact, value of E-business in different industries, types, technologies, setting up E-business in practice	9	C4
	UNIT V-Coordinating and Performance Measurement in a Supply Chain Lack of supply chain coordination and the Bullwhip Effect – Effect of Lack of coordination on performance –obstacles	9	C5

to coordination alliging the Supply Chain with Business Strategy - SCOR Model		
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand of supply chain fundamentals	PO4	
Design supply chain networks to enhance supplychain performance	PO6	
Plan and manage inventory and transportation insupply chain	PO2	
Implement information technology in supply chainmanagement and Categorize the applications of information technology in both manufacturing and service industry to develop a strong supply chain.	PO4, PO5	
Construct a network design and virtual integration that will help in coordinating and analysing the performance of the supply chain.	PO6,PO7	
Reading List		
The Journal of Supply Chain Management - https://onlinelibrary.wiley.com/journal/17455437		
Council of Supply Chain Management Professionals (CSCMP) - https://cscmp.org/		
Reference Books		
Supply Chain Management’ – Sunil Chopra & Peter Meindl; Pearson Education Asia (2008).		
‘Supply Chain Management’ – G. Raghuram, N. Rangaraj; Mc Millan (2001).		
‘Supply Chain Management’ – Sarika Kulkarni, Tata McGraw Hill Publishing Company, New Delhi.		
‘Logistics Engineering & Management’ – Blanchard; Pearson Education Asia.		
‘Logistics & Supply Chain Management’ – Christopher, Pearson Education Asia.		
‘Strategic Purchasing & Supply Chain Management’ – Malcolim saunders; Pitman Publishing.		

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	TOTAL QUALITY MANAGEMENT	Elective-P2	3	-	-	-	3	45	25	75	100
	Course Objectives										
	Understand the fundamentals and origins of Total Quality Management (TQM), including quality dimensions, planning, and barriers to implementation.										
	Explore customer satisfaction models, continuous improvement philosophies, and various TQM tools and methodologies.										
	Master statistical tools for quality management, including measures of central tendency, control charts, and the concept of Six Sigma.										

	Apply TQM tools such as benchmarking, quality function deployment (QFD), total productive maintenance (TPM), failure mode and effects analysis (FMEA), and business process re-engineering (BPR) to improve processes and enhance quality.		
	Gain insights into quality management systems, including ISO standards (ISO 9000 and ISO 14000 series), their implementation, and benefits for organizational excellence.		
	SYLLABUS		
	Details	No. of Hours	Course Objectives
	UNIT I-Basic Concepts and Origin of TQM Definition of quality, Dimensions of quality, Quality planning, Quality council, vision, mission, policy statement, Quality costs – Definition, Categories and Elements. TQM – definition, benefits – historical review, principles, Framework, TQM Culture, Barriers to TQM implementation.	9	C1
	UNIT II-TQM Principles Customer satisfaction – Teboul model – customer perception of quality, customer complaints, service quality, customer retention. Continuous process improvement – Deming Philosophy, Contribution of Crosby, Walker Shewhart, Ishikawa, Juran Trilogy, PDCA cycle, JAPAN 5S, 8D Methodology, KAIZEN, POKA YOKE, Quality Circle, Information Technology –Computers and the quality functions – the internet and other electronic communication – Information quality issues.	9	C2

	UNIT III-Statistical Tools The seven tools of quality, New seven management tools, Statistical fundamentals – Measures of central tendency, measures of dispersion, control charts – Run chart, variable control chart, process capability. Concept of Six Sigma, Taguchi quality loss function – definition, Nominal-the-best, Average loss, Signal-to- Noise (S/N) Ratio.	9	C3
	UNIT IV- TQM Tools Benchmarking – definition, Reasons to benchmark, process. Quality function deployment (QFD) – Benefits of QFD, House of quality, building house of quality, QFD process. Total productive maintenance (TPM) – concept, the plan, training, Improvement needs, FMEA – Failure rate, Documentation, Stages, Terotechnology, Business	9	C4

Process Re-engineering (BPR) – Principles, application, process, benefit, limitation		
UNIT V- Quality Management Systems Benefits of ISO registration, ISO 9000 series of standards, ISO 9001-requirements, implementation, documentation, internal audits, registration. ISO 14000 series – concept of ISO 14001 – Requirements, Benefits of EMS.	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand the concepts of Total Quality management	PO4	
Apply quality Principles and practices in business operations	PO6	
Analyze the quality of business operations using statistical process control tools to enhance quality.	PO4,PO7	
Apply different TQM tools to enhance organization's quality performance	PO1,PO6	
Choose suitable quality management systems required for business operation.	PO7	
Reading List		
Management Study Guide - Total Quality Management - https://www.managementstudyguide.com/total-quality-management.htm		
International Journal of Quality & Reliability Management (IJQRM) - https://www.emerald.com/insight/publication/issn/0265-671X		
The Quality Management Journal (QMJ) - https://asq.org/quality-management-journal		
Reference Books		
‘Total Quality Management’ – Dale H. Bester field, Pearson Education.		
‘100 Methods for Total Quality Management’ - Gopal K. Kanji and Mike Asher, New Delhi, SagePublication, 1996.		
Grant, Ev. Gene L. and Leavenworth, Richards, Statistical Quality Control, New York McGraw Hill,1991.		
‘Total Quality Management’ – Shridhara Bhat, K., Himalaya Publishing House, Mumbai, 2004.		
‘TQM in Action’ – Pike, John and Barnes, Richard, London, Chapman & Hill, 1990.		
‘TQ Manager’ - Schmidt, Warren, H. and Finnigan. Jerome P., San Francisco, Jossey Bass, 1993.		
‘World Class Performance through TQ’ – Spenley Paul, London, Chapman & Hall, 1992.		
Suresh Dalela & Saurabh, ISO 9000 New Delhi, S. Chand & Company Ltd., 2004.		
Ansari, A. and Modaress, B., JIT Purchasing, New York, Free Press, 1990.		
Grant, Ev. Gene L. and Leavenworth, Richards, Statistical Quality Control, New York McGraw Hill,1991.		

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	MULTIMODAL TRANSPORTATION	Elective-P3	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand the concepts and practices of multimodal transport, including its definition, role in India, and associated challenges.											
Examine the evolution of containerization, types of containers, and its contributions to trade growth.											
Study various transport modes like air, road, rail, inland water, coastal shipping, and sea transport, including cargo consolidation and multimodal logistics parks.											
Explore intermodal transportation aspects in India, including types of ships, custom clearance processes, and trade financing options.											
Analyze national and international laws governing transport, including the Multimodal Transportation Goods Act and regulations concerning dangerous goods.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Unit I: Introduction to Multimodal Transport. Multimodal transportation- . Definition, Multimodal transport in India. MTO, MTD, MTC, concepts, benefits, current scenario, challenges faced and reforms							9	C1			
Unit II: Containerization Evolution of containerization, Contribution of Malcolm Mclean in containerization, Types of containers, Benefits of containerization, Growth prospects of trade with containerization.							9	C2			
Unit III: Transport Modes Air, Cargo consolidation, Road, Rail, Inland Water, Coastal Shipping and Sea Transport. Connected transport infrastructure and Intermodal transfer. Multimodal Logistics Parks.							9	C3			
Unit IV: Overview of Intermodal Transportation Types of Ships, Definition of Intermodal Transport, Various aspects of Intermodal transport in India, Custom clearance process, Role of CHAs, Role of NVOCCS, Trade Financing Options, Letter of Credits, Role of intermediaries like Freight							9	C4			

forwarders, ship brokers, ship agents, Port authorities.		
Unit V: National Law on Transport Multimodal Transportation Goods (Amendment) Act, 2000 Multimodal transportation of Goods Act, 1993- its objectives and benefits, Multimodal transportation of Goods Act, 2000, International Conventions on Intermodal transport, Dangerous good classification, Regulations concerning dangerous goods regulations, Motor Vehicles Act, Warsaw Convention	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand the basic concepts of Multimodal Transportation.	PO4	
Apply containerisation in logistical operations.	PO6	
Evaluate suitable Transportation modes for distribution channel providers.	PO1	
Create logistics documentation process for variousIntermodal transports.	PO2,PO8	
Understand the legal framework governing Multimodal transport in India and International conventions and practices.	PO4,PO7	
Reading List		
Journal of Transport Geography - https://www.journals.elsevier.com/journal-of-transport-geography		
International Journal of Physical Distribution & Logistics Management (IJPDL) - https://www.emerald.com/insight/publication/issn/0960-0035		
Reference Books		
K.V Hariharan. (2002). A Text Book on Container & Multimodal Transport Management. ShroffsPublishers & Distributors.		
International Trade Logistics-Ram Singh- Oxford Publication		
Multimodal Transportation of Goods Act, 1993 Along With Allied Rules, Professional BookPublishers.		
Multimodal Transport Security: Frameworks and Policy Applications in Freight and PassengerTransport. Edward Elgar Publishing		
Crainic, Teodor. “A Brief Overview of Intermodal Transportation.” Engineering Handbook. Taylorand Francis Group, 2007.		

FOURTH SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	ARTIFICIAL INTELLIGENCE IN MANAGEMENT	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
Learn about AI's evolution, its economic implications, and its significance in modern business.											
Gain proficiency in intelligent agents, search algorithms, and framing AI initiatives for practical applications.											
Understand AI, machine learning, and key players in the AI ecosystem for informed technology evaluation.											
Explore robotic process automation (RPA) and cognitive AI for effective automation in business processes.											
Delve into ethical considerations and AI's capabilities and limitations for responsible integration into the future workforce.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
UNIT I Introduction to AI Introduction to AI, History and Evolution of AI, Economics of AI							12	C1			
UNIT II Foundations of AI Intelligent agents, Search, AI Canvas, 7-step process for framing an AI initiative							12	C2			
UNIT III AI & Machine Learning Fundamentals of AI, Machine Learning and Deep Learning with understanding of key players in the AI ecosystem							12	C3			
UNIT IV Robotic Process Automation Robotic Process Automation & Cognitive AI							12	C4			
UNIT V Ethics & Future of Work AI & Ethics, Trolley Problem, Capabilities and Limitations of AI							12	C5			
Total							60				
Course Outcomes											
On completion of this course, students will;							Programme Outcomes				
Comprehend the Fundamentals, Evolution and Economics of Artificial intelligence (AI)							PO4				
Identify appropriate analytical techniques to solve business scenarios using SPSS							PO1				
Identify potential applications suitable for RPA based on domain knowledge							PO6,PO7				
Comprehend Deep Learning techniques and its application							PO4				

Review the ethical perspective while developing AI applications	PO3
Reading List	
McKinsey & Company - AI and Automation - https://www.mckinsey.com/featured-insights/artificial-intelligence/	
Reference Books	
Russell, S., Norvig, P.(2010) Artificial Intelligence: A Modern Approach (3rd ed.). Prentice Hall.	
Khemani, D. (2013) A First Course in Artificial Intelligence. McGraw-Hill.	
Agarwal, A., Gans, J. & Goldfarb, A. (2018). Prediction Machines, Harvard Business Review Press.	
Daugherty, Paul R., Wilson, H. J., Human+Machines Reimagining Work in the Age of AI	
Ertel, W. Introduction to Artificial Intelligence. Springer	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	EMERGING TECHNOLOGIES IN MANAGEMENT	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
Understand the significance of emerging technologies in transforming traditional management practices.											
Explore various emerging technologies and their potential applications in different management domains.											
Analyze the impact of emerging technologies on business models, processes, and organizational strategies.											
Develop critical thinking and decision-making skills to evaluate and adopt emerging technologies effectively.											
Gain insights into the ethical, social, and legal implications of deploying emerging technologies in management contexts.											
Understand the significance of emerging technologies in transforming traditional management practices.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Unit I: Introduction to Emerging Technologies Definition and scope of emerging technologies Importance and relevance in contemporary management Technological convergence and its implications							12	C1			
Unit II: Blockchain and Distributed Ledger Technology (DLT) Fundamentals of blockchain											

and DLT. Applications in supply chain management, finance, and cybersecurity Case studies and industry examples	12	C2
Unit III: Internet of Things (IoT) and Smart Technologies Concepts and principles of IoT, IoT applications in operations, marketing, and customer service Challenges and opportunities in IoT adoption	12	C3
Unit IV: Artificial Intelligence (AI) and Machine Learning Overview of AI and machine learning AI applications in decision-making, automation, and predictive analytics, Ethical considerations and biases in AI algorithms	12	C4
Unit V: Augmented Reality (AR) and Virtual Reality (VR) Basics of AR and VR technologies Applications in training, marketing, and product design, Future trends and potential disruptions	12	C5
Total	60	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand how emerging technologies are changing management.	PO4	
Recognize where and how to use new technologies in management.	PO5	
Know how new tech affects business strategies and operations.	PO1,PO7	
Decide if and how to use new tech in management.	PO2	
Consider the ethical and social impact of new tech in management.	PO3	
Reading List		
World Economic Forum (WEF) - Technology and Innovation - https://www.weforum.org/areas-of-work/technology-and-innovation		
Reference Books		
B. Schena, Emerging Technologies in Management: Concepts, Cases, and Applications		
P. J. Vogel, "The Business of Technology: Digital Media and Emerging Technologies in Management"		
A. McAfee and E. Brynjolfsson, "Machine, Platform, Crowd: Harnessing Our Digital Future"		

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	COMPUTER APPLICATION IN MANAGEMENT USING SAP	Lab	-	-	2	-	2	60	25	75	100
Course Objectives											
Gain practical proficiency in navigating SAP's user interface and functionalities.											
Apply SAP modules to simulate real-world business scenarios and processes.											
Develop skills in data entry, processing, and analysis using SAP applications.											
Learn to generate reports, extract data, and interpret results within the SAP environment.											
Understand the integration of different SAP modules and their roles in enterprise resource planning (ERP).											
Gain practical proficiency in navigating SAP's user interface and functionalities.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Session 1: Introduction to SAP: Overview of SAP software and its applications in business. Introduction to the SAP user interface and navigation.							8				
Session 2: SAP Basics and Master Data Management : Creating and maintaining master data in SAP. Introduction to transaction codes and data entry in SAP.							8				
Session 3: Financial Accounting (FI) Module Posting financial transactions using SAP FI module. Generating financial reports and statements in SAP.							8				
Session 4: Materials Management (MM) Module: Procurement process and inventory management in SAP MM module. Creating purchase orders and managing goods receipts.							8				
Session 5: Sales and Distribution (SD) Module: Order-to-cash process in SAP SD module. Creating sales orders, delivery documents, and invoices in SAP.							8				
Session 6: Production Planning (PP) Module Overview of production planning processes in SAP PP module. Creating and managing production orders and bills of materials.							10				
Session 7: Integration and Project Work Integrating different SAP modules to simulate end-to-end business processes. Completion of a							10				

practical project applying SAP skills to a specific business scenario.		
Total	60	
Course Outcomes		
On completion of this course, students will;		
Proficiency in navigating the SAP user interface and accessing its functionalities.		
Apply SAP modules to simulate real-world business scenarios and processes.		
Develop skills in data entry, processing, and analysis within the SAP environment.		
Learn to generate reports, extract data, and interpret results using SAP applications.		
Understanding of how different SAP modules integrate and their roles in enterprise resource planning (ERP).		
Reference Books		
SAP ERP User Guide: Tips to Increase Productivity" by Jamie Arnold.		
"SAP Navigation & General Functions: Overview" by Peter Moxon.		

Electives in Fourth Semester

FINANCE

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	PROJECT FINANCE	Elective-F4	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand project concepts, classifications, and causes of delays, focusing on avoidance strategies and asset management.											
Conduct project feasibility studies, including opportunity, pre-feasibility, and feasibility stages, and evaluate components for project viability.											
Evaluate project financials under certainty using methods like payback, average rate of return, net present value, and analyze evaluation under uncertainty and risk.											
Appraise projects through methodologies like social cost-benefit analysis, distinguishing between commercial/financial and social/national profitability, and consider international project appraisal.											
Plan, implement, and control projects using network analysis techniques like PERT and CPM, including crashing project networks, resource leveling, allocation, and line balancing.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Unit I : Project Project – Concept – Classification – Projects and Developments – External and Internal Causes of Delay – Avoiding Overruns- Project Assets-Issues and Problems – Strategic Variables:							9	C1			

	Contractual/legal, Engineering /Technology, Financial and Economical, Post – Commissioning operations, social and human aspects, material problems – Project Formulation Checklist.		
	Unit II : Managing Resources Managing Resources – Phases from Project Planning to Project completion: Pre-investment, investment and operational phase- Capital Cost time- Value System – Project Feasibility Study: Stages Opportunity Study: General and Specific- Prefeasibility Study: Functional or support Study – Feasibility Study – Components of Project Feasibility Study	9	C2
	Unit III : Financial evaluation Financial Evaluation of projects under certainty: Pay Back Method, Average Rate of Return Method and Net Present Value method – Project Evaluation under Uncertainty and Risk.	9	C3
	Unit-IV Appraisal Appraisal Process – Concept – the methodology for project evaluation – Commercial Vs National Profitability: Social Cost benefit Analysis, Commercial or financial Profitability, Social or national Profitability – International Project Appraisal.	9	C4
	Unit V : Implementation & Control Planning, Implementation and Control: Network Analysis, Techniques, PERT, CPM – Crashing of Project Network – Resource Leveling and Resource Allocation and Line Balance	9	C5
	Total	45	
	Course Outcomes		
	On completion of this course, students will;	Programme Outcomes	
	Understand the basic concepts in project management.	PO6	
	Plan and effectively manage the project planning and project completion.	PO2, PO7	
	Evaluate the projects under certainty and uncertainty risk situations.	PO1	
	Analyze the international project appraisal process.	PO4	
	Apply the project implementation and controlling techniques in the project.	PO5	

	Reading List
	Project Finance Magazine: https://www.projectfinancemagazine.com/
	Reference Books
	Gopalakrishnan.P and Rama Moorthy, V.E., PROJECT MANAGEMENT, Mac Millian India Ltd., New Delhi.
	Prasanna Chandra, PROJECTS; PLANNING, ANALYSIS, SELECTION, IMPLEMENTATION AND REVIEW, Tata McGraw Hill.
	Goel B.B, PROJECT MANAGEMENT – PRINCIPLES & TECHNIQUES, Deep and Deep Publications, New Delhi. TriMTOO Series on Project Management
	Stefano Gatti, Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects.
	Andrew Fight, Introduction to Project Finance

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	MERGER AND ACQUISITIONS	Elective-F5	3	-	-	-	3	45	25	75	100
Course Objectives											
Gain an overview of corporate restructuring, including mergers, acquisitions, and forms of corporate control, with an emphasis on organizational behavior.											
Evaluate the methodology of firm valuation, including the dividend growth valuation model and sensitivity analysis, while addressing agency problems and management issues.											
Explore the timing of merger activity and its macroeconomic impact, deal structuring options, including tax planning, payment methods, and leverage methods. Investigate joint ventures, ESOPs, buyouts, and international mergers and acquisitions.											
Analyze corporate control mechanisms, including share repurchase models and exchange offers, and their impact on ownership and corporate performance.											
Review managerial strategies and models of the takeover process, and compare traditional cost accounting with strategic cost management.											
SYLLABUS											
Details						No. of Hours	Course Objectives				
Unit I : Merger & Acquisition Mergers, Acquisitions and Restructuring – An Overview: Forms of Corporate Restructuring - Corporate Control – Organization Behavior – Extensions and Conclusions. Strategy, Diversification and Mergers; Diversity in Strategic Planning –BCG-Porter – Adaptive P process- Formulation of Competitive Strategy- Diversification						9	C1				

	Strategy – Types and Characteristics of a Merger: Economic Rationale of Major Types of Mergers – Role of Industry Life Cycles		
	Unit II : Corporate Finance A Framework for Corporate Finance: Theory of the Firma and Corporate Finance- Capital Structure Theories – Dividend Policy Theories – The Financial Methodology of Valuation: Valuation Principle – Capital Budgeting Decisions – Basis for Firm Valuation: Dividend Growth Valuation Model S Calculation of Cost of capital – Sensitive Analysis Agency Problems and Management.	9	C2
	Unit III : Marger & Takeover Self Off and Divestitures – Definition Effects and Analysis – Spin Off – Self Off Gains – Explanation and Rationale – Divestiture Motives – Voluntary Liquidations and Takeover, Unsuccessful Takeover – Timing of Merger Activity- Mergers and Macro – economy, Aggregate Conglomerate Activity, Deal S structuring: Tax Planning Options – Payment and Leverage Methods - Restructuring Joint Ventures: JVs in Business Strategy, Rationale Tests of the Role of JVs – ESOPs: Nature and History, Usage, Analysis and Evidence Buy-out Economic and Financial Factors, Elements of an LBO operation, conditions and circumstances of Going- P private Buy-outs, Post Buy out Equity Value – Internal Mergers and Restructuring, International M&As.	9	C3
	Unit IV : Corporate Control Corporate Control: Share Repurchase and Exchanges: Basic Stock Repurchase Model, Exchange Offers – Mechanism. Underlying Corporate Control Internal and External Control Mechanism, Managing Ownership and Corporate Performance, Voting Rights and value of control, Regulation of Securities and Trading and Takeovers – Evaluation of Arbitrate and Insider Trading, The Recent Developments and their implications	9	C4
	Unit V : Strategic cost Management Managerial Strategies: Review of Theories	9	C5

and Case Study of M & A Activity, Models of Takeover Process, Strategic Cost Management: Traditional Cost Accounting Vs. Strategic Cost Management, ABC Costing - Value Chain Analysis – Cross Subsidization of Products – Implications for Corporate Strategy, Life Cycle Costing Target Costing.		
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand the merger and acquisition and Analyse the types of merger	PO4	
Understand the corporate finance and solving the cost of capital	PO1	
Analyse the corporate restructuring and joint venture	PO5	
Compare the share market and detailed knowledge of share purchase	PO6	
understand the takeover process and cost management	PO7	
Reading List		
Mergers and Acquisitions Journal: https://www.journals.elsevier.com/journal-of-mergers-and-acquisitions		
Reference Books		
Mergers Restructuring and Corporate Control – J. Fred Westron, Kwon Shun & Susan E. Hoag – PHI Doing Deals – Investment Banks at Work – Robert G. Eccles & Dwigths B. Crane – (HBS)		
A Merger acquisition Buyout guide, Stanley Foster Reed, Mergers and Acquisitions from A to Z, Andrew J. Sherman		
Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions (Wiley Finance), Joshua Rosenbaum.		
Valuation: Mergers, Buyouts and Restructuring (Wiley Custom Select, Enrique R.		
Mergers Restructuring and Corporate Control – J. Fred Westron, Kwon Shun & Susan E. Hoag – PHI Doing Deals – Investment Banks at Work – Robert G. Eccles & Dwigths B. Crane – (HBS)		
A Merger acquisition Buyout guide, Stanley Foster Reed, Mergers and Acquisitions from A to Z, Andrew J. Sherman		

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	BEHAVIOURAL FINANCE	Elective-F6	3	-	-	-	3	45	25	75	100
	Course Objectives										
	Explore cognitive biases and judgment under uncertainty in investment decisions.										

	Analyze market efficiency and its implications for investor behavior.		
	Evaluate the influence of behavioral factors on corporate finance decisions.		
	Examine emotional mechanisms in risk-taking attitudes and decision-making.		
	Investigate the interplay of human psychology and external factors in financial markets.		
	SYLLABUS		
	Details	No. of Hours	Course Objectives
	UNIT-I: INTRODUCTION Behavioral Finance – meaning, nature, scope , objectives and applications – Investment decision cycle: Judgement under uncertainty: Cognitive information perception- Peculiarities of quantitative and numerical information perception-representativeness – Anchoring-Exponential discounting.	9	C1
	UNIT -II: UTILITY FUNCTIONS Expected utility theory and Rational Thought: Decision making under risk and uncertainty – Expected utility as abasis for decision making – Theories based on Expected Utility Concept-Investor rationality and market efficiency	9	C2
	UNIT-III: BEHAVIORAL FACTORS AND FINANCIAL MARKETS The efficient market hypothesis-Fundamental information and financial markets- Information available for market participants and Market Efficiency – Market Predictability-The concept of limits of Arbitrage Model- Asset management and behavioural factors-Active portfolio management: return statistics and sources of systematic underperformance.	9	C3
	UNIT-IV: BEHAVIORAL CORPORATE FINANCE Behaviroal factors and corporate decisions on capital structure and dividend policy- Capital structure dependence on market Timing – Systematic approach to using behavioral factors in corporate decision making. External factors and Investor behavior: Mechanisms of the external factor influence on risk perception and attitudes- Connection to human psychology and emotional regulation	9	C4

Active portfolio management- the source of the systematic underperformance		
UNIT -V: EMOTIONAL DECISION MAKING Experimental measurement of risk - emotional mechanisms in modulating risk taking attitude-Neurophysiology of risk taking. Personality traits and risk attitudes in different domains	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand the behavioural finance	PO5	
Analyse and take decision under risk and uncertainty	PO2	
Evaluate and effectively manage the financial market	PO1	
Identify the effective organisational structure and dividend policy .	PO6	
Assume the common emotional biases in different domains.	PO4,PO7	
Reading List		
Journal of Behavioral Finance: https://www.tandfonline.com/toc/hbhf20/current		
Reference Books		
Dr. Prasanna Chandra, behavioural Finance- Mcgraw Hill Publications, New Delhi		
Ranjit Singh, Behavioural Finance, PHI Learning, New Delhi		
Sujata Kapoor and Jaya Mamta prosad, behavioural finance-Sage Publications India Pvt Ltd.		
Rahul Subash, Behavioral finance in Investment decisions: Evidence from India-Lambert Academic Publications		

HUMAN RESOURCES

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	GLOBAL HUMAN RESOURCES MANAGEMENT	Elective-H4	3	-	-	-	3r	45	25	75	100
Course Objectives											
Understand the international context of HRM, including its importance, frameworks, and theories such as convergence theory and the cultural approach.											
Analyze the global cultural environment and its impact on managing diversity, cross-national differences, and HR policies.											

	Evaluate different models of IHRM, including the Matching Model, Harvard Model, and Contextual Model, and their implications for HR policies.		
	Examine global staffing and development practices, including recruitment techniques, selection strategies, management development, and talent retention.		
	Explore training, development, and compensation in an international perspective, covering expatriate training, compensation factors, international reward systems, and cultural issues in performance management.		
	SYLLABUS		
	Details	No. of Hours	Course Objectives
	Unit I-International Context of HRM: Introduction to IHRM- Human resource management in the international firm- the framework- Importance of IHRM- International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach – the institutionalist Perspective/functions - Globalisation and HRM.	9	C1

Unit II- Global Cultural Environment: The concept of culture -comparison of cross-cultural behaviour - managing diversity- causes of diversity, the paradox of diversity- Cross national differences in personnel and organizations- cultural factor in human resource policies- Complexities and issues in managing human resource across countries- International HRM department and functions	9	C2
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UNIT III Models of IHRM Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model- IHRMpolicies- Standardization and Localization of HRM practices.	9	C3
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Unit III- Global Staffing and development Hiring– Policies and practices- Techniques and sources of global recruitment -Staffing for international operations- selection process -Selection strategies for overseas assignments – Managerial Transfers-Global Management Development- techniques- management qualifications and characteristics- motivation and retention of talent- International transfers- 360 degree feedback- international adjustments- repatriation		
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Unit IV-Training, Development and Compensation in International Perspective		
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Expatriate training program-, components- types-effectiveness measures-Compensation in international perspective- factors, package, methods and trends- International reward system- Multinational performance appraisal – criteria and process-performance management – cultural issues in Performance Management	9	C4
Unit V- Industrial Relations and Other Issues in IHRM: A framework for international industrial relations; Employees participation – practices in various countries – Ethics in International business - Comparative study of HRM practices in major global economies-HRM in cross border mergers and acquisitions- Joint ventures- alliances and SMEs- IHRM: trends- complexities, challenges, and choices in future.	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand the basics of IHRM models and practices	PO4	
Evaluate cross cultural behavioural factors.	PO1	
Examine the models of IHRM and its benefits.	PO1,PO5	
Understand global perspectives on Training, development, performance appraisal	PO4,PO7	
Analyze ethics followed in international businessand issues in IHRM.	PO3	
Reading List		
International Journal of Human Resource Management (IJHRM): https://www.tandfonline.com/toc/rijh20/current		
Reference Books		
International Business: By K. Aswathappa		
International Human Resources:By P. Subba Rao		
International HRM:By Dr. Nilanjan Sengupta and DR. Mousumi S. Bhattacharya		
Peter J Dowling & D E. Welch: International Human Resource Management, Cengage		
Monir H. Tayeb: International Human Resource Management,A Multinational Company PerspectiveOxford University Press, IE		
IbraizTarique, Dennis Briscoe&randall, International Human Resource Management- Policies and practicesfor Multinational Enterprises, Routledge, 5th edition		
Anne- WilHarZing, Ashly Pinnington, International human Resource Management, 3rd edition, SagePublication		
P L Rao, International Human resource Management- Text and Cases, Excel Books		

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	COMPENSATION AND REWARD MANAGEMENT	Elective-H5	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand the fundamentals of compensation, including its definition, objectives, importance, and factors influencing formulation.											
Analyze wages and salary administration, encompassing theories, wage structures, fixation, payment methods, and policies.											
Explore employee benefits and rewards, including types, statutory benefits in India, deferred compensation plans, and non-monetary benefits.											
Examine incentive plans, considering factors influencing them, types of wage incentive plans, fringe benefits, profit-sharing plans, and flexible compensation/benefits plans.											
Evaluate executive compensation plans, including components, theories, design, performance-based pay systems, legal constraints, and compensation management in multinational organizations.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
Unit – I Introduction to compensation Compensation – Definition – Basic concepts of Compensation -Objectives of compensation Importance of Compensation – Factors influencing compensation- principles of compensation formulation- Compensation Design and strategies- types of compensation- Compensation Process- Compensation Philosophies- Components of compensation program.							9	C1			
Unit – II Wages and salary administration Wages – Meaning – Theories of Wages – Wage Structure -Types of wages –Wage Fixation – Wage Payment – Salary Administration – Team Compensation- Wage differential – Wage policy and its importance.							9	C2			
Unit- III Employee Benefits And Rewards Nature and types of employee benefits- statutory employee benefits in India- Deferred compensation plan- Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward							9	C3			

management - Designing reward system- Approaches to reward system- Difference between reward and compensation.		
Unit -IV Incentive Plans Basic concepts of Incentive Plans – Factors influencing Incentive Plans – Types of wage incentive plan – individual and group incentive system – Fringe benefits in India – Profit Sharing Incentive Plan – Enterprise Incentive Plan -ESOPs – Flexible compensation/benefits plans	9	C4
Unit -V Executive Compensation Plan Executive Compensation – Components, Theories, Design- Relationship between Fixed and variable pay- Performance Based Pay Systems - Executive Compensation Plan and Packages- Legal Constraints on Pay Systems- Compensation Management in Multi-National organisations.	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand the basics of Compensation Management, Theories and strategies	PO7	
Understand Wages and salary administration in organisations.	PO6	
Analyse Employee benefits and rewards.	PO6,PO7	
Evaluate incentives plans	PO2	
Execute Compensation Plan and packages.	PO7	
Reading List		
Compensation and Benefits Review: https://journals.sagepub.com/home/cbr		
Reference Books		
Henderson, R.I., Compensation Management in a Knowledge-based World, Prentice Hall India, NewDelhi.		
Joseph J.Mantocchio, Strategic Compensation: A human resource Management Approach, 1st edition,Prentice Hall, 1998 .		
Richard Thrope& Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000.		
Reward Management: A Handbook of salary administration by Armstrong, Michael andMarlis, Kogan page business books, 2005.		
Michael Armstrong & Helen Murlis: Hand Book Of Reward Management – Crust Publishing House.		
Milkovich, G., Newman, J. &Venkatratnam, C.S. (2017). Compensation (9th Ed.) (Special Indian Ed.).New Delhi: McGraw Hill.		
Ellig, B.R. (2011). The Complete Guide to Executive Compensation. New Delhi: Tata McGraw Hill.		

Subject Name	Category	L	T	P	O	U	—	≡	Marks
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Subject Code									CIA	External	Total
	HUMAN RESOURCE ANALYTICS	Elective-H6	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand the core concepts of HR Analytics, including business intelligence, data visualization, and its role in HR value creation.											
Explore quantitative and qualitative dimensions of HR planning, methods of HR demand forecasting, and analysis of labor market behavior.											
Examine approaches to behavioral assessment in personnel selection, including KPI identification, HR scorecard creation, and performance indicator classification.											
Analyze the design of compensation systems, linking compensation with performance, and measuring training effectiveness.											
Evaluate current approaches to measuring HR and reporting HR contributions, including HR scorecards, workforce scorecards, predictive analytics, and diagnostic tools for HR symptoms.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
UNIT:1 Introduction to HR Analytics Understanding core concepts of HR Analytics. Business Intelligence, Business analytics and its Evolution. Role of Data in HR, Assembling Data, Describing Data, Visualization. Measures of Data, Probability and Managing Uncertainty. HR Analytics: The Third Wave for HR value creation							9	C1			
UNIT:2 Human Resource Planning and Forecasting Quantitative and Qualitative Dimensions of HR Planning. Methods and Techniques of HR Demand Forecasting. Data Base for Manpower forecasting. Analysis of Labour Market Behaviour. Analyzing Turnover trends.							9	C2			
UNIT:3 Behavioral assessment in Personnel selection Approaches to behavioral assessment - Sorting application. Identifying and developing Key Performance Indicators (KPI) - create, Build and maintain a HR Scorecard - classification based on performance indicators- identifying performance drivers.							9	C3			

UNIT:4 Designing a compensation system Linking Compensation and performance. Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness with performance and compensation Surveys on employee satisfaction, engagement, work life balance, etc.	9	C4
UNIT 5 Current approaches to measuring HR and reporting value from HR contributions. HR Scorecards & Workforce Scorecards and how they are different from HR Analytics. Overarching components of an effective Analytics framework. Introduction to Tools that performs HR analytics, Predictive Analytics: Conditions including correlation, causality and isolation. Diagnosing and clarification of symptoms of HR	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Apply HR Analytical techniques in the areas of HRP,recruitment and selection, Compensation and Benefits, Training and Human Capital development etc.	PO7	
Demonstrate HR functions in adding value in business terms.	PO4	
Identify and use human resource data in organizations for decision making	PO1,PO2	
Design a Metrics and Analyze index for recruitment,performance and or a training and development context	PO6,PO7	
Predict the issues using the available HR data andformulate the best strategies	PO1	
Reading List		
HR Technologist - Analytics: https://www.hrtechnologist.com/topics/analytics/		
Reference Books		
Barnett K, Berk J, (2012), Human Capital Analytics. Word Association Publication. Fitz-Enz J,(2010),		
The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments,AMACOM		

MARKETING

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	GREEN MARKETING	Elective-M4		-	-	-		45	25	75	100
Course Objectives											
Gain an overview of green business and management, exploring new ecological dimensions, environmental marketing, and the phenomenon of greenwashing through case studies.											
Understand green consumers, ideas, and concepts, including feasibility studies, designing green products, and the Ottman model for green product development.											
Analyze pricing strategies in green marketing, the impact of greening on price, value-based pricing, consumption difficulties, and government regulations.											
Explore green channel management, efficient channel features, modes of green transportation, and their impacts and benefits.											
Examine green communications, sustainability communication strategies, the green promotional mix, different green campaign strategies, and the future of green marketing.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
UNIT – I Green business overview – Green management – New dimensions of ecology - Environmental marketing -Greenwashing – Green claims – case studies – green environment							9	C1			
UNIT – II Green consumers - Green ideas – Green concepts - sources – feasibility study – Designing Green products – innovation - examples – characteristics of green products – procedure of green product development – Ottmanmodel							9	C2			
UNIT – III Pricing strategies – impact of greening on price – value based pricing – consumption difficulties –government regulations							9	C3			
UNIT – IV Green channel management – features of efficient channel – different modes of green transportation –impacts and benefits							9	C4			
UNIT – V Green communications – communicating sustainability – Green promotional mix – different strategies of green campaigns – Future of green marketing							9	C5			
Total							45				

Course Outcomes	
On completion of this course, students will;	Programme Outcomes
Understand the green marketing nature and dimensions	PO4
Identify green consumers ideas, concepts and models	PO4,PO7
Understand the pricing strategies	PO2
Analyze the green channel management	PO6
Apply green communication practices in future of green marketing	PO7
Reading List	
Journal of Marketing Management - Special Issue on Sustainable and Green Marketing: https://www.tandfonline.com/toc/rjmm20/37/1?nav=tocList	
Reference Books	
Jacquelyn A. Ottman, Green marketing – Challenges and Opportunities for New Marketing Age, 2 nd Edition, McGraw – Hill., 2014	
Peattie K, Pitman, Green Marketing, 1 st Edition, Pitman Publishing., 2014	
Robert Dhalstrom, Green Marketing, 1 st Edition, Cengage Learning India, 2011	
Leishman Paul, Green Marketing – A Primer, 1 st Edition, Torque., 2008	
AI Iannuzzi, Greener Products – The Making and Marketing of Sustainable Brands, 2 nd Edition, CRCpress.,	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	RETAIL MANAGEMENT	Elective-M5	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand the fundamentals of retailing, including industry overview, benefits, and the environmental factors influencing retailing, with case study analysis.											
Analyze retail store location and layout strategies, encompassing country/region analysis, trade area analysis, site evaluation, and store design, with case study examples.											
Explore merchandise planning, inventory evaluation methods, assortment planning, buying strategies, pricing strategies, and markdown strategies, through case study illustrations.											
Examine retail communication techniques, including advertising, sales promotion, publicity, retail selling process, and retail database management, with case study demonstrations.											
Investigate globalization in retail, changing retail formats, opportunities in international retailing, and emerging customized formats such as virtual stores, e-retailing, and interactive kiosk shopping arcades, with case study insights.											
SYLLABUS											
Details							No. of Hours		Course Objectives		
Unit I: Retailing: Introduction to Retailing- Overview of scope of retailing framework –											

Retailing industry – Benefits of retailing – Ethical, legal, social, economic and technological environment for retailing - Types of retailers – retail strategy – Positioning and retail planning – retail marketing mix – Case Study	9	C1
Unit II: Location & Layout: Retail Store location and layout- Country /Region analysis – Trade area analysis - Site evaluation and selection – Store design and layout- Comprehensive store planning – Exterior design and layout – Interior store design and layout – interior design elements – Case Study	9	C2
Unit III: Merchandise: Planning merchandise needs and merchandise budgets- Methods for determining inventory evaluation- Assortment planning buying and vendor relations- Merchandise pricing – Price Strategies Psychological pricing – Mark-up and markdown strategies– Case Study	9	C3
Unit IV: Communication in Retail: Communicating with the retail customer – Retail promotion mix, - Advertising –Sales promotion – Publicity – Retail Selling process – Retail database – Case Study.	9	C4
Unit V: Globalization and retail: Globalization and changing retail formats – Virtual store – E-retailing International Retailing – Opportunities Market entry formulas – new customized formats (Customized stores, portable stores, merchandise depots,retail theatre, service malls, customer –made stores, interactive kiosk shopping arcades) – Case Study	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand the concept and related terms in retailing	PO4	
Evaluate the store location and layout	PO2	
Understand merchandise needs and budgetplanning	PO7	
Improve better communication with retail customers and involve in promotion activities.	PO4	
understand the operations-oriented policies, methods, and procedures used by successful retailers in toay’s global economy.	PO5,PO7	
Reading List		
Journal of Retailing: https://www.journals.elsevier.com/journal-of-retailing		

Reference Books	
Ron Hasty and James Reardon: RETAIL MANAGEMENT	
Lucas, Robert Bush and Larry Gresham: RETAILING (Hononghton Mifin, AIPD, India	
Dunne & Lusch, Retailing, South-Western Educational Publishing 5th Edition	
Barry Berman and Joel R. E vans, Retail Management: A strategic Approach, (9th edition), MacmillanPublishing Com pany, New York 2003.	
Michael Levy and Barton A. Weitz, Retail Management, McGraw, Hill/Irwin	
Hasty and Reardon, Retail Management (1st Ed.), 1997, McGraw Hill-Iriwn.	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	MARKETING ANALYTICS	Elective-M6	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand marketing metrics and their connection to a firm's financial performance, including the financial implications of strategic marketing decisions.											
Analyze customer acquisition costs, retention strategies, customer lifetime value, and brand metrics such as brand equity and brand portfolio management, utilizing the balanced scorecard approach.											
Evaluate communication metrics, profit impact of sales promotion, advertisement cost-benefit analysis, financial effectiveness of email campaigns, pricing metrics, and pricing simulation's impact on profitability.											
Explore the financial perspectives of channel participants, marketing budget allocation, return on marketing investment (ROMI), and marketing audit processes.											
Examine the financial implications of research and development, sales force training, determination of financial incentives across product/service delivery systems, and global marketing metrics.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
UNIT – I: Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.							9	C1			
UNIT – II: Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers’ satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance							9	C2			
UNIT – III: Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial											

effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.	9	C3
UNIT – IV: Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return onmarketing investment (ROMI) - Marketing audit.	9	C4
UNIT – V: Financial implications on Research and development – Training of sales force -Determination of financial incentives across Product / Service delivery system – Global Marketing Metrics	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand the basics of marketing metrics, financial and strategic decisions	PO7	
Analyse Cost of customer acquisition, retention,and life time value of customers	PO2	
Develop analytic competencies pertaining solvingof marketing problem	PO1,PO7	
Understand the Financial Perspectives of Channel Participants	PO5	
Apply Financial implications on Research and development	PO2	
Reading List		
MarketingProfs - Marketing Analytics: https://www.marketingprofs.com/marketing/library/articles/96/marketing-analytics		
Reference Books		
Paul W. Farris , David Reibstein , Phillip E. Pfeifer , Neil Bendle , Marketing Metrics, Wharton SchoolPublishing., 2010		
David J. Reibstein, Marketing Metrics, Pearson Education (USA)., 2014		
Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand		
Lilien, Kotter & Morthy, Marketing Models, 1 st Edition, Prentice Hall., 2008.		
Dhvir Grewal and Micheal Levy, Marketing Value Based, 1 st Edition, Tata Mc Graw Hill., 2008		

PRODUCTION AND LOGISTICS MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	WAREHOUSE MANAGEMENT	Elective-P4	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand warehousing management, including objectives, types of warehouses, modern warehouse processes, challenges, and computerization, with case study analysis.											
Analyze inventory classification, ABC classification, inventory record accuracy, EOQ, FIFO, LIFO, batch tracking, and counting methodologies, along with drop shipping.											
Explore storage and material handling systems, warehouse layout, storage system types, material handling equipment, and techniques to improve receiving/issuing operations.											
Examine staff-related issues in warehouse management, including key roles of warehouse managers, staff management, productivity, key performance indicators, and warehouse audits.											
Investigate safety measures in warehouses, including housekeeping, hazard identification, safety planning, and the application of automation and IT systems such as SAP Warehouse Management and Microsoft Dynamics 365 SCM, with a review of their features and benefits.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
UNIT I : Introduction to warehousing management: Define Warehousing- Objectives of warehousing- Types of warehouse- The modern warehouse-The warehouse management process- Problems and challenges in warehousing- Warehousing and inventory costs-Computerization of Warehouse Activities -Customer service in warehousing- Case Study							9	C1			
UNIT II Inventory classification: Types of inventory- The ABC classification-Uses of the ABC classification- Inventory record accuracy- EOQ- Reorder point formula- FIFO and LIFO- Batch tracking- Systems and methodology of counting- Knowing what is inside the warehouse- Knowing how much is inside the warehouse- Drop shipping							9	C2			
UNIT III Storage and material handling systems: The layout of the warehouse- Size and shape of the warehouse- Types of storage											

systems- Fixed versus random location- Material handling equipment- Types- Material handling equipment checklist- Improving the receiving/issuing material operations	9	C3
UNIT IV Dealing with staff-related & Productivity: Key roles of the warehouse manager- Staff management issues- Corrective guidance techniques- Qualities of a good warehouse employee. Definition of productivity- Causes of lost time- Warehousing key performance indicators- Objectives of the warehouse audit- Components of the audit-Steps to follow before, during and after the audit	9	C4
UNIT V Safety in the warehouse & Latest Software tools: Good housekeeping inside the warehouse- Identifying safety hazards- Unsafe acts and conditions- Causes of damage- Planning for safety- Automation and IT systems in warehouse operations and management – Application Softwares-SAP warehouse management, Microsoft Dynamic 365 SCM –Functions- ProductFeatures- Pros- Cons- Reviews	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand challenges, objectives, and functionsof warehousing.	PO1	
Categorize materials using Inventory managementtechniques.	PO5,PO7	
Select suitable storage material handling systemsfor better material management.	PO2	
Improve supervisory skills and deal moreeffectively with warehouse staff issues	PO4,PO6	
Adapt suitable software tools for improvedwarehouse operations.	PO2,PO7	
Reading List		
International Journal of Logistics Management: https://www.emerald.com/insight/publication/issn/0957-4093		
Reference Books		
‘Warehouse Management and Inventory Control – J P Saxena; Vikas Publishing (2001).		
Frazelle Edward H. (2009). Supply Chain Strategy: The Logistics of Supply Chain Management. TataMcGraw Hill.		
Shapiro Jeremy F. (2002). Modeling The Supply Chain, 2nd Edition. Thompson Press		
‘Logistics Engineering & Management’ – Blanchard; Pearson Education Asia.		
‘Logistics & Supply Chain Management’ – Christopher, Pearson Education Asia.		

	‘Strategic Purchasing & Supply Chain Management’ – Malcolm saunders; Pitman Publishing.
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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	CUSTOMS LAWS AND PROCEDURE	Elective-P5	3	-	-	-	3	45	25	75	100
Course Objectives											
Understand the principles governing the levy of customs duty, including types of duties, exemptions, and basic principles of classification and valuation of goods.											
Analyze the documents required for export and import customs clearance, covering invoices, certificates, bills of lading, licenses, and declarations.											
Explore provisions governing the conveyance, importation, and exportation of goods, including regulations on baggage, postal and courier shipments, warehousing, transit, trans-shipment, prohibitions, and duty drawback.											
Examine customs authorities, port and warehousing station appointments, adjudication processes, and appellate remedies such as settlement commission and advance rulings.											
Explore the scope of taxable services under the Service Tax Act, including the types of services on which tax is payable and exemptions provided.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
UNIT I: Principles governing Levy of Customs duty – types of duties – exemption from Customs duty, Basic principles of classification of goods and valuation of goods.							9	C1			
UNIT II: Documents required for Export Customs Clearance: ProForma Invoice, Customs Packing List, Country of Origin or COO Certificate, Commercial Invoice, Shipping Bill, Bill of Lading or Airway Bill, Bill of Sight, Letter of Credit, Bill of Exchange, Export License, Warehouse Receipt, Health Certificates. Documents required for Import Customs Clearance: Bill of Entry, Commercial Invoice, Bill of Lading or Airway Bill, Import License, Certificate of Insurance, Letter of Credit or LC, Technical Write-up or Literature (Only required for specific goods), Industrial License (for specific goods), Test Report (If any), RCMC Registration cum Membership Certificate, GATT/DGFT declaration, DEEC/DEPB/ECGC License for duty benefits.							9	C2			

UNIT III: Provisions governing conveyance, importation and exportation of goods, provisions regarding baggage,goods imported or exported by post and through Courier, Provisions regarding stores, warehousing, transit and trans-shipment of goods, Prohibitions on import and export, Duty drawback and circumstances.	9	C3
UNIT IV: Customs Authorities, Appointment of Customs ports & Warehousing stations, Adjudication, appellate remedies including settlement Commission and Advance Rulings.	9	C4
UNIT V: Service Tax Act: Introduction, charge to Service tax, taxable service, liability to pay service tax and exemption - Services on which tax is payable. Procedure for Registration, filing of returns, payment of Tax, Records maintained by assessee and assessment. Authorities under the Act.	9	C5
Total	45	
Course Outcomes		
On completion of this course, students will;	Programme Outcomes	
Understand the basic principles governing levy of customs duty and types of various duties.	PO7	
Classify the documents required for Export customs clearance and Import customs clearance	PO5	
Understand the provisions regarding conveyance, stores, warehousing, and prohibitions on import and export.	PO3	
Understand the duties and appointments of customs authorities.	PO4	
Understand the legal aspects of Service taxAct.	PO8	
Reading List		
International Trade Centre (ITC) - Trade Information Services: https://www.intracen.org/itc/market-analysis-tools/		
International Chamber of Commerce (ICC) - Incoterms®: https://iccwbo.org/resources-for-business/incoterms-rules/		
Reference Books		
V.S. Datey: Indirect Taxes – Law and Practice.		
R.K. Jain: Customs Law Manual and Customs Tariff of India.		
B.N. Gururaj: Guide to Customs Procedures.		
Taxmann’s: Customs Manual and Customs Tariff.		
Parthasarathy and Sanjiv Agarwal: A Hank Book of Service Tax, Law, practice and procedures.		
P. Veera Reddy: Guide to Service Tax.		
Bimal Jaiswal & Yusuf Kamal: Export-Import Procedures and Documentation		
Faustino Taderera: Customs Practice and Documentation		
Vinod Kumar Advani: Customs Duty – Law and Practice		

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	LEGAL ASPECT OF SHIPPING	Elective-P6	3	-	-	-	3	45	25	75	100
Course Objectives											
Explore various aspects of commercial law, including sale of goods, credit-hire-purchase-lease agreements, bailment, indemnity, liens, consumer protection, agency, insurance principles, carriage of goods by land, sea, and air, negotiable instruments, freight and carriage, and guarantees.											
Analyze the Indian Contract Act, covering the formation of contracts, capacity of parties, free consent, performance, discharge, breach, and remedies for breach of contract.											
Understand the scope of maritime law, including sources, maritime belt, continental shelf, exclusive economic zone, admiralty jurisdiction, international aspects of ship registration and mortgage, nationality of ships, and the functions of the International Maritime Organization (IMO).											
Study the Indian Merchant Shipping Act, 1958, focusing on ship registration, seamen and apprentices, limitation, liability, and Indian laws concerning the carriage of goods by sea, including the Hague/Visby Rules and Charter Party agreements.											
Explore marine insurance principles, types of marine insurance, policies, loss settlement, and relevant provisions of the Specific Relief Act, 1963, along with an introduction to the Arbitration and Conciliation Act, 1996.											
SYLLABUS											
Details							No. of Hours	Course Objectives			
UNIT I: Commercial law: Sale of goods, Credit-hire-purchase-lease, Bailment-indemnity-liens, Consumer protection, Agency, Basic principles of Insurance, Law relating to carriage of goods by land, sea and air, contract of affreightment, Limitation of the carrier liability, Protection of the rights of the consignor and consignee, Negotiable instruments, Freight and Carriage, Guarantees.							9	C1			
UNIT II: Indian Contract Act: Formation of a contract, Capacity of parties, Free Consent, Performance of contract, Discharge of contract, Breach of contract and remedies for the same.							9	C2			
UNIT III: Scope of maritime law: Sources, Maritime belt, Continental shelf, Exclusive economic zone, Admiralty jurisdiction, international aspects of registration of ship building contracts and mortgage, Nationality							9	C3			

of ships, Structure, objects and functions of International Maritime Organization (IMO)		
UNIT IV: Merchant shipping - Indian merchant shipping Act, 1958, Definitions (section 3), Registration of Indian ships (sections 20-74), Seamen and apprentices (Sections 88-218), Limitation & liability (Sections 352- 389) - Indian laws on general aspects of carriage of goods by sea - Hague /Visby Rules - Brief introduction to Charter Party	9	C4
UNIT V: Marine insurance: Definition of marine insurance (Section 3), Sea and land risks (Section 4), Different types of marine insurance and policies (Sections 7-52), Loss and settlement of claims (Sections 55- 87), Specific Relief Act, 1963 (Part II & III), Brief introduction to Arbitration and conciliation act, 1996.	9	C5
Total	45	
Course Outcomes		
On the completion of this course, students will;	Programme Outcomes	
Students will be able to understand the commercial law relating to sale of goods, carriage of goods.	PO8	
Students will be able to understand various aspects of Indian contract Act.	PO4	
Students will be able to understand the scope of Maritime law and understand the objects and functions of International Maritime Organisation (IMO)	PO5	
Students will be able to rephrase the legal aspects concerning merchant shipping.	PO6,PO7	
Reading List		
Journal of International Maritime Law: https://www.lawtext.com/publication/journal-of-international-maritime-law		
Reference Books		
Indian contract Act,1879		
Merchant Shipping Act, 1958		
Sale of goods Act, 1930		
Negotiable Instrument Act,1881		
Marine Insurance Act, 1963		
Consumer protection Act , 1986		
Carriage of good by Sea Act, 1925		
Specific Relief Act,1963		
Arbitration and conciliation act, 1996.		
STCW convention 1978;		
IMO Hague/Visby Rules, Hamburg rules and Charter parties Scrutton		