

# **P.K.R. ARTS COLLEGE FOR WOMEN**

(Accredited with 'A' Grade by NAAC)

Autonomous Institution – Affiliated to Bharathiar University

No.:21, Pariyur Road, Gobichettipalayam – 638476

## **Department of Management Master of Business Administration**



### **SYLLABUS**

*for the candidates admitted during 2022-2023 and onwards*

*Under CBCS PATTERN*

**P.K.R. ARTS COLLEGE FOR WOMEN**

(Accredited with 'A' Grade by NAAC)

Autonomous Institution –Affiliated to Bharathiar University

No.:21, Pariyur Road, Gobichettipalayam – 638476

**M.B.A - PROGRAMME STRUCTURE**

**CBCS: 2022 – 2023 and onwards**

CATEGORY	COMPONENTS	No. of Courses	Credit(s) / Course	Total Credits	Proposed Semester
<b>Part - III</b>	<b>Core :</b> <b>A). Core and Elective:</b> (Theory/ Practical/ Open Elective/ Open Source Exam/)	21	2/3/4	73	I – IV
	<b>B). Projects:</b> i. Community Engagement Initiative	1	1	7	I – IV
	ii. Research Engagement Initiative	1	6		
<b>Part - IV</b>	<b>A).Skill Enhancement:</b> i. Management in Practice – I	1	1	2	I
	ii. Management in Practice – II	1			III
	<b>B). Ability Enhancement:</b> Cyber Security (UGC prescribed syllabi)	1	2	2	II
<b>Part – V</b>	<b>A. Proficiency Enhancement:</b> Women and Leadership (Self Study)	1	2	2	III
	<b>B. Competency Enhancement:</b> i. Online Course / Learning Object Repository	1	2	4	I – IV
	ii. Certificate Course	1			
	(Or) Student Start-Up Venture / Internship / Capstone Project & Viva-voce	1	4	4*	I - IV

\*Alternate credits

**Total: 2700 Marks & 90 credits**



## P.K.R. ARTS COLLEGE FOR WOMEN

(Accredited with 'A' Grade by NAAC)

Autonomous Institution –Affiliated to Bharathiar University  
No.:21, Pariyur Road, Gobichettipalayam – 638476

Programme Scheme and Scheme of Examinations  
(for students admitted from 2022-2023 & onwards)

### I. SCHOLASTIC COURSES:

Category / Part	Component	Course Code	Title of the Course	Hours / week	Exam Hours	Max. Marks			Credits*
						CIA	ESE	Total	
<b>SEMESTER – I</b>									
III	Core: I	22BAP01	Management Process and Communication	5	3	50	50	100	4
III	Core : II	21BAP02	Behavioural Science	5	3	50	50	100	4
III	Core : III	21BAP03	Economics for Executives	5	3	50	50	100	4
III	Core : IV	21BAP04	Accounting For Managers	5	3	50	50	100	4
III	Core : V	21BAP05	Decision Models for Business	5	3	50	50	100	4
III	Core : VI Practical: I	21BAP06	Business Research Methods (Practical)	3	-	-	-	-	-
IV	Skill Enhancement: I	21SEBAP01	Management in Practice - I	2	-	100	-	100	1
<b>TOTAL</b>				<b>30</b>				<b>600</b>	<b>21</b>

<b>SEMESTER – II</b>									
III	Core : VII	22BAP07	Operations Management	5	3	50	50	100	4
III	Core : VIII	22BAP08	Financial Management	5	3	50	50	100	4
III	Core : IX	22BAP09	Marketing Management	4	3	50	50	100	4
III	Core : X	22BAP10	Human Resource Management	4	3	50	50	100	4
III	Core : XI	22BAP11	Business Research Methods	4	3	50	50	100	4
III	Core : VI Practical : I	21BAP06	Business Research Methods (Practical)	3	3	50	50	100	3
III	Core : XII Community Engagement Initiative - Project : I	21BAP12	Social Immersion Project & Viva-voce (Group Project)	3	-	100	-	100	1
IV	Ability Enhancement	21AEP01	Cyber Security	2	3	-	100	100	2
<b>TOTAL</b>				<b>30</b>				<b>800</b>	<b>26</b>

<b>SEMESTER – III</b>									
III	Core: XIII	22BAP13	Strategic Management (Open Source Exam)	4	-	100	-	100	3
III	Core : XIV	**	Elective – 01	5	3	50	50	100	3
III	Core : XV	**	Elective – 02	5	3	50	50	100	3
III	Core : XVI	**	Elective – 03	5	3	50	50	100	3
III	Core : XVII	**	Elective – 04	5	3	50	50	100	3
III	Core : XVIII Open Elective	**	Offered for students of other PG programmes / department	4	3	50	50	100	3
IV	Skill Enhancement : II	21SEBAP02	Management in Practice - II	2	-	100	-	100	1
V	Proficiency Enhancement	21PEBAP01	Women and Leadership (Self Study)	-	3	-	100	100	2
<b>TOTAL</b>				<b>30</b>				<b>800</b>	<b>21</b>

<b>SEMESTER – IV</b>									
III	Core : XIX	**	Elective – 05	5	3	50	50	100	3
III	Core : XX	**	Elective – 06	5	3	50	50	100	3
III	Core : XXI	**	Elective – 07	5	3	50	50	100	3
III	Core : XXII	**	Elective – 08	5	3	50	50	100	3
III	Core : XXIII Research Engagement Initiative - Project : II	21BAP23	Research Immersion Project & Viva-voce (Individual Project)	10	3	50	50	100	6
<b>TOTAL</b>				<b>30</b>				<b>500</b>	<b>18</b>
V	Competency Enhancement	On-line Course / Learning Object Repository		SEMESTER I - IV				2	
		Certificate Course		SEMESTER I - IV				2	
		Student Start-up Venture / Internship / Capstone Project & Viva-voce		SEMESTER I - IV				4**	
<b>Total Marks &amp; Credits - 2700</b>								<b>90</b>	

**\*CREDIT TRANSFERABILITY**

**\*\*ALTERNATE CREDITS**

**LIST OF ELECTIVES**

**a). Semester : III - STUDENTS CAN CHOOSE ANY FOUR OF THE FOLLOWING:**

S.No..	Course Code	Specialisation	Courses
1.	22BAPH1	Human Resource Management	Managerial Behaviour and Effectiveness
	21BAPH2		Legal Aspects of Business
	21BAPH3		Strategic Human Resource Management
2.	21BAPF1	Finance	Security Analysis and Portfolio Management
	21BAPF2		Merchant Banking and Financial Services
	22BAPF3		Modern Banking
3.	21BAPM1	Marketing	Integrated Digital Communication
	22BAPM2		Brand Management
	22BAPM3		Rural Marketing
4.	21BAPA1	Analytics	HR Analytics
	21BAPA2		Analytics for fintech
	21BAPA3		Social Media Analytics
5.	21BAPP1	Production	Supply Chain Management
	21BAPP2		Integrated Materials Management
	21BAPP3		Managing Service Operations
6.	21BAPE1	Entrepreneurship	Entrepreneurship Development
	21BAPE2		Project Management
	21BAPE3		Startup Launch Pad

**NOTE:** No. of Hours and Credits for each course - 5 Hours and 3 Credits

**LIST ELECTIVES**

**b). Semester : IV - STUDENTS CAN CHOOSE ANY FOUR OF THE FOLLOWING:**

S.No..	Course Code	Specialisation	Courses
1.	21BAPH4	Human Resource Management	Labour Welfare and Industrial Relations
	21BAPH5		Employee Training and Development
	22BAPH6		Career Management
2.	21BAPF4	Finance	International Financial Management
	21BAPF5		Risk and Insurance Management
	21BAPF6		International Financial Reporting Standards
3.	21BAPM4	Marketing	Retail Marketing
	21BAPM5		Social Marketing
	21BAPM6		Services Marketing
4.	21BAPA4	Analytics	Marketing Analytics
	21BAPA5		Healthcare Analytics
	21BAPA6		Business Analytics
5.	21BAPP4	Production	Lean Manufacturing and Six Sigma
	21BAPP5		Total Quality Management
	21BAPP6		Management of Intellectual Property Rights
6.	21BAPE4	Entrepreneurship	Innovation Management
	22BAPE5		Social Entrepreneurship Management
	21BAPE6		Managing Franchise Businesses

**NOTE:** No. of Hours and Credits for each course - 5 Hours and 3 Credits

**c) Skill Enhancement:**

Course Code	Semester	Course Title	Contact Hours / week	Exam Duration Hours	Max. Marks for CIA		
					CIA	ESE	Credit
21SEBAP01	I	Management in Practice - I	2	3	100	--	1
21SEBAP02	III	Management in Practice - II	2	3	100	--	1

**\* ONLY FOR MBA**

**a) Ability Enhancement:**

Course Code	Semester	Course Title	Contact Hours / week	Exam Duration Hours	Max. Marks for ESE		
					CIA	ESE	Credit
21AEP01	II	Cyber Security	2	3	--	100	2

**b) Proficiency Enhancement:**

Course Code	Semester	Course Title	Contact Hours / week	Exam Duration Hours	Max. Marks for ESE		
					CIA	ESE	Credit
21PEBAP01	III	Women and Leadership	Self Study No instructional Hours	3	--	100	2

**f) Competency Enhancement:**

Semester	Course	Hours per Week	Credits
I - IV	Online Course / Learning Object Repository	Self-Paced with Faculty mentoring and Support	2
	Certificate Course		2
(OR)			
I - IV	Student Start-up Venture / Internship / Capstone Project & Viva-voce		4*

**\*Alternate credits ONLY FOR MBA.**

**Open Elective course for students of other PG programmes / departments**

**2022 - 2023 onwards**

Course Code	Semester	Department	Course Title	Contact Hours / week	Exam Duration Hours	Max. Marks for ESE		
						CIA	ESE	CREDIT
	III	Management	Agri-preneurship	4	3	50	50	3

Total Credits: 90

Total Marks: 2700

**Chair Person**

**Dr.V.Kavitha M.B.A., M.Phil., Ph.D.,  
Associate Professor & Head,  
Department of Management,  
P.K.R. Arts College for Women,  
Gobichettipalayam – 638 476.**



### **REVISION FOR THE ACADEMIC YEAR 2022-2023**

**Note:** The revised papers and syllabi (Inclusion/Relevance of Industry 4.0) for the Academic Year 2022-2023 are furnished below and there is no change in the existing (Academic Year 2021-2022) scheme of examination and syllabi of the remaining papers.

<b>S.No</b>	<b>Course Code</b>	<b>Semester</b>	<b>Course Title</b>
1	22BAP01	I	Management Process and Communication
2	22BAP07	II	Operations Management
3	22BAP08	II	Financial Management
4	22BAP09	II	Marketing Management
5	22BAP10	II	Human Resource Management
6	22BAP11	II	Business Research Methods
7	22BAP13	III	Strategic Management
8	22BAPH1	III	Managerial Behaviour and Effectiveness
9	22BAPF3	III	Modern Banking
10	22BAPM2	III	Brand Management
11	22BAPM3	III	Rural Marketing
12	22BAPH6	IV	Career Management
13	22BAPE5	IV	Social Entrepreneurship Management

## SYLLABUS

*(for those admitted from the academic year 2022-2023 and onwards)*

### SEMESTER - I

Category	Course Type	Course Code	Course Title	Contact Hours	Credit
PART - III	CORE:I	22BAP01	MANAGEMENT PROCESS AND COMMUNICATION	60	4

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	I	50	50	100

#### **Preamble**

To familiarise the students with the basic concepts and underlying principles of management science in order to aid in understanding an organization functions and about the complexity and wide variety of issues managers face in managing today's business firms.

#### **Course Outcomes**

On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Enumerate various managerial competencies and approaches to management	K1
CO2	Explain the role and need of planning, organizing, decision making and controlling and the need for communication.	K2
CO3	Make use of the principles of goal setting and planning for simple as well as complex tasks and small projects.	K3
CO4	Compare and contrast various organizational structures of variety of business and not-for-profit entities in a real world context.	K4
CO5	Build a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations	K5
CO6	Formulate and discuss a basic communication skills and controlling model in a real life business, start-up and not-for-profit organizational context.	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 – Create;**

**CO-PO MAPPING (COURSE ARTICULATION MATRIX)**

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	3	0	0
CO2	9	9	9	9	3	0	0
CO3	9	9	9	3	3	1	1
CO4	9	3	1	0	3	3	1
CO5	9	1	0	0	3	1	3
CO6	3	1	0	0	9	3	9
<b>Total Contribution of COs to POs</b>	48	40	37	22	24	14	14
<b>Weighted Percentage of COs contribution to POs</b>	3.9	3.7	3.7	2.7	4.7	2.8	3.2

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

**COURSE CONTENT:**

**UNIT I: Evolution of Management (12 Hours)**

Management – Meaning- Functions-Importance-Management :Science or Art-Administration Vs Management- Managerial Roles, Functions and skills- Evolution of management thought– Management and Society – Social responsibility of managers – Ethics in managing- Current Issues and challenges for management-Global Management.

**UNIT II: Planning and Organisation (12 Hours)**

Planning- Meaning, Nature, Types, Process and Planning Premises. Decision Making -Types, Approaches and process of decision making - Organisation- Meaning - Functions - Importance- Principles- Kinds of Organisation. Line and staff functions. Authority and Responsibility – Centralization and Decentralization –Delegation of authority

**UNIT III: Directing & Controlling (12 Hours)**

Directing-Meaning & Principles of Direction-Techniques of direction-Motivation-Types-Theories of Motivation- Controlling – Nature, Importance of Control – Control Techniques and Methods- Characteristics of Effective Control

**UNITIV: Communication & Business Correspondence (12 Hours)**

Business Communication – Principles, Components, Directions, Barriers- Types of Communication and Ethics in communication. Business Correspondence – Norms for Business Letters-Letters for Different Situations- **Digital Communication.**

**UNIT V: Employee Communication (12 Hours)**

Employee Communication – Principles, Elements and Channels of communication. Writing for Media and Media Relations - Managing Government Relations. Financial Communication – Objectives, Tools.

**Reference Books:**

S.No	Authors	Title	Publisher	Year of Publication
1	Koontz & Weihrich	Essentials of Management	Tata McGraw Hill	2013
2	Rao VSP, Hari Krishna V	Management: Text and Cases	Excel Books	2012
3	Hellireger	Management	Thomson Learning	2013
4	Robbins.S.P	Fundamentals of Management	Pearson	2013
5	Bhattacharyya, Dipak Kumar	Principles of Management	Pearson Education	2013
6	Lesiker & Flat lay	Basic Business Communication	Tata Mc Graw Hill	2008

**Web References:**

1. <https://www.iedunote.com/14-management-principles-henri-fayol>
2. <https://www.slideshare.net/ersmbalu/principles-of-management-lecture-notes>
3. [https://onlinecourses.nptel.ac.in/noc20\\_mg58/preview](https://onlinecourses.nptel.ac.in/noc20_mg58/preview)
4. [https://onlinecourses.nptel.ac.in/noc21\\_mg88/preview](https://onlinecourses.nptel.ac.in/noc21_mg88/preview)
5. <https://nptel.ac.in/courses/110/105/110105069/>

**SEMESTER II**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE:VII	22BAP07	OPERATIONS MANAGEMENT	60	4

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	50	50	100

**Preamble**

This course is designed to prepare the learners in addressing the key operations issues in service and manufacturing organizations that has strategic as well as tactical implications.

**Course Outcomes**

On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recall the key concepts and issues of OM in both manufacturing and service organizations.	K1
CO2	Explain the elements of operations management with the transformation processes to enhance productivity and competitiveness.	K2
CO3	Apply analytical skills and problem-solving tools to resolve the organisation's operational issues.	K3
CO4	Audit plans and analyze various facility alternatives for capacity decisions to ensure a balanced line of production and effective utilization of resources.	K4
CO5	Assess aggregate capacity plans and MPS in operation environments with respect to their operational issues in the value addition processes for quality assurance in an organisation.	K5
CO6	Plan and implement appropriate principles and contemporary practices in the firm's operations to compete in the dynamic business environment.	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 – Create;**

#### CO-PO MAPPING (COURSE ARTICULATION MATRIX)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	3	0	0
CO2	9	9	9	9	3	0	0
CO3	9	9	9	3	3	1	1
CO4	9	3	3	0	3	3	3
CO5	3	1	0	3	3	3	3
CO6	1	1	0	1	9	3	9
<b>Total Contribution of COs to POs</b>	40	32	30	25	24	10	16
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.2</b>	<b>3.0</b>	<b>3.0</b>	<b>3.1</b>	<b>4.7</b>	<b>2.0</b>	<b>3.6</b>

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

#### COURSE CONTENT:

##### UNIT I: Introduction to Production and Operations Management

(12 Hours)

Operations Management: nature, importance, functions, historical development - Differences between services and goods -Functions and Challenges of an operations manager - Ethical issues in Operations Management - System view of OM - Types of production systems: Continuous Flow and Intermittent systems.

##### UNIT II: Product Design and Process Layout

(12 Hours)

Product design and process selection-Evaluation and Selection of appropriate Production and Operations technology - Operations layout: factors affecting the choice of layout, types, process, product, fixed Position and combined layout - Assembly line balancing (problems).

**UNIT III: Production Planning and Control (12 Hours)**

Production Planning and Control: meaning, functions – Aggregate Planning – Master Production Schedule (MPS) – Material Requirement Planning (MRP) – Capacity Requirement Planning (CRP) (Problems) – Bill of Materials - Overview of MRP II and ERP- **Siemens Industry 4.0.**

**UNIT IV: Purchase and Inventory Management (12 Hours)**

Purchase functions and procedure – Value analysis-Inventory: objectives, cost, types - inventory control, P & Q Inventory system, Inventory control systems: perpetual, periodic – Overview of JIT and KANBAN systems.

**UNIT V: Quality Control and Assurance (12 Hours)**

Total Quality Management: Concept, statistical quality control for acceptance sampling and process control, control charts (Variables, Attributes), Quality circle - ISO Quality Certifications :meaning, importance and few types – Quality assurance – Six Sigma concept - Practices in Indian organisations - Overview of: Lean, Agile, **Digital manufacturing solutions- Enabling industry 4.0 at DELL, Wipro, HP and TCS**

**Questions: 20% of the questions shall be simple problems.  
80% of the questions shall be theory based.**

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Paneer Selvam. R	Production and Operations Management	Prentice Hall India Learning Private Limited	2012
2.	Krajewski, J. Lee, Ritzman, P. Larry and Malhotra K. Manoj	Operations Management: Processes and Value Chains	Pearson Education	2016
3.	Mahadevan B.	Operations Management, Theory and Practice	Pearson Education	2015
4.	Chary S.N.	Productions and Operations Management	Tata McGraw- Hill Education Pvt. Ltd	2012
5.	Aswathappa K and Shridhara Bhat K	Production and Operations Management	Himalaya Publishing House	2010

**Web References:**

1. <https://www.coursera.org/learn/wharton-operations>
2. [https://mrcet.com/downloads/digital\\_notes/ME/III%20year/POM%20NOTES.pdf](https://mrcet.com/downloads/digital_notes/ME/III%20year/POM%20NOTES.pdf)
3. <https://www.slideshare.net/somashekar50/operations-management-notes>
4. <https://ocw.mit.edu/courses/sloan-school-of-management/15-760a-operations-management-spring-2002/lecture-notes/>
5. <https://www.youtube.com/watch?v=DEuzzLled6k>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE:VIII	22BAP08	FINANCIAL MANAGEMENT	60	4

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	50	50	100

### Preamble

To familiarize students with the skills related to basic principles, tools and techniques of financial management.

### Course Outcomes

On successful completion of the course, students will be able to:

CO Number	CO Statement	Knowledge Level
CO1	Recall the fundamental concepts used in financial management.	K1
CO2	Estimate an overview of the impact of cost of capital, capital structure, investment projects, working capital management and capital budgeting.	K2
CO3	Demonstrate the tools and techniques in financial management to handle real-time business situations	K3
CO4	Analyse the Cost of Capital, leverages, Capital structure, and Working capital of an organisation.	K4
CO5	Evaluate the projects using Cost of Capital, Capital structure, working capital and capital budgeting techniques.	K5
CO6	Construct the applications of financial management in real time business situations.	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 – Create;**

### CO-PO MAPPING (COURSE ARTICULATION MATRIX)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	1	0	0
CO2	9	9	3	3	1	3	0
CO3	9	9	9	9	3	3	0
CO4	9	3	9	9	3	3	3
CO5	9	3	3	3	3	1	3
CO6	3	9	3	1	1	9	9
<b>Total Contribution of COs to POs</b>	<b>48</b>	<b>42</b>	<b>36</b>	<b>34</b>	<b>12</b>	<b>19</b>	<b>15</b>

<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>3.6</b>	<b>4.2</b>	<b>2.4</b>	<b>3.8</b>	<b>3.4</b>
---	------------	------------	------------	------------	------------	------------	------------

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

## **COURSE CONTENT:**

### **UNIT I: Financial Management-Overview (12 Hours)**

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Ethics in Finance- Risk-Return relationship-Time value of money concepts - Indian Financial system- Role of SEBI in Capital Issues.

### **UNIT II: Cost of Capital and Leverage (12 Hours)**

Cost of Capital: Meaning, importance, computation for each source of finance, equity shares, preference shares, debentures and weighted average cost of capital- Leverage: Meaning, types, operating leverage, financial leverage, problems.

### **UNIT III: Capital Structure and Dividend Policy (12 Hours)**

Capital Structure: Meaning, factors affecting capital structure, capital structure theory: Net income approach, Net operating income approach, MM theories – Dividend: meaning, types - Dividend Policy: meaning, types of dividend policy, determinants of dividend policy-CAPM.

### **UNIT IV: Working Capital Management (12 Hours)**

Working Capital Management: definition and objectives, working capital policies, factors affecting working capital requirements, sources of working capital, computation for working capital requirements (Basic problems) - Cash Management : meaning, motives for holding cash- objectives-Receivables Management: meaning, importance, steps, implications of various committee reports.

### **UNITV: Capital Budgeting (12 Hours)**

Capital Budgeting: methods of appraisal, conflict in criteria for evaluation – Capital Rationing: problems - Risk analysis in Capital Budgeting – **Finance 4.0: Socio-Ecological Finance System**-Cases.

**Questions: 20% of the questions shall be simple problems.  
80% of the questions shall be theory based.**

## **Reference Books:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
1.	Dr.S.N.Maheswari	Financial Management	Sultan Chand	2012
2.	Shashi.K.Gupta & Sharma K.Gupta	Financial Management	Kalyani Publisher	2015
3.	M.Y.Khan & P.K.Jain	Financial Management	Tata McGraw Hill	2010



4.	James C.Van Horne	Financial Management & Policy	Prentice Hall of India (P) Ltd	2002
5.	Pandey I.M	Financial Manag	Vikash Publishing	2011

**Web References:**

1. [https://firstglobalacademy.online/?gclid=Cj0KCQiAkZKNBhDiARIsAPsk0WjesnLK iNwlUGo1vvcSCnW2 N5jHRxfKNesACVpp2rOw5mYih15oLKkaArTQEALw\\_wcB](https://firstglobalacademy.online/?gclid=Cj0KCQiAkZKNBhDiARIsAPsk0WjesnLK iNwlUGo1vvcSCnW2 N5jHRxfKNesACVpp2rOw5mYih15oLKkaArTQEALw_wcB)
2. <https://www.investopedia.com/articles/investing/111813/optimal-use-financial-leverage-corporate-capital-structure.asp>
3. <https://www.cambridge.org/core/books/abs/finance/capital-structure-and-dividends/0723E0278BD023013D7EBB5FD8CF038D>
4. <https://www.accaglobal.com/an/en/student/exam-support-resources/fundamentals-exams-study-resources/f9/technical-articles/wcm.html>
5. [https://en.m.wikipedia.org/wiki/Capital\\_budgeting](https://en.m.wikipedia.org/wiki/Capital_budgeting)

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: IX	22BAP09	MARKETING MANAGEMENT	48	4

**Contact hours per week: 4**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	50	50	100

**Preamble**

To enable the students to learn the basic functions, principles, strategies and concepts of marketing for effective managerial function

**Course Outcomes**

On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recall the concepts of marketing management	K1
CO2	Explain strong conceptual knowledge in the functional areas of marketing management	K2
CO3	Demonstrate the relevant functional areas of marketing management and its application	K3
CO4	Outline the analytical skills in identification and resolution of problems pertaining to marketing management	K4
CO5	Evaluate the emerging trends in marketing in a global perspective	K5

CO6	Design and apply newer concepts of marketing for business development	K6
-----	---	----

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 – Create;**

### CO-PO MAPPING (COURSE ARTICULATION MATRIX)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	3	0	0
CO2	9	9	9	9	3	0	0
CO3	9	9	9	3	3	1	1
CO4	9	3	1	1	1	3	1
CO5	3	1	1	0	1	3	3
CO6	3	1	0	0	9	3	9
<b>Total Contribution of COs to POs</b>	<b>42</b>	<b>32</b>	<b>29</b>	<b>22</b>	<b>20</b>	<b>10</b>	<b>14</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.4</b>	<b>3.0</b>	<b>2.9</b>	<b>2.7</b>	<b>3.9</b>	<b>2.0</b>	<b>3.2</b>

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

### COURSE CONTENT:

#### UNIT I: Marketing and Marketing Environment

**(09 Hours)**

Introduction to marketing: nature and scope, perspectives, marketing Vs selling, - Marketing Process - Roles and responsibilities of a marketing manager - Marketing environment: micro and macro environment.

#### UNIT II: Market Segmentation and Buying Behaviour

**(10 Hours)**

Market segmentation: Meaning, benefits, targeting and positioning - Buying Behaviour: definition, buying population, buying motives, buying decision, buying process.

#### UNIT III: Products, Pricing and Branding

**(10 Hours)**

Managing Products: Classification of products, product levels, product life cycle, avoiding product failure, product line and product mix - Pricing Strategy: Objectives-methods - factors - New product development

#### UNIT IV: Marketing Channels and Sales Promotion

**(09 Hours)**

Marketing channels: levels, functions, channel flows, - Distribution Management: objectives, functional areas, Value chain – Sales promotion: purpose, types, effectiveness, limitations - duties types of salesman,

#### UNIT V: Marketing of Non- Business Organization

**(10 Hours)**

Marketing of Non- business organization –Issues in Marketing: social, ethical and legal aspects of marketing –**Marketing 4.0 in the digital Economy**: Meaning, Objectives and Importance of International marketing, Green marketing, Cyber Marketing, Relationship Marketing, Rural Marketing– Cases.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Kotler, Keller, Koshy, Jha	Marketing Management: A South Asian Perspective	Pearson	2013
2.	Ramaswamy, Namakumari	Marketing Management: Global Perspective in India	Macmillan	2013
3.	Willam, Ferell	Marketing	South Western Educational publishing	2016
4.	Philip Kotler	Marketing 4.0: Moving from Traditional to Digital	Wiley	2016
5.	Rajan Saxena	Marketing Management	Tata McGraw Hill	2012

**Web References:**

- <https://www.slideshare.net/BabasabPatil/marketing-management-full-notes-mba-11624923>
- <https://www.enotesmba.com/2013/01/marketing-management-notes.html>
- [https://www.google.com/url?sa=t&source=web&rct=j&url=http://eprints.stiperdharma.wacana.ac.id/24/1/%255BPhillip\\_Kotler%255D\\_Marketing\\_Management\\_14th\\_Edition%2528BookFi%2529.pdf&ved=2ahUKEwjyiOC4lbfyAhXlJeYKHYpKBh4QFnoECAMQAQ&usg=AOvVaw2-2R404hoLi9ILqHCro155&cshid=1629172955806](https://www.google.com/url?sa=t&source=web&rct=j&url=http://eprints.stiperdharma.wacana.ac.id/24/1/%255BPhillip_Kotler%255D_Marketing_Management_14th_Edition%2528BookFi%2529.pdf&ved=2ahUKEwjyiOC4lbfyAhXlJeYKHYpKBh4QFnoECAMQAQ&usg=AOvVaw2-2R404hoLi9ILqHCro155&cshid=1629172955806)
- <https://alison.com/course/diploma-in-modern-marketing-management>
- [https://www.icmrindia.org/casestudies/Case\\_Studies.asp?cat=Marketing](https://www.icmrindia.org/casestudies/Case_Studies.asp?cat=Marketing)

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE:X	22BAP10	HUMAN RESOURCE MANAGEMENT	48	4

**Contact hours per week: 4**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	50	50	100

**Preamble**

To provide students with an understanding of analytical skills in utilizing human resources metrics and technological applications to enhance the effectiveness of recruitment, training, development and retention of human resources.

**Course Outcomes**

On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Memorize the key terms, concepts in the field of Planning, Recruitment, Selection and Compensation.	K1
CO2	Enumerate the emerging trends and practices in HRM.	K2
CO3	Apply the uses of job analysis, job description, job specification, ergonomics in industry and the methods of job evaluation.	K3
CO4	Analyze the role of trade unions, Grievance Handling Procedures, Industrial Disputes Resolution Mechanisms and stress management at work place.	K4
CO5	Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining	K5
CO6	Interpret the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 – Create;**

#### CO-PO MAPPING (COURSE ARTICULATION MATRIX)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	1	0	0
CO2	9	3	3	3	0	0	0
CO3	9	9	9	9	3	3	0
CO4	9	9	9	9	3	1	3
CO5	9	3	3	3	3	3	3
CO6	3	9	3	3	9	9	9
<b>Total Contribution of COs to POs</b>	<b>48</b>	<b>42</b>	<b>36</b>	<b>36</b>	<b>19</b>	<b>16</b>	<b>15</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>3.6</b>	<b>4.4</b>	<b>3.7</b>	<b>3.2</b>	<b>3.4</b>

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

#### COURSE CONTENT:

##### UNIT I: Human Resource Management: Overview

(09 Hours)

Introduction- Nature, Scope, Functions, Objectives, Evolution of HRM- Importance of Human Factor – Roles and responsibilities of HR Manager - Human Resource Planning – Importance, Factors, Process - Job Analysis - Process and Outcomes - Job description, Job specification.

##### UNIT II: Acquiring and Developing Human Resources

(09 Hours)

Recruitment and Selection: Meaning, Process, Sources and Factors affecting recruitment – Meaning, Process and Methods of Selection - Induction and Placement - Training Need Analysis: Meaning, Levels, Methods and Process - Designing Training Programme - Types of Training - Difference between Training and Development- Assessment of Training effectiveness- Improving the Effectiveness of Training.

**UNIT III: Managing Performance and Compensation (10 Hours)**

Performance appraisal: Meaning, Objectives, Steps and Methods of Performance appraisal- Job evaluation: Meaning, Objectives, Process and Methods- Promotion: Purpose, Types Basis and benefits- Transfers: Meaning, Purpose, Types and benefits – Difference between Promotion and Transfer - Wage and Salary Administration: Components of Compensation, Objectives, Methods, Essentials and factors affecting Compensation

**UNIT IV: Maintaining Human Resources and Industrial Disputes (10 Hours)**

Employee Health, Safety and Welfare: Objectives, Issues and Statutory Provisions related to Health, Safety and Welfare – Industrial Disputes: Meaning, Causes, Prevention and Settlement of Disputes - Collective Bargaining: Meaning and Conditions for Successful Collective Bargaining.

**UNIT V: Recent Trends In HR (10 Hours)**

HR Audit: Meaning, Characteristics, Scope, Types and Process- Roland Ethics of HR in Internationalization of Business - Implementing Global HR System- **Digital Transformation in HR: HIRS & HRMS**- Cases.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Rita Bissola & Barbara Imperatori	HRM 4.0 for Human Centered Organisations	Emerald Publishing Limited	2019
2.	Dessler, Gary and Biju Varkkey	Human Resource Management	Pearson Education	2016
3.	Aswathappa, K	Human Resource Management: Text and Cases	McGraw-Hill	2013
4.	Rao VSP	Human Resource Management: Text and cases	Excel Books	2010
5.	David A.De Cenzo & Stephen P. Robbins	Personnel/Human Resource Management	PHI/Pearson	2010

**Web References:**

1. <https://searchHoursoftware.techtarget.com/definition/human-resource-management-HRM>
2. <https://www.whatishumanresource.com/human-resource-management>
3. <https://hbr.org/topic/human-resource-management>
4. [https://www.youtube.com/watch?v=c8\\_avX9miag](https://www.youtube.com/watch?v=c8_avX9miag)
5. <https://nptel.ac.in/courses/110/105/110105069/>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	Core: XI	22BAP11	Business Research Methods	48	4

**Contact hours per week: 4**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	50	50	100

### Preamble

To familiarize students with the methodology of research and its application in managerial decision making.

### Course Outcomes

On successful completion of the course, students will be able to:

CO Number	CO Statement	Knowledge Level
CO1	Outline the basic framework of research process in business context & understand the basic practice of statistics by using SPSS	K1
CO2	Infer the significance of research types of hypothesis and data concepts of parametric tests and interpretation.	K2
CO3	Demonstrate the types of research, procedure for testing hypothesis, methods used for data collection , data preparation process and perform descriptive analyses with SPSS	K3
CO4	Select the research problem, sample design, tools for data collection, statistical testing and types of reports and Formulate hypothesis and applying test of hypothesis in various Test of level of significance	K4
CO5	Evaluate the problems in research, types of sample design data preparation process, tools for analysis &report preparation.	K5
CO6	Design effective solutions for research problems in business context using concept of Non-Parametric tests and its application to test the level of significance in different form of Non-parametric tests.	K6

### K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 - Create CO-PO MAPPING (COURSE ARTICULATION MATRIX)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	1	0	0
CO2	9	3	9	9	0	0	0
CO3	9	9	3	9	3	3	0

<b>CO4</b>	9	9	9	3	3	1	3
<b>CO5</b>	9	3	9	3	3	3	3
<b>CO6</b>	3	9	3	3	9	9	9
<b>Total Contribution of COs to POs</b>	<b>48</b>	<b>42</b>	<b>42</b>	<b>30</b>	<b>19</b>	<b>16</b>	<b>15</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>4.2</b>	<b>3.7</b>	<b>3.7</b>	<b>3.2</b>	<b>3.4</b>

Level of Correlation: 0-No Correlation; 1-Low Correlation; 3-Medium Correlation; 9-High Correlation between COs and POs.

## COURSE CONTENT:

### **UNIT I: Introduction to Research (09 Hours)**

Research – meaning, scope and significance, Characteristics, Types, ethics - Research Process, - research objectives –Identification of Research- Problem research hypotheses - research in an evolutionary perspective - role of theory in research.

### **UNIT II: Research Design and Scaling Techniques (09 Hours)**

Research design – Features and Types – Validity of findings – internal and external validity Variables in research – measurement and scaling - scaling techniques - meaning - Types of scales - construction of instrument – validity and reliability of instrument.

### **UNIT III: Sampling Design, Data Collection and Processing (10 Hours)**

Sampling design – meaning, steps, criteria for a good sample design, Sampling Types - Probability and non-probability samples. Data collection - Types of data - Sources of data - Tools for data collection - Pilot study - Data processing – coding, editing and tabulation of data - Data validation.

### **UNIT IV: Testing and Hypothesis (10 Hours)**

Test of Significance - Assumptions about parametric and non-parametric tests. Parametric Test – chi-square, T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test (Simple Problems). Overview of Multivariate analysis - factor, cluster, Multi - dimensional scaling, Discriminant analysis. (No Problems). Overview about the application of statistical software for data analysis.

### **UNIT V: Interpretation and Report Writing (10 Hours)**

Interpretation – meaning and techniques - Report writing – Significance, Steps, Types, Layout of report, Precautions - Norms for using Tables, charts and diagrams – Appendix- Ethics in Research – Subjectivity and objectivity in research –**Research in the age of Automation-**Cases.

## Reference Books:

S.No.	Authors	Title	Publisher	Year of Publication
1.	Donald R.Cooper and Pamela S.Schindler	Business Research Methods	Tata McGraw Hill	2010

2.	Naresh K Malhotra	Marketing Research: An Applied Orientation	Pearson Education	2010
3.	Uma Sekaran	Research Methods for Business	Wiley Publications	2011
4.	Kothari C.R	Research methodology	Wishwa Prakashan	2013
5.	T.N.Srivastava & Shailaja Rego	Business Research Methodology	Tata McGraw Hill	2013
6.	Jeremy J. Foster	Data analysis using SPSS for windows	Sage publications	2001
7.	SI Gupta, Hitesh Gupta,	SPSS 17.0 for Researchers	International Book House Pvt.Ltd.	2014

#### Web References:

1. <https://www.questionpro.com/blog/business-research/>
2. [https://www.researchgate.net/publication/319998001\\_Measurement\\_and\\_Scaling\\_Techniques\\_in\\_Research\\_Methodology\\_Survey\\_Questionnaire\\_Development](https://www.researchgate.net/publication/319998001_Measurement_and_Scaling_Techniques_in_Research_Methodology_Survey_Questionnaire_Development)
3. <https://research-methodology.net/sampling-in-primary-data-collection/>
4. [https://www.benchmarksixsigma.com/forum/topic/34883-hypothesis-testing/?gclid=Cj0KCQiAkZKNBhDiARIsAPsk0WgMFWW5PRvbiABfpIT369uQHZ8K2Fzmp\\_Xw579ZARoCH-jQT4KmBOcaAkDhEALw\\_wcB](https://www.benchmarksixsigma.com/forum/topic/34883-hypothesis-testing/?gclid=Cj0KCQiAkZKNBhDiARIsAPsk0WgMFWW5PRvbiABfpIT369uQHZ8K2Fzmp_Xw579ZARoCH-jQT4KmBOcaAkDhEALw_wcB)
5. <https://www.slideshare.net/priyansakthi/interpretation-and-report-writing>

### SEMESTER III

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: XIII	22BAP13	STRATEGIC MANAGEMENT (Open Source Exam)	48	3

#### Contact hours per week: 4

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	100	--	100

#### Preamble

to integrate the knowledge gained in various functional areas for making business decisions, from the executive's point of view in the global and Indian context.

#### Course Outcomes



On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recall the basics of strategy and its implications in an organization and community	K1
CO2	Explain the structure, environment, strategy process and models for effective strategic management	K2
CO3	Demonstrate the effective application of concepts, tools and techniques for solving organisational problems	K3
CO4	Show their capability of making their own decisions in dynamic business landscape	K4
CO5	Interpret the organisations ability to implement chosen strategies and identify the areas requiring change	K5
CO6	Categorize the strategies to adopt the current trends and face new challenges in the environment	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 - Create**  
**CO-PO MAPPING (COURSE ARTICULATION MATRIX)**

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	3	0	0
CO2	9	9	9	9	3	0	0
CO3	9	9	3	3	3	3	3
CO4	9	3	3	1	0	3	1
CO5	9	1	1	0	1	1	3
CO6	3	1	0	0	9	3	9
<b>Total Contribution of COs to POs</b>	<b>48</b>	<b>32</b>	<b>25</b>	<b>22</b>	<b>19</b>	<b>10</b>	<b>16</b>
<b>Weighted percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.0</b>	<b>2.5</b>	<b>2.7</b>	<b>3.7</b>	<b>2.0</b>	<b>3.6</b>

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

## COURSE CONTENT:

### UNIT I: Introduction to Strategy

(10 Hours)

Concept of Strategy -Levels of strategy- Strategic Management- Characteristics – Process – Stakeholders in business and their roles in Strategic Management - Meaning of Strategic Intent, Vision, Mission, Objectives, Goals and its characteristics - Hierarchal levels of planning - Strategic planning process.

### UNITII: Environment Analysis

(10 Hours)

Analyzing Company's Internal Environment: Evaluating company's Resources, Capabilities, Core Competencies, Distinctive Competencies, Competitive advantage and its sources, Building Blocks of Competitive advantage.

Analyzing Company's External Environment: Analyzing Macro environment – Porters Five Force Model-ETOP. Value Chain:- Primary and SECONDary activities - Portfolio analysis :- Business Portfolio analysis – BCG Matrix – GE 9 Cell Model.

### UNIT III: Strategy Formulation

(8 Hours)

Functional Strategies:- Efficiency, Quality, Innovation and Customer Responsiveness - Business Strategies: - Low cost, Differentiation, Focus. Corporate Strategies:- Stability, Growth Strategies – Diversification – Joint Venture – Merger- Acquisition – Takeover – Vertical and Horizontal Integration - Strategic alliances- Exit Strategies – Retrenchment Strategy - Turnaround Strategy

**UNIT-IV: Strategy Implementation (10 Hours)**

Strategy Implementation: – Process – Barriers, 7S Framework – Organizational Structure and Control System:- Functional, Divisional, SBU, Matrix, Network – Levels of control system - Matching Structure and Control to Strategy:- Functional level, Business level, Global level and Corporate level - Strategy Evaluation:- Use of Balance Scorecard approach for evaluation.

**UNIT V: Strategic Business Models (10 Hours)**

Business Models:-Meaning and Components of business models, New business model and Strategies for Internet economy - Non-Profit-Organization:- Various forms of Non- profit-organization- Popular Strategies- **TCS Business 4.0.**

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Charles W.L.Hill & Gareth R.Jones	Strategic Management Theory An Integrated approach	Biztantra	2015
2.	John A Pearce II and Richard B Robinson	Strategic Management: Formulation, Implementation and Control	Tata MC Graw Hill	2010
3.	John A.Parnell	Strategic Management, Theory and practice	Biztantra	2012
4.	Azar Kazmi	Strategic Management & Business policy	Tata Mcgraw Hill	2009
5.	John Pearce & Richard Robinson	Strategic Management	Tata Mc Graw Hill	2012

**Web References:**

- [https://www.researchgate.net/publication/298791895\\_Strategic\\_Management\\_An\\_Integrated\\_Approach\\_12e](https://www.researchgate.net/publication/298791895_Strategic_Management_An_Integrated_Approach_12e)
- <https://www.slideshare.net/djsexxx/strategic-management-case-studies-mg>
- <https://www.managementstudyguide.com/strategy-implementation.htm>
- <https://youtu.be/CtP2FJXTjCc>
- <https://youtu.be/gJonGbyC-Aw>
- <https://nptel.ac.in/courses/110/105/110105142/>

Course Code	Course	Evaluation
21BAP13	STRATEGIC MANAGEMENT (Open Source Exam)	100% CIA

**NOTE: Refer to the Guidelines, distribution of marks and CIA question paper pattern.**

### IELECTIVE COURSES - HUMAN RESOURCE MANAGEMENT

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-H	22BAPH1	MANAGERIAL BEHAVIOR AND EFFECTIVENESS	60	3

Contact hours per week: 5

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	50	50	100

#### Preamble

To examine managerial styles of students in assessing different systems of management and relate systems to organizational characteristics.

#### Course Outcomes

On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Remember the different attitudes and assumptions of managers about human nature and behaviour at work	K1
CO2	Understand different systems of management and relate systems to organisational characteristics	K2
CO3	Describe the basic and underlying philosophies for successful management of people	K3
CO4	Explain the criteria for evaluating the effectiveness of managers	K4
CO5	Compare the models and methods for designing the managerial Job	K5
CO6	Acclaim the importance of organisational and managerial efforts in fostering innovation and creativity	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 - Create**

#### CO-PO MAPPING (COURSE ARTICULATION MATRIX)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	0	0	0
CO2	9	9	9	9	1	0	0
CO3	9	9	9	3	3	3	1
CO4	9	3	3	1	3	1	3
CO5	9	3	9	3	1	9	3
CO6	3	9	3	1	9	9	9
<b>Total Contribution of COs to POs</b>	<b>48</b>	<b>42</b>	<b>42</b>	<b>26</b>	<b>17</b>	<b>22</b>	<b>16</b>

<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>4.2</b>	<b>3.2</b>	<b>3.4</b>	<b>4.5</b>	<b>3.6</b>
---	------------	------------	------------	------------	------------	------------	------------

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

## **COURSE CONTENT:**

### **UNIT I: Defining The Managerial Job (12 Hours)**

Managerial job: Definition-Descriptive Dimensions of Managerial Jobs. Methods: Heuristic methods, androgynous methods. Model: Henry Mintzberg model, Role dimensions. Time Dimensions in Managerial Jobs: principles of time management, time wasters, process.

### **UNIT II: Designing The Managerial Job (12 Hours)**

Effective and Ineffective Job behaviour: Characteristics, difference between effective and ineffective job behaviour. Functional and level differences in Managerial Job behaviour: top, middle and first levels, **Managerial Skills 4.0**

### **UNIT III: Managerial Effectiveness (12 Hours)**

Managerial effectiveness: Definition, methods- the person, process, product approaches, bridging the gap – Global measures for managerial effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

### **UNIT IV: Environmental Issues In Managerial Effectiveness (12 Hours)**

Organisational Processes: Organisational Development, OD values, OD intervention techniques, results. Job Challenge: meaning, experiencing a job transition, creating change, dealing with diversity. Competition: meaning, strategies adopted by organisations to overcome competition– Managerial Styles.

### **UNIT V: Developing The Managerial Skills (12 Hours)**

Self-Development: meaning, stages, SWOT analysis, Activities focusing on teamwork, leadership, relationship building– Negotiation Skills. Development of the Competitive Spirit: models. Knowledge Management: definition, five stages of KM. Fostering Creativity and innovation: steps to improve creativity and innovation.

## **Reference Books:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Peter Drucker	Management	Harper Row	2005
2	Milkovich and Newman	Compensation	McGraw-Hill	2005
3	Blanchard and Thacker	Effective Training Systems, Strategies and Practices	Pearson	2006
4	Dubrin	Leadership, Research Findings, Practices & Skills	Biztantra	2008

5	Joe Tidd , John Bessant, Keith Pavitt	Managing Innovation	Wiley	2006
6	R.M.Omkar	Personality Development and Career Management	S.Chand	2008

**Web References:**

1. <https://hbr.org/1990/03/the-managers-job-folklore-and-fact>
2. <https://www.goconstruct.org/construction-careers/what-jobs-are-right-for-me/design-manager/>
3. <https://www.slideshare.net/Dr.Rajesh/management-effectiveness-presentation>
4. <https://www.youtube.com/watch?v=V1PQNpXFq5I>
5. [https://onlinecourses.nptel.ac.in/noc21\\_mg36/preview](https://onlinecourses.nptel.ac.in/noc21_mg36/preview)

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-F	22BAPF3	MODERN BANKING	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	50	50	100

**Preamble**

to familiarize the students with advanced banking concepts and enable them to work with modern banking systems.

**Course Outcomes**

On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recollect the basic functions of banking operation and its regulation	K1
CO2	Explain the various products offered by the bank for its customers	K2
CO3	Apply various technologies for banking transactions and settlement system.	K3
CO4	Analyze the impact of technology in banking industry	K4
CO5	Evaluate the bank payment and settlement system from the customer view.	K5
CO6	Create the applications for the issues in the banking system.	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 - Create**

**CO-PO MAPPING (COURSE ARTICULATION MATRIX)**

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	0	0	0
CO2	9	9	9	9	1	0	0
CO3	9	3	9	3	3	1	1
CO4	9	9	3	3	3	3	3
CO5	9	3	9	1	1	9	3
CO6	3	9	3	1	9	9	9
<b>Total Contribution of COs to POs</b>	<b>48</b>	<b>42</b>	<b>42</b>	<b>26</b>	<b>17</b>	<b>22</b>	<b>16</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>4.2</b>	<b>3.2</b>	<b>3.4</b>	<b>4.5</b>	<b>3.6</b>

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

**COURSE CONTENT:**

**UNIT I: Introduction to Banking (12 Hours)**

Introduction-Scheduled and Non-scheduled banks, Evolution of banks in India - Pre & Post Nationalization of banks - Functions of Banks –Types of Banking– RBI Functions – Banking Regulation act.

**UNIT II: Banking Transactions (12 Hours)**

Types of customers-KYC guidelines – Different Deposit products – Principles of Lending – Various Credit products – Fund Based loans :- Cash Credit, Overdraft, Demand loan , Term Loan – Non Fund Based Loans:- Letter of Credit

**UNIT III: Banking Technology (12 Hours)**

Indian banking transformation -**Impact of Industry4.0**– Electronic Banking – Core banking – Back office processing – Branch computerization – Online banking – Internet and mobile banking - Electronic Distribution channels – Onsite ATMs , Offsite ATMs, Stand alone ATMs, Networked ATMs - Core banking solutions – POS terminals – Home Banking

**UNIT IV: Bank Payment & Settlement System (12 Hours)**

Evolution of Payment system in India – IFSC code - Payment Methods - Cheque – MICR – Cheque Truncation – ECS Debit & Credit – RECS – EFT – NEFT – SWIFT – CFMS – RTGS – Electro Magnetic Cards.

**UNIT V: Recent Trends (12 Hours)**

Financial Inclusion – Cross Selling – Private Banking – Personal Finance– CRM in Banking – **Amazon way of banking.**

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
-------	---------	-------	-----------	---------------------

1.	Indian Institute of Banking & Finance	Principles Practices of Banking	Macmillan Publishers India Limited	2012
2.	Vijayaragavan Iyengar	Introduction to Banking	Excel Books	2011
3.	Clifford Gomez	Banking & Finance Theory, Law and Practice	PHI Learning	2011
4.	K.P.M. Sundaram & Varshney	Banking Theory Law & Practice	Sultan Chand & sons	2014
5.	Kanhaiya Singh, Vinay Dutta	Commercial Bank Management	Tata McGraw Hill Education	2010

### Web References:

1. [https://www.researchgate.net/publication/344995202\\_Introduction\\_to\\_Modern\\_Banking\\_Technology\\_and\\_Management](https://www.researchgate.net/publication/344995202_Introduction_to_Modern_Banking_Technology_and_Management)
2. <https://www.sc.com/en/banking/banking-for-companies/transaction-banking/>
3. <https://www.accenture.com/us-en/insights/banking/technology-vision-banking-2021>
4. <https://www.bis.org/cpmi/paysysinfo.htm>
5. <https://www.publicissapient.com/insights/emerging-trends-in-banking>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-M	22BAPM2	BRAND MANAGEMENT	60	3

Contact hours per week: 5

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	50	50	100

### Preamble

to familiarize the students to the methods of managing brands and framing new strategies for successful business.

### Course Outcomes

On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Grasp the meaning and concept of brand management and careers in the areas of brand management.	K1
CO2	explain how marketers apply branding to their strategic advantage	K2

CO3	Describe the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumers.	K3
CO4	Examine the key brand concepts by articulating the context of services operating in various markets.	K4
CO5	Formulate the effective branding strategies and evaluate performance of well known brands	K5
CO6	Collect brand audit data using appropriate tools and Propose strategic recommendations for rejuvenating failed Brands.	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 - Create**

### CO-PO MAPPING (COURSE ARTICULATION MATRIX)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	0	0	0
CO2	9	9	9	9	1	0	0
CO3	9	3	9	3	3	1	1
CO4	9	9	3	3	1	3	3
CO5	3	3	9	1	3	9	3
CO6	9	9	3	1	9	9	9
<b>Total Contribution of COs to POs</b>	<b>48</b>	<b>42</b>	<b>42</b>	<b>26</b>	<b>17</b>	<b>22</b>	<b>16</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>4.2</b>	<b>3.2</b>	<b>3.4</b>	<b>4.5</b>	<b>3.6</b>

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

### COURSE CONTENT:

#### UNIT I: Introduction to brand (12 Hours)

Concept of a brand – Evolution, types of brand names, Brands Vs Products, Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

#### UNIT II: Brand Strategies (12 Hours)

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers –Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference - Buying decision perspectives on consumer behaviour, Building a strong brand – Method & Implications.

#### UNIT III: Brand Communications (12 Hours)

Brand Image, image dimensions, brand associations & image, Managing Brand image. Brand identity – perspectives, levels, and prisms. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

#### UNIT IV: Brand Extension (12 Hours)

Brand Extension, Line extensions, Line Trap-Co branding & Licensing Brands. Reinforcing and Revitalisation of Brands – need, methods. Brand Architecture-Brand portfolio management- **Engagement marketing for Brand Affinity.**

#### UNIT V: BRAND PERFORMANCE (12 Hours)



Brand valuation – Methods of valuation, Branding industrial products, services and Retailers – Building Brands online, creation of blog, online brand promotion.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Kevin Lane Keller	Strategic Brand Management	PHI/Pearson	2014
2.	Harsh Varma	Brand Management	Excel Books.	2012
3.	Majumdar	Product Management in India	PHIsaz	2010
4.	Sengupta	Brand Positioning	Tata McGraw Hill	2012
5.	Rameshkumar	Managing Indian Brands	Vikas	2011

**Web References:**

1. [https://onlinecourses.swayam2.ac.in/imb19\\_mg04/preview](https://onlinecourses.swayam2.ac.in/imb19_mg04/preview)
2. <https://www.edx.org/course/brand-management>
3. <https://www.managementstudyguide.com/brand-management.htm>
4. <https://www.canto.com/blog/brand-management/>
5. <https://www.youtube.com/watch?v=4P6hFgMhHcM>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-M	22BAPM3	RURAL MARKETING	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	50	50	100

**Preamble**

To provide conceptual understanding of Rural Marketing with special reference to Indian context and develop skills required for production of Rural Products.

**Course Outcomes**

On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Recollect the concepts of rural marketing, pricing strategy, Consumer behavior and Physical Distribution of goods	K1
CO2	Explain the consumer education and consumer methods in Promotion of Rural Marketing	K2

CO3	Apply conceptual knowledge of rural marketing and product pricing with reference to Indian Context	K3
CO4	Analyze promotional and distribution strategy and recent trends in rural marketing	K4
CO5	Evaluate the rural marketing research and consumer behavior models	K5
CO6	Formulate product and pricing strategy suitable for current scenario	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 – Create**

#### CO-PO MAPPING (COURSE ARTICULATION MATRIX)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	0	0	0
CO2	9	9	9	9	1	0	0
CO3	9	9	9	3	3	1	1
CO4	9	3	3	3	3	3	3
CO5	3	3	9	1	1	9	3
CO6	9	9	3	1	9	9	9
<b>Total Contribution of COs to POs</b>	<b>48</b>	<b>42</b>	<b>42</b>	<b>26</b>	<b>17</b>	<b>22</b>	<b>16</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>4.2</b>	<b>3.2</b>	<b>3.4</b>	<b>4.5</b>	<b>3.6</b>

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

#### COURSE CONTENT:

##### **UNIT I: Overview of Rural Marketing (12 Hours)**

Introduction of Rural marketing - Evolution of Rural Marketing in Indian and Global Context – Definition - Nature, Scope and Characteristics of Rural Marketing - Importance of Rural Marketing, - Rural Vs Urban marketing - Attractiveness of Rural marketing.

##### **UNIT II: Product & Pricing Strategy (12 Hours)**

Rural product Strategy: Concepts and Classifications - Product mix decisions - Product Item decisions and Competitive product strategies. Pricing for rural marketing- Concepts - Pricing policies - pricing strategies.

##### **UNIT III: Consumer Behaviour (12 Hours)**

Consumer Buyer Behaviour Model in Rural Marketing – Buyer Characteristics – Factors influencing rural consumers during purchase of a product- Life style of Rural Consumer. Rural Marketing Research: Process – Data Collection approaches in rural areas – Limitations and Challenges in Rural marketing.

##### **UNIT IV: Promotion and Distribution Strategy (12 Hours)**

Consumer Education and Consumer Methods in Promotion of Rural Marketing: Exploring media, Target audience, Designing right promotion strategy. Distribution in Rural Markets: Evolution of Rural Distribution Channels - Channel Dynamics – Rural Channel Members.

**UNIT V: Role of Technology In Rural Marketing (12 Hours)**

E -Rural Marketing - CRM and e -CRM in Rural Marketing – Advanced Practices in Rural Marketing, Social Marketing, Network Marketing, Green Marketing in Indian and Global Context – Co-operative Marketing- **Rural marketing in the industrial era 4.0**

**Books for References:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	C.G Krishnamacharyulu & Lalitha Ramakrishnan	Rural Marketing, Text and Cases	Pearson Education	2003
2.	Pradeep Kashyap	Rural Marketing	Pearson	2012
3.	Balram Dogra and Karminder Ghuman	Rural Marketing, Concepts and Practices	Tata McGraw-hill	2008
4.	Ramkishen Y	New Perspectives in Rural and Agricultural Marketing	Jaico Publishing House	2008

**Web References:**

1. <https://ruralmarketing.in/>
2. <http://icdeolhpu.org/downloads/course-%20MM%2004.pdf>
3. <https://www.yourarticlelibrary.com/marketing/rural-marketing/rural-marketing-introduction-concept-and-definitions/48725>
4. <http://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf>

**SEMESTER – IV**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-H	22BAPH6	CAREER MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	50	50	100

**Preamble**

The objective of career management will enable the students to learn and process an understanding of oneself and encompasses occupational awareness.

**Course Outcomes**

On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO 1	Remember the managerial knowledge in enhancing career options within the organization for sustaining employees	K1
CO 2	Explain the various approaches for career development.	K2
CO 3	Apply various models in Career development in the organizations context	K3
CO 4	Analyse the factors related to quality of work life , family support and the cope up strategies.	K4
CO 5	Evaluate and create a human resource support system in organizations.	K5
CO 6	Design Career management models and strategies suitable for the organisation	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 – Create;**

**CO-PO MAPPING (COURSE ARTICULATION MATRIX)**

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	0	0	0
CO2	9	9	9	9	1	0	0
CO3	9	9	9	3	3	1	3
CO4	9	9	9	3	3	9	1
CO5	9	3	3	1	1	3	3
CO6	3	3	3	1	9	9	9
<b>Total Contribution of COs to POs</b>	<b>48</b>	<b>42</b>	<b>42</b>	<b>26</b>	<b>17</b>	<b>22</b>	<b>16</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>4.2</b>	<b>3.2</b>	<b>3.4</b>	<b>4.5</b>	<b>3.6</b>

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

**COURSE CONTENT:**

**UNIT I: Introduction to Career Concepts**

**(12 Hours)**

Definitions of Career Concepts – Changing landscape of work – Scope of Career management. Role of Employees, Managers, Human resource Managers, and company in Career Management.

**UNIT II: Career Development**

**(12 Hours)**

Career Development An overview – Approaches, Stages, occupational choice, preparation for work, Theories of organizational choice for career development.

**UNIT III: Models of Career Management**

**(12 Hours)**

Theory and research on the Career management process – Application of career management Models: Goals, Appraisal and strategies.

**Unit-IV: Contemporary Issues In Career Development**

**(12 Hours)**

Job Stress, Quality of Work life – Managing Diversity- Two career family - Quality of life in two career families - Organisational responses to work family issues.

**UNIT V: Career Development In Work Organisations**

**(12 Hours)**

Human resource support system – Organisational Career management system – Succession Planning – Closing thoughts on Career Development- **New Career Profile for Industry 4.0.**

**Books for References:**

S.No.	Authors	Title	Publisher	Year of Publication
1	Jeffrey.H Greenhaus, Gerard a.Callnan, Veronica M. Godshalh	Career Management	Thomson South Western	2010
2	R.M.Onkar	Personality Development and Career Management	S.Chand & Sons	2008
3.	Gideon Arulmani, Anuradha J.Bakshi	Handbook of Career Development	Springer	2014
4.	Stephen D.Brown,Robert W.Lent	Career Development and Counselling	Wiley Sons	2004

**Web References:**

1. <https://hr.ucmerced.edu/training/careermanagement>
2. <https://www.managementstudyguide.com/career-management.htm>
3. <https://www.marketing91.com/career-management/>
4. <https://www.whatishumanresource.com/career-management-introduction>
5. <https://www.mbaknol.com/human-resource-management/career-management-definition-and-meaning/>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-E	22BAPE5	SOCIAL ENTREPRENEURSHIP MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	50	50	100

**Preamble**

To headway managerial and leadership skills necessary for building organisations and ecosystems that address social problems.

### Course Outcomes

On successful completion of the course, students will be able to

CO Number	CO Statement	Knowledge Level
CO1	Translate understanding of the social entrepreneurial concepts and the ways to develop successful entrepreneurship in a rural setting	K1
CO2	Extrapolate on the business skills and frameworks that enable entrepreneurs and intrapreneurs to build support among stakeholders and attract the investors needed to grow ventures to scale and maximise impact	K2
CO3	Apply skills to navigate conflicting goals, fragmented social responsibilities and complex performance measures thereby envisaging community development	K3
CO4	Initiate formidable social returns for society and build business models that creates impact in the society	K4
CO5	Recommend business tools to empower communities and leverage markets to achieve sustainability and social impact	K5
CO6	Design, develop and scale high performing social enterprises, they may be non -profit, for-profit or hybrid organizations for social transformation	K6

**K1- Remember; K2 – Understand; K3 - Apply; K4 - Analyze; K5 – Evaluate, K6 – Create;**

### CO-PO MAPPING (COURSE ARTICULATION MATRIX)

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	9	9	9	9	1	0	0
CO2	9	9	9	9	0	1	0
CO3	9	9	9	3	3	0	3
CO4	9	9	9	1	1	3	1
CO5	9	3	3	3	3	9	3
CO6	3	3	3	1	9	9	9
<b>Total Contribution of COs to POs</b>	<b>48</b>	<b>42</b>	<b>42</b>	<b>26</b>	<b>17</b>	<b>22</b>	<b>16</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>4.2</b>	<b>3.2</b>	<b>3.4</b>	<b>4.5</b>	<b>3.6</b>

Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

### COURSE CONTENT:

**UNIT I: Introduction to Social Entrepreneurship**

**(12 Hours)**

Social Entrepreneurship: Definition-Kinds of business relevant to social entrepreneurship-view of social entrepreneurship differ from NGOs –Issues in social Entrepreneurship - Reasons of social entrepreneurial failure – Essentials to avoid unsuccessful social entrepreneurship

**UNIT II : CONCEPTUAL FRAMEWORK (12 Hours)**

Introduction about NGOs and sustainable social ventures-methods to identify potential social venture opportunities-Identifying social problems-Need study-Social entrepreneurship within larger organisations-Legal structures for social entrepreneurship

**UNIT III: APPRAISAL AND EVALUATION (12 Hours)**

Capacity building: Meaning-Need-5 C's of social change-Methods to assess and evaluate social entrepreneurship- Impact of financing in social entrepreneurship

**UNIT IV: TOOLS FOR SOCIAL ENTREPRENEURSHIP (12 Hours)**

Seven models of social entrepreneurship-Key components of planning, financing, leading, managing, accounting and evaluating a social venture.

**UNIT V: RETURNS FOR SOCIETY (12 Hours)**

Students are directed to submit a mini project regarding Community Engagement Programs at selective areas.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1	David Bronstein	How to change the world: Social Entrepreneurs and power of new ideas	Oxford University press	2007
2	Barringer	Entrepreneurship	Pearson	2008
3	Janson Haber	The Business of good: Social entrepreneurship and the new bottom line	Entrepreneur press	2016
4	Social Enterprise Alliance	Succeeding at Social Enterprise: Hard-won lessons for non- profits and social Entrepreneurs	Jossey- bass	2010

**Web References:**

1. <http://www.simplynotes.in/e-notes/mbabba/entrepreneurship-development/social-entrepreneurship-introductioncharacteristicsexamples/>
2. <https://www.ashokau.org/wp-content/uploads/2010/12/Social-Entrepreneurship-What-Everyone-Needs-to-Know-Teaching-notes-final.pdf>
3. <https://www.managementstudyguide.com/social-entrepreneurship.htm>
4. [https://www.researchgate.net/publication/263263340\\_Social\\_entrepreneurship\\_theory\\_and\\_sustainable\\_social\\_impact](https://www.researchgate.net/publication/263263340_Social_entrepreneurship_theory_and_sustainable_social_impact)
5. <https://www.youtube.com/watch?v=ueNQHCLlePo>