

# **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 2023-2024 and onwards*

*Under CBCS PATTERN*

**M.B.A - PROGRAMME STRUCTURE**  
**CBCS: 2023 – 2024 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	2		
	(Or) Student Start-Up Venture / Internship / Capstone Project & Viva-voce	1	4	4	I - IV

**Total: 2700 Marks & 90 credits**

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**Programme Scheme and Scheme of Examinations**  
(for students admitted from 2023-2024 & 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	23BAP01	Management Process and Communication	5	3	25	75	100	4
III	Core : II	23BAP02	Behavioural Science	5	3	25	75	100	4
III	Core : III	23BAP03	Economics for Executives	5	3	25	75	100	4
III	Core : IV	23BAP04	Accounting For Managers	5	3	25	75	100	4
III	Core : V	23BAP05	Decision Models for Business	5	3	25	75	100	4
III	Core : VI Practical: I	23BAP06	Business Research Methods (Practical)	3	-	-	-	-	-
IV	Skill Enhancement: I	23SEBAP01	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	23BAP07	Operations Management	5	3	25	75	100	4
III	Core : VIII	23BAP08	Financial Management	5	3	25	75	100	4
III	Core : IX	23BAP09	Marketing Management	4	3	25	75	100	4
III	Core : X	23BAP10	Human Resource Management	4	3	25	75	100	4
III	Core : XI	23BAP11	Business Research Methods	4	3	25	75	100	4
III	Core : VI Practical : I	23BAP06	Business Research Methods (Practical)	3	3	40	60	100	3
III	Core : XII Community Engagement Initiative - Project : I	23BAP12	Social Immersion Project & Viva-voce (Group Project)	3	-	100	-	100	1
IV	Ability Enhancement	23AEP01	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	23BAP13	Strategic Management (Open Source Exam)	4	-	100	-	100	3
III	Core : XIV	**	Elective – 01	5	3	25	75	100	3
III	Core : XV	**	Elective – 02	5	3	25	75	100	3
III	Core : XVI	**	Elective – 03	5	3	25	75	100	3
III	Core : XVII	**	Elective – 04	5	3	25	75	100	3
III	Core : XVIII Open Elective	**	Offered for students of other PG programmes / department	4	3	25	75	100	3
IV	Skill Enhancement : II	23SEBAP02	Management in Practice - II	2	-	100	-	100	1
V	Proficiency Enhancement	23PEBAP01	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	25	75	100	3
III	Core : XX	**	Elective – 06	5	3	25	75	100	3
III	Core : XXI	**	Elective – 07	5	3	25	75	100	3
III	Core : XXII	**	Elective – 08	5	3	25	75	100	3
III	Core : XXIII Research Engagement Initiative - Project : II	23BAP23	Research Immersion Project & Viva-voce (Individual Project)	10	3	20	80	100	6
<b>TOTAL</b>				<b>30</b>				<b>500</b>	<b>18</b>
V	Competency Enhancement	On-line Course / Learning Object Repository & Certificate Course		SEMESTER I - IV				4	
		Student Start-up Venture / Internship / Capstone Project & Viva-voce		SEMESTER I - IV					
<b>Total Marks &amp; Credits - 2700</b>								<b>90</b>	

**LIST OF ELECTIVES**

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

S.No..	Course Code	Specialisation	Courses
1.	23BAPH1	Human Resource Management	Managerial Behaviour and Effectiveness
	23BAPH2		Legal Aspects of Business
	23BAPH3		Strategic Human Resource Management
2.	23BAPF1	Finance	Security Analysis and Portfolio Management
	23BAPF2		Merchant Banking and Financial Services
	23BAPF3		Modern Banking
3.	23BAPM1	Marketing	Integrated Digital Communication
	23BAPM2		Brand Management
	23BAPM3		Rural Marketing
4.	23BAPA1	Analytics	HR Analytics
	23BAPA2		Analytics for fintech
	23BAPA3		Social Media Analytics
5.	23BAPP1	Production	Supply Chain Management
	23BAPP2		Integrated Materials Management
	23BAPP3		Managing Service Operations
6.	23BAPE1	Entrepreneurship	Entrepreneurship Development
	23BAPE2		Project Management
	23BAPE3		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.	23BAPH4	Human Resource Management	Labour Welfare and Industrial Relations
	23BAPH5		Employee Training and Development
	23BAPH6		Career Management
2.	23BAPF4	Finance	International Financial Management
	23BAPF5		Risk and Insurance Management
	23BAPF6		International Financial Reporting Standards
3.	23BAPM4	Marketing	Retail Marketing
	23BAPM5		Social Marketing
	23BAPM6		Services Marketing
4.	23BAPA4	Analytics	Marketing Analytics
	23BAPA5		Healthcare Analytics
	23BAPA6		Business Analytics
5.	23BAPP4	Production	Lean Manufacturing and Six Sigma
	23BAPP5		Total Quality Management
	23BAPP6		Management of Intellectual Property Rights
6.	23BAPE4	Entrepreneurship	Innovation Management
	23BAPE5		Social Entrepreneurship Management
	23BAPE6		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
23SEBAP01	I	Management in Practice - I	2	3	100	--	1
23SEBAP02	III	Management in Practice - II	2	3	100	--	1

**a) Ability Enhancement:**

Course Code	Semester	Course Title	Contact Hours / week	Exam Duration Hours	Max. Marks for ESE		
					CIA	ESE	Credit
23AEP01	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
23PEBAP01	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

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

**2023 - 2024 onwards**

Course Code	Semester	Department	Course Title	Contact Hours / week	Exam Duration Hours	Max. Marks for ESE		
						CIA	ESE	CREDIT
23TAPOE02	III	Tamil	<b>தேர்வுநோக்கில் தமிழ்இலக்கியம்</b>	4	3	25	75	3
23ENPOE02	III	English	English for Career Development	4	3	25	75	3
23MAPOE02	III	Mathematics	Mathematical Aptitude for Competitive Examinations	4	3	25	75	3
23PHPOE02	III	Physics	Environmental Physics	4	3	25	75	3
23CAPOE02	III	Computer Science	Green Computing	4	3	25	75	3
23CGPOE02	III	Commerce	Net Banking and Practice	4	3	25	75	3
23BAPOE01	III	<b>Management</b>	<b>AGRI- ENTREPRENEURSHIP</b>	4	3	25	75	3

The detailed syllabus is given at the end of fourth semester courses

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.**



## SYLLABUS

*(for those admitted from the academic year 2023-2024 and onwards)*

### SEMESTER - I

Category	Course Type	Course Code	Course Title	Contact Hours	Credit
PART - III	CORE:I	23BAP01	MANAGEMENT PROCESS AND COMMUNICATION	60	4

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	I	25	75	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/>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	CREDIT
PART - III	CORE:II	23BAP02	BEHAVIOURAL SCIENCE	60	4

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	I	25	75	100

**Preamble**

To understand the individual and group behaviour of employees and mould them for conducive environment which leads to mutual growth and prosperity.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the conceptual framework of OB and communication and its practical applications in the organizational setup.	K1

CO2	Explain the important issues pertaining to individual and group communication behavior aspects in an organization.	K2
CO3	Apply the rudiments of various forms of business and corporate communication in varied settings.	K3
CO4	Outline the applications of organizational challenges, sources, change, power and conflict.	K4
CO5	Evaluate the OB framework to real life management situations through case analysis and	K5
CO6	Design the latest developments and cultivate an understanding about OB in business 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	1	0	0
CO2	9	9	9	3	9	0	0
CO3	9	9	9	9	1	0	1
CO4	9	9	9	3	1	3	1
CO5	3	3	9	3	1	9	3
CO6	1	0	0	0	0	3	9
<b>Total Contribution of COs to POs</b>	<b>40</b>	<b>39</b>	<b>45</b>	<b>27</b>	<b>13</b>	<b>15</b>	<b>16</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.2</b>	<b>3.7</b>	<b>4.5</b>	<b>3.3</b>	<b>2.6</b>	<b>3.0</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 OB (12 Hours)**

Organizational behavior: Nature and scope of OB, Challenges and opportunities, contributing disciplines, management functions and relevance to organization behavior.

**UNIT II: Individual Behaviour (12 Hours)**

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories –Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management.

**UNIT III: Group Behaviour & Organisational Change (12 Hours)**

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Organizational change-managing planned change. Resistance to change-approaches to managing organizational change

**UNIT IV: Leadership and Politics (12 Hours)**

Meaning – Importance – Leadership styles - Leadership Ethics– Theories – Leaders Vs Managers – Organizational politics- Political behavior in organization, Organizational culture – Dynamics, role and types of culture and corporate culture, ethical issues in organizational, creating and sustaining culture.

**UNIT V: Corporate Communication**

**(12 Hours)**

Understanding Corporate Communication - Work-Team Communication – Business Meetings, Procedure, Preparing agenda, Minutes and resolutions. Business Etiquette - Fundamental Rules, Scope of Business Etiquette.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1	Robbins.S	Organisational Behaviour	Prentice-Hall, India	2014
2	Aswathappa.K	Organizational Behavior	Himalaya Publishing House	2014
3	Uma Sekaran	Organisational Behaviour	Tata McGraw Hill	2004
4	Udai Pareek	Understanding Organisational Behaviour	Oxford University Press	2012
5	Jaishri Jethwaney	Corporate Communication: Principles & Practices	Oxford University Press	2013

**Web References:**

1. <https://byjus.com/commerce/henri-fayol-14-principles-of-management/>
2. <https://www.sciencedirect.com/science/article/abs/pii/S0092656605000498>
3. <https://courses.lumenlearning.com/wmopen-psychology/chapter/conformity-compliance-and-obedience/>
4. [https://onlinecourses.nptel.ac.in/noc20\\_mg58/preview](https://onlinecourses.nptel.ac.in/noc20_mg58/preview)
5. <https://www.youtube.com/watch?v=HO5J62RwFVw>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	CREDIT
PART - III	CORE:III	23BAP03	ECONOMICS FOR EXECUTIVES	60	4

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	I	25	75	100

**Preamble**

To facilitate students to learn the application of economic principles and policies for managerial decision making.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recollect the economic concepts and strategies and their contribution to business decisions	K1
CO2	Determine a cost efficient method of production, the relationship between demand and supply and the managerial implications	K2
CO3	Develop an insight into the different kinds of competition at the market place and the techniques adopted thereon	K3
CO4	Analyze the key skills on profit and investment analysis in economics.	K4
CO5	Design competitive strategies including pricing and product differentiation in accordance with the nature of market	K5
CO6	Determine the implications of government policy on industry and industrial business	K6

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

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

CO / PO	PO1	PO2	PO3	PO 4	PO 5	PO 6	PO 7
CO1	9	9	9	9	1	0	0
CO2	9	9	9	9	3	3	1
CO3	9	9	9	9	9	1	1
CO4	9	1	9	3	1	3	3
CO5	9	1	9	3	9	3	3
CO6	1	1	3	1	3	9	9
<b>Total Contribution of COs to POs</b>	<b>46</b>	<b>30</b>	<b>48</b>	<b>34</b>	<b>26</b>	<b>19</b>	<b>17</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.7</b>	<b>2.8</b>	<b>4.8</b>	<b>4.2</b>	<b>5.1</b>	<b>3.8</b>	<b>3.8</b>

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

### COURSE CONTENT:

#### UNIT I: Managerial Economics and Demand Analysis

(12 Hours)

Managerial Economics- nature and scope- managerial economics and business decision making- Role of managerial Economist- Fundamental concepts of Managerial Economics, Managerial Economics in managerial perspectives. Demand analysis-meaning, determinants and types of demand-Elasticity of demand.

#### UNIT II: Supply and Cost Concepts

(12 Hours)

Supply –meaning and determinants –production functions, Production decisions-Iso-quants, and Expansion path- Cobb Douglas function. Cost Function-Cost concepts, Cost- output relationship, Economies and Diseconomies of scale.

**UNIT III: Market Structure and Pricing (12 Hours)**

Market structure – characteristics – Pricing and Output decisions – Perfect Competition, Monopoly - Monopolistic Competition, Oligopoly - methods of pricing – differential pricing- government interventions and pricing.

**UNIT IV: Profit and Profit Policies (12 Hours)**

Profit- Meaning and nature- Theories of profit: Risk Theory, Uncertainty theory, Dynamic Theory and Innovation Theory- Profit policies- profit planning and forecasting- cost volume profit analysis- Investment analysis.

**UNIT V: National Income (12 Hours)**

National Income- Business Cycle- inflation and deflation – balance of payments- Monetary and Fiscal Policies, Indian Government policy and current issues.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1	Mehta P.L.	Managerial Economics – Analysis & Cases	Sultan Chand & Sons	2014
2	Varshney R and Maheswari.K.L	Managerial Economics	Sultan Chand & Sons	2014
3	Atmanand	Managerial Economics	Excel Books	2012
4	P.L.Mehta	Managerial Economics- Analysis, Problems and Cases	Sultan Chand & Sons	2010
5	Mankar.V.G	Business Economics	Macmillan	2010

**Web References:**

- <https://www.yourarticlelibrary.com/managerial-economics/demand-analysis-in-economics-managerial-economics/28366>
- <https://www.vedantu.com/commerce/cost-concepts>
- [https://www.tutorialspoint.com/managerial\\_economics/market\\_structure\\_pricing\\_decisions.htm](https://www.tutorialspoint.com/managerial_economics/market_structure_pricing_decisions.htm)
- <https://www.yourarticlelibrary.com/economics/profit-concept-policies-measurement-planning-and-controlling/29040>
- <https://www.investopedia.com/terms/g/gross-national-income-gni.asp>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE:IV	23BAP04	ACCOUNTING FOR MANAGERS	60	4

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	I	25	75	100

### Preamble

to enable the student understand the concepts of accounting and its application for Managerial decision making.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the fundamental principles of accounting	K1
CO2	Explain the concepts used in financial, management and cost accounting to assist in management.	K2
CO3	Select the various tools of management and cost accounting necessary for effective decision making.	K3
CO4	Analyse the skills needed to apply the knowledge on the tools of financial, management and cost accounting	K4
CO5	Evaluate the Final Accounts, financial statement, budget and marginal costing.	K5
CO6	Construct the reports of a company based on its funds flow, cash flow and marginal costing.	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 Accounting**

**(12 Hours)**

Financial Accounting – Meaning-Definition-Importance-Accounting Principles and ethics– Types of Accounting – Journal Entries- Ledger Accounts-Trial Balance (Simple Problems) Final Accounts with adjustments (problems). Depreciation –Meaning-Types- Straight line and Diminishing Balance Method (Problems).

**UNIT II: Financial Statement Analysis**

**(12 Hours)**

Financial Statements Analysis – Meaning and Concept of financial statement analysis, Types, Techniques-Comparative Statement- Common-size statement - Trend Analysis, (Simple Problems).Ratio Analysis-Meaning, Classifications – Construction of Balance sheet using ratios(Problems).

**UNIT III: Fund Flow and Cash Flow Statement**

**(12 Hours)**

Fund Flow Statement – Meaning-Statement of Changes in Working Capital - Computation of Fund from Operations-Preparation of Funds Flow Statement (Problems).Cash Flow Statement Analysis- Computation of Cash from Operations-Preparation of Cash Flow Statement (Problems) - Distinction between Fund Flow and Cash Flow Statements. Advantages of Fund flow statement and Cash flow statement.

**UNIT IV: Cost Terminology and Budgeting**

**(12 Hours)**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting and Management Accounting– Cost Terminologies - Elements of Cost - Cost Sheet (Problems) Budget and Budgeting Control - Types of Budgets - Preparation of Purchase Budget, Sales Budget, Flexible and, Cash Budget(Problems).

**UNIT V: Marginal Costing**

**(12 Hours)**

Marginal Costing - Definition - distinction between marginal costing and absorption costing – CVP Analysis- 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(Problems).

**Questions: 60% of the questions shall be basic problems**

**40% of the questions shall be theory based.**

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1	Reddy.T.S.& Murthy.A	Financial Accounting	Margham Publications	2016
2	Sharma K Sasigupta	Cost and Management Accounting	Sultan Chand and Sons	2012
3	Jain, S.P., and K.L. Narang	Cost Accounting	Kalyani Publications	2014
4	S.N.Maheswari	Management Accounting	Sultan Chand and sons	2013
5	Khan, M.Y., and P.K. Jain	Management Accounting: Text, Problems and Cases	Tata McGraw-Hill	2013

**Web References:**

1. <https://www.investopedia.com/terms/f/financialaccounting.asp>
2. <https://corporatefinanceinstitute.com/resources/knowledge/finance/analysis-of-financial-statements/>
3. <https://byjus.com/commerce/difference-between-cash-flow-and-fund-flow/>
4. <https://onlinelibrary.wiley.com/doi/pdf/10.1002/9781118387023.gloss>
5. <https://www.investopedia.com/ask/answers/041315/how-marginal-revenue-related-marginal-cost-production.asp>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE:V	23BAP05	DECISION MODELS FOR BUSINESS	60	4

Contact hours per week: 5

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	I	25	75	100

### Preamble

to familiarize the students with techniques in statistics and operations research and their applications in managerial decision making.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Reproduce all basic formulae covered in the syllabus.	K1
CO2	Explain in detail all the theoretical concepts.	K2
CO3	Apply the acquired knowledge and skills to the practical problems in business.	K3
CO4	Examine the use of mathematical and statistical techniques in business decision making process.	K4
CO5	Interpret the results of mathematical and statistical techniques for business decision making.	K5
CO6	Create and find the solution for the business situations using mathematical and statistical technique.	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	3	9	1	1	1
CO3	9	9	9	3	1	1	1

<b>CO4</b>	3	3	1	3	1	1	3
<b>CO5</b>	3	3	3	3	3	3	3
<b>CO6</b>	3	0	1	1	9	9	9
<b>Total Contribution of COs to POs</b>	<b>36</b>	<b>33</b>	<b>26</b>	<b>28</b>	<b>15</b>	<b>15</b>	<b>17</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>2.9</b>	<b>3.1</b>	<b>2.6</b>	<b>3.4</b>	<b>3.0</b>	<b>3.0</b>	<b>3.8</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 (12 Hours)**

Measures of central tendency: Mean, median, mode, Harmonic mean, quartiles, and deciles percentiles. Measures of dispersion- Range, quartile deviation, Mean deviation, standard deviation, and coefficient of variation (No Derivation & proof, Simple problems only).

### **UNIT-II: Index Numbers and Time Series (12 Hours)**

Basic concept of index numbers – Simple and Weighted index numbers – Concept of weights – Types of index numbers – Business index numbers. Time series – Variations in time series for business forecasting – Trend analysis.

### **UNIT-III: Correlation and Probability (12 Hours)**

Correlation-Concepts of Correlation-Types of correlation-Karl Pearson's coefficient of correlation. Regression- Types of regression-Regression coefficients-Method of least squares.

Probability – Introduction – Basic concepts in Probability, Bayer's theorem; - Theory of distributions – Binomial, Poisson, and Normal – Simple problems applied in business.

### **UNIT-IV: Operations Research (12 Hours)**

Operation Research –Introduction – Linear programming – Graphical and Simplex Method – simple problems- Transportation and Assignment problems -simple problems.

### **UNIT-V: Network Model and Decision Theory (12 Hours)**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource leveling, Resources planning. Simulation – Types of simulation (No problems). Decision Theory – Pay-off tables – decision criteria – decision trees.

## **Reference Books:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Gupta.S.P	Statistical Methods	Sultan Chand & sons,43 <sup>rd</sup> Edition	2014
2	Gupta.S.P & Gupta.M.P	Business Statistics	Sultan Chand& sons,17 <sup>th</sup> Edition	2013
3	Kanti Swarup, P.K.Gupta and Man Mohan	Operations Research	Sultan Chand & Sons,16 <sup>th</sup> Edition	2012

4	Kapoor V.K. and Gupta S.C.	Fundamentals of Applied Statistics	Sultan Chand and Sons, 3rd Edition	2008
5	R.Panneer Selvam	Operations Research	PHI Learning, 2 <sup>nd</sup> Edition	2006

**Web References:**

1. <https://egyankosh.ac.in/bitstream/123456789/7507/1/Unit-7.pdf>
2. <https://egyankosh.ac.in/bitstream/123456789/12281/1/Unit-12.pdf>
3. <https://egyankosh.ac.in/bitstream/123456789/12283/1/Unit-11.pdf>
4. <http://moirabaricollegeonline.co.in/attendance/classnotes/files/1608735484.pdf>
5. <http://abyss.uoregon.edu/~js/glossary/correlation.html>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	Core: VI (Practical-I)	23BAP06	BUSINESS RESEARCH METHODS – PRACTICAL	36	-

**Contact hours per week: 3**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	I	(Exam in Semester II)		

**Preamble**

The goal of the course is to increase knowledge and requisite skills of participants on the use of SPSS and to enable them make the most of this powerful software package while allowing them to work independently with SPSS on their own data and provide a solid foundation for advanced data analysis work.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the key menus of SPSS and describe their functionality.	K1
CO2	Explain the main features of SPSS	K2
CO3	Make use of various tools to manage data, describe data and display graphical output using SPSS	K3
CO4	Analyse data using various statistical tests of SPSS	K4
CO5	Interpret and explain the outputs from SPSS	K5
CO6	Design, develop and test advanced multivariate models using SPSS	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	3	0	3	0	0	0

<b>CO3</b>	9	9	3	3	0	3	0
<b>CO4</b>	9	3	9	9	3	3	3
<b>CO5</b>	3	3	3	3	3	9	3
<b>CO6</b>	3	9	3	3	9	9	9
<b>Total Contribution of COs to POs</b>	<b>42</b>	<b>36</b>	<b>27</b>	<b>30</b>	<b>15</b>	<b>24</b>	<b>15</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.4</b>	<b>3.4</b>	<b>2.7</b>	<b>3.7</b>	<b>3.0</b>	<b>4.9</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 SPSS (7 Hours)**

**Getting to Know SPSS:** Starting SPSS, Working with data file, Menus, Dialogue boxes.

**Preparing the Data file:** Creating data file and entering data, Defining the variables, Entering data, modifying data file, import file, Screening and cleaning data, Manipulation of data.

#### **UNIT II: Diagrammatic Representation (7 Hours)**

Simple Bar diagram – Multiple bar diagram – Sub-divided Bar diagram - Percentage diagram - Pie Diagram – Frequency Table – Histogram – Scatter diagram – Box plot.

#### **UNIT III: Descriptive Analysis of Data (7 Hours)**

Descriptive Statistics – Mean, Median, Mode and Standard Deviation Skewness- Kurtosis. Correlation – Karl Pearson's and Spearman's Rank Correlation. Regression analysis: Simple and Multiple Regression Analysis

#### **UNIT IV: Testing of Hypothesis I (8 Hours)**

Parametric: t-test- One sample, Two sample Independent & Paired t-test – Z test- ANOVA- Chi-square test

#### **UNIT V: Testing of Hypothesis II (7 Hours)**

Non – parametric: Mann-Whitney U test – Wilcoxon Signed Rank test - Kruskal Wallis test – Fried-Man test.

#### **Reference Books:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Vijay Gupta	SPSS for Beginners	VJ Books Inc.,	1999
2	Julie Pallant	SPSS, Survival Manual: A step by step guide to Data Analysis Using SPSS	McGraw Hill	2010
3	Vohra, N.D.	Business Statistics	McGraw Hill	2013
4	Jeremy J. Foster	Data analysis using SPSS for windows	Sage publications	2001

5	SI Gupta, Hitesh Gupta,	SPSS 17.0 for Researchers	International Book House Pvt.Ltd.	2014
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**Web References:**

1. [https://students.shu.ac.uk/lits/it/documents/pdf/analysing\\_data\\_using\\_spss.pdf](https://students.shu.ac.uk/lits/it/documents/pdf/analysing_data_using_spss.pdf)
2. [https://www.westga.edu/academics/research/vrc/assets/docs/spss\\_basics.pdf](https://www.westga.edu/academics/research/vrc/assets/docs/spss_basics.pdf)
3. <https://www.lboro.ac.uk/media/media/schoolanddepartments/mlsc/downloads/spss-and-statistics-guide.pdf>
4. [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)
5. <https://research-methodology.net/sampling-in-primary-data-collection/>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - IV	Skill Enhancement : I	23SEBAP01	MANAGEMENT IN PRACTICE - I	24	1

**Contact hours per week: 2**

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

**Preamble**

To facilitate students with an understanding of their own managerial skills.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the managerial skills required for effective managers	K1
CO2	Explain the ideas of presentation, team building, debate and brain storming	K2
CO3	Demonstrate an ability to work with moral and ethical dilemmas and make decisions using critical thinking	K3
CO4	Analyze different types of communication, managerial, critical thinking and problem solving skills to attain managerial excellence	K4
CO5	Evaluate the techniques of stress management, time management, role play and product marketing	K5
CO6	Summarize the various skills using practical approach and their exposure to the realities of the world.	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	1	0
CO3	9	9	3	3	3	1	1
CO4	9	3	3	0	1	3	3
CO5	9	1	0	0	1	1	3
CO6	3	1	0	0	9	3	9
<b>Total Contribution of Cos to POs</b>	<b>36</b>	<b>33</b>	<b>26</b>	<b>28</b>	<b>15</b>	<b>15</b>	<b>17</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>2.9</b>	<b>3.1</b>	<b>2.6</b>	<b>3.4</b>	<b>3.0</b>	<b>3.0</b>	<b>3.8</b>

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

**COURSE CONTENT:**

**Unit – I: Communication skills (5 Hours)**

NDTV News listening and speaking – Reading news papers – e-communication

**Unit – II: Soft-skills (5 Hours)**

Business plan presentation – mark-ad – attitude building activity

**Unit – III: Analytical skills (5 Hours)**

Case study analysis- product launch – brainstorming – time management quiz.

**Unit – IV: Problem solving skills (5 Hours)**

Stress management – activity based on brain blast.

**Unit – V: Management skills (4 Hours)**

Best manager – team building activity

**Web References:**

1. <https://www.sba.gov/starting-business/write-your-business-plan>
2. <https://asq.org/quality-resources/problem-solving>
3. <https://www.fond.co/blog/qualities-of-a-good-manager/>

Course Code	Course	Evaluation
23SEBAP01	MANAGEMENT IN PRACTICE-I	100% CIA

## SEMESTER II

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE:VII	23BAP07	OPERATIONS MANAGEMENT	60	4

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	25	75	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



<b>CO5</b>	3	1	0	3	3	3	3
<b>CO6</b>	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:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
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	23BAP08	FINANCIAL MANAGEMENT	60	4

### Contact hours per week: 5

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	25	75	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:**

S.No.	Authors	Title	Publisher	Year of Publication
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=Cj0KCQiAkZKNBhDiARIsAPsk0WjesnlKiNwlUGo1vvcSCnW2N5jHRxfKNesACVpp2rOw5mYih15oLKkaArTQEALw\\_wcB](https://firstglobalacademy.online/?gclid=Cj0KCQiAkZKNBhDiARIsAPsk0WjesnlKiNwlUGo1vvcSCnW2N5jHRxfKNesACVpp2rOw5mYih15oLKkaArTQEALw_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	23BAP09	MARKETING MANAGEMENT	48	4

**Contact hours per week: 4**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	25	75	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.stiperdharmawacana.ac.id/24/1/%255BPhillip\\_Kotler%255D\\_Marketing\\_Management\\_14th\\_Edition%2528BookFi](https://www.google.com/url?sa=t&source=web&rct=j&url=http://eprints.stiperdharmawacana.ac.id/24/1/%255BPhillip_Kotler%255D_Marketing_Management_14th_Edition%2528BookFi)

%2529.pdf&ved=2ahUKEwjyiOC4lbfiAhXljeYKHYpKBh4QFnoECAMQAAQ&usg=AOvVaw2-2R404hoIi9ILqHCro155&cshid=1629172955806

4. <https://alison.com/course/diploma-in-modern-marketing-management>
5. [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	23BAP10	HUMAN RESOURCE MANAGEMENT	48	4

**Contact hours per week: 4**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	25	75	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

<b>CO3</b>	9	9	9	9	3	3	0
<b>CO4</b>	9	9	9	9	3	1	3
<b>CO5</b>	9	3	3	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>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	23BAP11	Business Research Methods	48	4

Contact hours per week: 4

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	25	75	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
CO4	9	9	9	3	3	1	3
CO5	9	3	9	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>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:**

- <https://www.questionpro.com/blog/business-research/>
- [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)
- <https://research-methodology.net/sampling-in-primary-data-collection/>
- [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)
- <https://www.slideshare.net/priyansakthi/interpretation-and-report-writing>

CATEGORY	COURSE TYPE	COURS CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: VI (Practical: I)	23BAP06	BUSINESS RESEARCH METHODS – PRACTICAL	36	3

**Contact hours per week: 3**

Year	Semester	Internal Marks	External Marks	Total Marks
FIRST	II	40	60	100

### Preamble

The goal of the course is to increase knowledge and requisite skills of participants on the use of SPSS and to enable them make the most of this powerful software package while allowing them to work independently with SPSS on their own data and provide a solid foundation for advanced data analysis work.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the key menus of SPSS and describe their functionality.	K1
CO2	Explain the main features of SPSS	K2
CO3	Make use of various tools to manage data, describe data and display graphical output using SPSS	K3
CO4	Analyse data using various statistical tests of SPSS	K4
CO5	Interpret and explain the outputs from SPSS	K5
CO6	Design, develop and test advanced multivariate models using SPSS	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	3	0	3	0	0	0
CO3	9	9	3	3	0	3	0
CO4	9	3	9	9	3	3	3
CO5	3	3	3	3	3	9	3
CO6	3	9	3	3	9	9	9
<b>Total Contribution of COs to POs</b>	<b>42</b>	<b>36</b>	<b>27</b>	<b>30</b>	<b>15</b>	<b>24</b>	<b>15</b>

<b>Weighted Percentage of COs contribution to POs</b>	<b>3.4</b>	<b>3.4</b>	<b>2.7</b>	<b>3.7</b>	<b>3.0</b>	<b>4.9</b>	<b>3.4</b>
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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 SPSS (07 Hours)

Getting to Know SPSS: Starting SPSS, Working with data file, Menus, Dialogue boxes. Preparing the Data file: Creating data file and entering data, Defining the variables, Entering data, modifying data file, import file, Screening and cleaning data, Manipulation of data.

### UNIT II: Diagrammatic Representation (07 Hours)

Simple Bar diagram – Multiple bar diagram – Sub-divided Bar diagram - Percentage diagram - Pie Diagram – Frequency Table – Histogram – Scatter diagram – Box plot.

### UNIT III: Descriptive Analysis of Data (07 Hours)

Descriptive Statistics – Mean, Median, Mode and Standard Deviation Skewness- Kurtosis. Correlation – Karl Pearson’s and Spearman’s Rank Correlation. Regression analysis: Simple and Multiple Regression Analysis.

### UNIT IV: Testing of Hypothesis I (07 Hours)

Parametric: t-test- One sample, Two sample Independent & Paired t-test – Z test- ANOVA- Chi-square test.

### UNIT V: Testing of Hypothesis II (08 Hours)

Non – parametric: Mann-Whitney U test – Wilcoxon Signed Rank test - Kruskal Wallis test – Fried-Man test.

## Reference Books:

S.No.	Authors	Title	Publisher	Year of Publication
1	Vijay Gupta	SPSS for Beginners	VJ Books Inc.,	1999
2	Julie Pallant	SPSS, Survival Manual: A step by step guide to Data Analysis Using SPSS	McGraw Hill	2010
3	Vohra, N.D.	Business Statistics	McGraw Hill	2013
4	Jeremy J. Foster	Data analysis using SPSS for windows	Sage publications	2001
5	SI Gupta, Hitesh Gupta,	SPSS 17.0 for Researchers	International Book House Pvt.Ltd.	2014

## Web References:

1. [https://students.shu.ac.uk/lits/it/documents/pdf/analysing\\_data\\_using\\_spss.pdf](https://students.shu.ac.uk/lits/it/documents/pdf/analysing_data_using_spss.pdf)

2. [https://www.westga.edu/academics/research/vrc/assets/docs/spss\\_basics.pdf](https://www.westga.edu/academics/research/vrc/assets/docs/spss_basics.pdf)
3. <https://www.lboro.ac.uk/media/media/schoolanddepartments/mlsc/downloads/spss-and-statistics-guide.pdf>
4. [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)
5. <https://research-methodology.net/sampling-in-primary-data-collection/>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: XII Social Enagagement Initiative - Project : I	23BAP12	SOCIAL IMMERSION PROJECT & VIVA- VOCE (Group Project)	36	1

**Contact hours per week: 3**

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

### Preamble

This course is intended to promote participation of students in socio-friendly extension activities thereby developing their Emotional Quotient through their interaction with people in the nearby community and encourages volunteers to develop a multifaceted view of life.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Remember the managerial skills for building a better community	K1
CO2	Understanding and find sustainable solutions for pressing community needs.	K2
CO3	Apply the course content to community-based activities	K3
CO4	Analyse the real world contexts and develop skills of community engagement.	K4
CO5	Measure the interpersonal development, particularly the ability to work with others and build leadership and communication skills	K5
CO6	Develop positive impact on academic outcomes such as problem analysis, problem solving, critical thinking and cognitive 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
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<b>CO1</b>	9	9	9	9	1	0	1
<b>CO2</b>	9	9	3	3	1	0	1
<b>CO3</b>	9	9	9	9	3	1	1
<b>CO4</b>	9	3	9	9	3	3	3
<b>CO5</b>	9	3	3	9	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>36</b>	<b>42</b>	<b>20</b>	<b>16</b>	<b>18</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>3.2</b>	<b>5.2</b>	<b>3.9</b>	<b>3.2</b>	<b>4.1</b>

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

<b>Course Objectives</b>	<p>On completion of this course, a student will be able :</p> <ol style="list-style-type: none"> <li>1. To empathise with a common man's problem in the locality on certain civic and community issues.</li> <li>2. To attempt capacity building as a remedy for the issue identified.</li> <li>3. To consolidate on the problem at hand and learn to work in teams.</li> </ol>		
<b>Guidelines</b>	<p><b>Duration and nature of study:</b> Engage in sensitizing themselves about some civic problems and issues in the local community for a minimum of 40 hours to learn the problem at hand.</p> <p><b>Activity:</b> Attempt to generate strategies to handle the problem at hand with an idea to empower the people concerned, on aspects like health, environment, education and economy.</p> <p><b>Report :</b> Preparation of report to be done in compliance with the rubrics for assessment</p>		
<b>Criteria for assessment and weightage</b>	CIA	Significance of the Attempt (Problem identification, Need for the study)	10
		Sensitisation of the issue (Creating awareness about the problem)	20
		Plan of Action (Schedule)	10
		Sustainability of outcome and future plans (Suggestions for improvement)	10
		Team work (Peer assessment)	10
		Report Preparation and presentation of Visuals	20
		Presentation & Viva-Voce	20
	<b>Total</b>	<b>100</b>	

**NOTE:** to be done as a GROUP PROJECT at the beginning of the SECOND semester for a period of one week (40 Hours) and the assessment is to be done by the INTERNAL EXAMINER.

### Web References:

1. <http://www.jouraleet.in/index.php/jeet/article/view/150114>
2. <https://www.linkedin.com/pulse/social-immersion-program-sharikha-syed/>
3. <https://www.igi-global.com/dictionary/social-immersion-program/65317>
4. <https://www.siprogram.org/>
5. <https://www.iimu.ac.in/values-based-education-through-rural-Immersion>

Course Code	Course	Evaluation
23BAP12	SOCIAL IMMERSION PROJECT & VIVA-VOCE	100% CIA

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - IV	Ability Enhancement	23AEP01	CYBER SECURITY	24	2

**Contact hours per week: 2**

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

### Preamble

To understand the basics of cyber security and the security threats in day-to-day activities.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the basic concepts of information security and its types	K1
CO2	Gain knowledge on cyber space issues and cyber security measures	K2
CO3	Identify various risks and threats in cyber space	K3
CO4	Apply security measures to prevent ourselves from threats in social media	K4
CO5	Compare various social media, security issues and measures	K5
CO6	Propose a secured cyber platform for people to connect each other for their social and professional concerns	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	9	9	0
CO2	9	9	9	9	9	9	0
CO3	9	9	9	9	9	9	1
CO4	9	9	9	9	3	3	9



<b>CO5</b>	9	9	9	9	3	3	9
<b>CO6</b>	9	9	9	3	3	1	9
<b>Total Contribution of COs to POs</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>36</b>	<b>34</b>	<b>28</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>4.3</b>	<b>5.1</b>	<b>5.4</b>	<b>6.6</b>	<b>7.1</b>	<b>6.9</b>	<b>6.3</b>

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

### **COURSE CONTENT:**

#### **UNIT I: Information Security (5 Hours)**

History of Information Security - Need for Security-Types of Security: Physical Security – Network Security –Personal Security –Operation Security –Communication Security - Information Security Threats.

#### **UNIT II: Introduction to Cyber Security (5 Hours)**

Cyber Security: Objectives- Roles- Differences between Information Security and Cyber Security. Cyber Security Principles: Confidentiality- Integrity – Availability.

#### **UNIT III: Risks & Vulnerabilities (5 Hours)**

Risk Meaning: Risk Management –Problems of Measuring Risk -Risk Levels-Risk Analyzes- Risk Assessment –Response to Risk Terminology- Threats: Components of Threats-Types of Threats- Vulnerabilities: Computing System Vulnerabilities –Hardware Vulnerabilities- Software Vulnerabilities-Data Vulnerabilities-Human Vulnerabilities.

#### **UNIT IV: Social Media (5 Hours)**

Introduction to social media: What, Why –Pros and cons- Security issues in social media: Mail-Facebook-Whatsapp-Twitter-Preventive and control measures.

#### **UNIT V: Case Study (4 Hours)**

Impact of social media: Education -Business- Banking-Mobile –Human Life- Present generation-Indian scenario.

### **WEB REFERENCES:**

1. <https://m.youtube.com/watch?v=o6pgd8gLFHg>
2. <https://m.youtube.com/watch?v=3rl4ZjZpcHU>
3. <https://blog.barkly.com/10-fundamental-cybersecurity-lessons-for-beginners>
4. <https://5social media security risk and how to avoid them.html>
5. <https://10 cyber security twitter profiles to watch.html>
6. <https://cyber security in banking 4 trends to watch in 2017.html>
7. <https://gmail hacking security tips-indian cyber security solutions.html>
8. <https://why social media sites are the new cyber weapons of.html>
9. EBook: A complete guide to Staying Ahead in the Cyber Security Game

Course Code	Course	Evaluation
21AEP01	Cyber Security	100% CIA

**SEMESTER III**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: XIII	23BAP13	STRATEGIC MANAGEMENT (Open Source Exam)	48	3

**Contact hours per week: 4**

Year	Semester	Internal Marks	External Marks	Total Marks
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SECOND	III	100	--	100
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### 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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
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 - Hierarchical 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:**

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

Course Code	Course	Evaluation
23BAP13	STRATEGIC MANAGEMENT (Open Source Exam)	100% CIA

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

### I.ELECTIVE COURSES - HUMAN RESOURCE MANAGEMENT

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-H	23BAPH1	MANAGERIAL BEHAVIOR AND EFFECTIVENESS	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	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:**

S.No.	Authors	Title	Publisher	Year of Publication
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-H	23BAPH2	LEGAL ASPECTS OF BUSINESS	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

**Preamble**

To contrive the knowledge of various legal aspects relevant to business and to future, ensure its practices for the improvement of business.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Remember the key concepts of business law relating to contract formation, Sale of Goods, Company & Industrial Law and Income Tax	K1
CO2	Identify the legal issues faced by company with the knowledge gained and theoretical knowledge on the functions and objectives of Business Law	K2
CO3	Apply the law to factual situations which may arise in a business settings and safeguard their rights	K3
CO4	Analyse a given business context using basic understanding of the applicable Acts and develop a suitable framework.	K4
CO5	Compare and analyse the different laws and GST that are applicable to business transactions	K5
CO6	Develop critical thinking to predict outcomes and recommend appropriate action on issues relating to business associations, income taxation, and business law.	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	3	1
CO4	9	3	3	1	3	1	3
CO5	3	9	9	3	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: The Indian Contract Act 1972

(12 Hours)

Definition of contract, essentials, elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

#### UNITII: The Sale of Goods Act 1930

(12 Hours)



Meaning of goods, sale and agreement to sale, difference between sales and agreement to sale- Rights of an unpaid seller - Negotiable Instruments: Nature and requisites of negotiable instruments, Types of negotiable instruments: Promissory notes, Cheques, Bill of exchange.

**UNIT III: Company LAW (12 Hours)**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

**UNIT IV: Industrial Law (12 Hours)**

Factories Act-Payment of wages Act-Payment of Bonus Act-Industrial Disputes Act

**UNIT V: Income Tax and GST (12 Hours)**

Income tax: Computation of an individual's income and tax liability. GST: Introduction-GST rate cards, GST slabs, Benefits of GST, Impact of GST on business.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1	N. D. Kapoor	Elements of mercantile Law	Sultan Chand	2006
2	P. K. Goel	Business Law for Managers	Biztantatara	2008
3	Akhileshwar Pathack	Legal Aspects of Business	Tata McGraw Hill	2009
4	Dr. K.Vinod	Direct Taxes Planning and Management	Singhania	2008
5	V.S.Datey	GST Ready Reckoner	Taxmann	2017
6	Richard Stim	Intellectual Property- Copy Rights, Trade Marks, and Patents, Learning	Cengage	2008

**Web References:**

- [http://www.stet.edu.in/SSR\\_Report/Study%20Material/PDF/MBA/2.pdf](http://www.stet.edu.in/SSR_Report/Study%20Material/PDF/MBA/2.pdf)
- <https://www.slideshare.net/JayachandranVinodini/legal-aspects-of-business-master-notes>
- [https://onlinecourses.swayam2.ac.in/cec21\\_mg02/preview](https://onlinecourses.swayam2.ac.in/cec21_mg02/preview)
- [https://onlinecourses.nptel.ac.in/noc22\\_mg52/preview](https://onlinecourses.nptel.ac.in/noc22_mg52/preview)
- <https://nptel.ac.in/courses/109/105/109105098/>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
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PART - III	CORE: Elective-H	23BAPH3	STRATEGIC HUMAN RESOURCE MANAGEMENT	60	3
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**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

### Preamble

To understand the transformation of HR functions from being a support function to strategic function.

### Course Outcomes

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

CO Number	CO Statement	Knowledge level
CO1	Recall the basic concepts, strategies, environmental issues and models in SHRM	K1
CO2	explain the key areas of human behaviour in sustained organisation performance	K2
CO3	Make use of the HR Programs and its implications in current business world	K3
CO4	Demonstrate the ability to explain the importance of strategic options in the achievement of strategic change	K4
CO5	Compare and analyse human resource management problems in organisations and develop strategic solutions to these problems	K5
CO6	Ascertain the impact of Strategic International HRM in promoting the development of an organisation in global 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	3	9	3	3	3	3
CO4	9	3	3	1	3	1	1
CO5	3	9	9	3	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>
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Level of Correlation: 0 - No Correlation; 1 - Low Correlation; 3 - Medium Correlation; 9-High Correlation between COs and POs.

## **COURSE CONTENT:**

### **UNIT I: Strategic Human Resource Management (12 Hours)**

SHRM: Definition of HRM and SHRM, importance of SHRM, shift from traditional HRM to SHRM, steps, models-strategic role of HR during business cycle.

### **UNIT II: Functional Human Resource Strategies (12 Hours)**

Recruitment strategies: meaning, online recruitments, outsourcing, headhunting, assessment centres, work life balance, autonomous work teams. Training & Development strategies: competencies, cross cultural training, multi-skilling, succession planning, creating a learning organization.

### **UNIT III : Environmental Influences and Evaluation of HR Programs (12 Hours)**

Environmental influences: meaning, environmental scanning sources and methods, techniques of scanning, challenges, environmental factors. Evaluation of HR programs: Introduction, importance, scorecard, 5C model of HRM impact, approaches for measuring HR practices, challenges in measuring the impact of HRM.

### **UNIT IV: Strategic Options AnD HR Decisions (12 Hours)**

Downsizing and Restructuring: Meaning, need for downsizing, workforce reduction and restructuring methods, financial performance and downsizing, consequences, effective downsizing strategies.

### **UNIT V: Strategic International HR (12 Hours)**

Strategic International HRM: Definition-Corporate International business strategies- Linking HR strategy with business - SHRM issues in business -Strategic IHRM fits with corporate international business strategies-Comparative analysis between role of HR manager in Indian and International Companies -Strategic IHRM flexibility- Recent trends in SHRM-Case studies.

## **Reference Books:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Paul Boselie	Strategic Human Resource Management	Tata McGraw Hill	2011
2	Monica Belcourt, & Kenneth J.Mcbay	Strategic Human Resource Planning	Pearson	2009
3	Monir Tayeb	International Human Resource Management	Oxford	2007

4	Robert L. Mathis and John H. Jackson	Human Resource Management	Cengage Learning	2007
5	Jeffrey A Mello	Strategic Human Resource Management	Cengage Learning	2007

**Web References:**

1. <https://medium.com/@blogposting.7consultancy/what-is-strategic-human-resource-management-shrm-31127406383a>
2. <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/practicingstrategichumanresources.aspx>
3. <https://study.com/academy/lesson/strategic-human-resource-management-definition-importance.html>
4. [https://onlinecourses.nptel.ac.in/noc21\\_mg01/preview](https://onlinecourses.nptel.ac.in/noc21_mg01/preview)
5. <https://www.iedunote.com/strategic-human-resource-management>

**II. ELECTIVE COURSES - FINANCE**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-F	23BAPF1	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

**Preamble**

To familiarize the students on the modes of selecting investment opportunities, and analyzing the securities for investment.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Recognise the basic Investment alternatives and fundamental analysis of investment	K1
CO2	Illustrate the trading system and techniques of portfolio management	K2
CO3	Apply various tools for security analysis	K3
CO4	Analyze the share prices using fundamental and technical analysis	K4
CO5	Evaluate the portfolio performance using company analysis and charting methods.	K5

CO6	Construct the applications of investment decisions in the selection of Portfolio.	K6
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**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	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: Investment

(12 Hours)

Investments: Concept and objectives – Nature – Scope-Process – Stages-Types of Investment and Investors-Sources of investment information –Investment Alternatives- Risks of investment.

#### UNIT II: Securities Market

(12 Hours)

Securities Market: Types - Participants – Regulatory Environment, Stock exchanges in India - Regulations of stock exchanges – Trading system in stock exchanges. Debt instruments valuation model: Constant, Two stage and three stage growth model- Asset pricing theories: APT, Option pricing theory

#### UNIT III: Fundamental Analysis

(12 Hours)

Economic Analysis: Economic forecasting and stock Investment Decisions – Forecasting Techniques. Industry Analysis: Industry classification, Industry life cycle. Company Analysis: Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodd’s investor ratios

#### UNIT IV: Technical Analysis

(12 Hours)

Technical Analysis: Fundamental Analysis Vs Technical Analysis - Charting methods - Market Indicators - Trend - Trend reversals - Patterns - Moving Average - Oscillators – Testing of Efficient Market theory.

#### UNIT-V: Portfolio Management

(12 Hours)

Portfolio – Objectives – Construction- Selection – Revision - Portfolio Evaluation: Sharpe’s, Treynor’s and Jensen’s Performance Index- Practical applications in selection of securities. Capital Asset Pricing Model: SML, CML - Case Analysis

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Preeti Singh	Security Analysis and Portfolio Management	Himalaya Publisher	2012
2.	V.K.Bhalla	Investment Management	S.Chand & Company Ltd.	2012
3.	Prasanna Chandra	Investment Analysis and Portfolio Management	Tata McGraw Hill	2010
4.	S.Kevin	Security Analysis and Portfolio Management	PHI Learning	2012
5.	Donald E.Fischer & Ronald J.Jordan	Security Analysis & Portfolio Management	PHI Learning	2011

**Web References:**

1. <https://www.investopedia.com/terms/i/investment.asp>
2. <https://www.investopedia.com/terms/s/security.asp>
3. [https://en.m.wikipedia.org/wiki/Fundamental\\_analysis](https://en.m.wikipedia.org/wiki/Fundamental_analysis)
4. <https://www.winvesta.in/blog/fundamental-analysis-a-complete-guide/>
5. <https://www.investopedia.com/terms/p/portfoliomangement.asp>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-F	23BAPF2	MERCHANT BANKING AND FINANCIAL SERVICES	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

**Preamble**

To make the students understand the various financial services and its usage and applications in business and industry

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Recollect the functions of merchant banking and other Financial Services.	K1
CO2	illustrate the leasing, hire purchase activities and the significance of various types of Financial services	K2
CO3	Analyze the concept of mutual funds and various types of MFs and credit ratings	K3
CO4	Construct broad picture of mergers and acquisitions related activities	K4
CO5	Evaluate the Mutual Funds, Venture capital, Credit Rating and depositories	K5
CO6	Relate the applications of Financial services 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	0	0	0
CO2	9	9	9	9	1	0	0
CO3	9	3	9	1	3	1	1
CO4	9	9	3	3	3	3	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: Merchant Banking

(12 Hours)

Merchant Banking - Functions – Categories of merchant bankers-Modes of raising capital from Domestic and foreign markets - Raising short term funds - SEBI guidelines on Obligations & responsibilities of Merchant bankers-Issue management: Pre & Post issue activities, E-IPO, Private Placement – Bought out Deals – Off - Shore Issues

##### UNIT II: Hire Purchasing and Leasing

(12 Hours)

Hire Purchase - Concept - evaluation of Hire Purchase Proposals. Leasing: Overview - tax aspects - Lease Accounting - Types of leases – Benefits of leasing - Rights & Obligations of Lessor & Lessee-Evaluation of leasing proposals.

##### UNIT III: Mutual Funds

(12 Hours)

Mutual Funds: Types - Operations-Mutual fund Calculations -Regulations – SEBI Guidelines for mutual funds.

**UNIT-IV: Mergers and Acquisitions**

**(12 Hours)**

Mergers and Acquisitions: Types, Process- SEBI code on Take-over's - Business Failures and reorganizations: Causes, Types, and Symptoms.

**UNIT V: Other Services**

**(12 Hours)**

Venture Capital: Objectives, Forms, Process, Methods - Bill Discounting: Types, Working of bill discounting - Credit rating: Objectives, Types, Process, - Asset securitization – Securitisation in India.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	M.Y.Khan	Financial Services	Tata McGraw-Hill	2015
2.	Shanmugam, R.	Financial Services	Wiley India	2014
3.	Punivathy Pandian	Management of Financial Services	Vikas Publishing House	2010
4.	Gurusamy	Financial Services	Tata McGraw-Hill	2010
5.	Tripathy	Financial Services	PHI Learning	2010

**Web References:**

- <https://www.investopedia.com/terms/m/merchantbank.asp>
- <https://keydifferences.com/difference-between-hire-purchasing-and-leasing>.
- <https://www.googleadservices.com/pagead/aclk>
- <https://www.investopedia.com/ask/answers/021815/what-difference-between-merger-and-acquisition.asp>
- <https://corporatefinanceinstitute.com/resources/careers/companies/merchant-bank/>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-F	23BAPF3	MODERN BANKING	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	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:**

- [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)
- <https://www.sc.com/en/banking/banking-for-companies/transaction-banking/>
- <https://www.accenture.com/us-en/insights/banking/technology-vision-banking-2021>
- <https://www.bis.org/cpmi/paysysinfo.htm>
- <https://www.publicissapient.com/insights/emerging-trends-in-banking>

**II. ELECTIVE COURSES - MARKETING**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-M	23BAPM1	INTEGRATED DIGITAL COMMUNICATION	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

**Preamble**

This course introduces students to the basic concepts of advertising and digital marketing which helps firms to promote products in the market directly and virtually.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO 1	Memorize the marketing communication concepts and provide students with the essential philosophies and practices of marketing and digital marketing technologies.	K1
CO 2	Explain the methodologies, tools and technologies involved in digital marketing applying communication methods for marketing.	K2
CO3	Compare the marketing communication methods marketers used by companies as part of their integrated digital communication strategy	K3
CO4	Analyse the advertisement media and tactics at corporate and marketing level.	K4
CO5	Interpret how marketers use integrated digital communication in their campaigns in order to execute marketing strategy	K5
CO6	Create advertisements with the application of digital marketing tools	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 Integrated Marketing Communication (12 Hours)

Introduction to Integrated Marketing Communication: Definition– Characteristics – Elements of Integrated Marketing Communication – Developmental view – Approaches to planning Integrated Marketing Communication.

#### UNIT II: Advertisement

(12 Hours)

Concept – Definition – Scope and objectives – Functions – Principles of Advertisement – Social, Economic and legal Implications of Advertisements – Setting Advertisement Objectives – Advertisement Agencies – Selection and Remuneration – Advertisement Campaign.

**UNIT III: Advertisement Media (12 Hours)**

Introduction – Media Planning and scheduling – Types of Advertisement – Layout – Design appeal – Print media – Broadcast media – out-of-home media – Radio, T.V and Web advertisements – Media Research – Testing validity and Reliability of ads - Measuring impact of advertisements.

**UNIT IV: Introduction to Digital Marketing (12 Hours)**

Introduction to Digital Marketing-Evolution of Digital Marketing from traditional to modern era- Role of Internet- Emergence of digital marketing as a tool-Drivers of the new marketing environment- Digital marketing strategy- P.O.E.M. framework-Digital landscape- Digital marketing plan-Digital marketing models

**UNIT V: Social Media Marketing (12 Hours)**

**Social media Marketing:** Overview and pros & Cons: Facebook Marketing - LinkedIn Marketing- Twitter Marketing - Instagram and Snapchat - Mobile Marketing.

**Books for References:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Sirgy, Rahitz	Integrated Marketing Communications, A Strategic Approach.	Cengage Learning	2016
2.	Kenneth Clow, Donald Back	Integrated Advertisements, Promotion and Marketing Communication	Prentice Hall of India	2013
3.	Dr.Ragavendra K. and Shruthi P.	Digital Marketing	Himalaya Publishing House Pvt. Ltd	2017
4.	Prof. Nitin C. Kamat, Chinmay Nitin Kamat	Digital Social Media Marketing	Himalaya Publishing House Pvt. Ltd.	2015

**Web References:**

1. <https://www.viewsdigitalmarketing.com/digital-marketing-services/integrated-digital-marketing-strategies/>
2. <https://hurrdatmarketing.com/digital-marketing-news/integrated-digital-marketing/>
3. <https://www.managementstudyguide.com/integrated-marketing-communications.htm>
4. [https://www.iare.ac.in/sites/default/files/lecture\\_notes/IARE\\_IMC\\_Lecture\\_Notes\\_E3.pdf](https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_IMC_Lecture_Notes_E3.pdf)
5. [https://onlinecourses.nptel.ac.in/noc22\\_mg38/preview](https://onlinecourses.nptel.ac.in/noc22_mg38/preview)

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-M	23BAPM2	BRAND MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	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>
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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, process for appraisal.

## **Reference Books:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
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	23BAPM3	RURAL MARKETING	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	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>
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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:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
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>
5. <https://www.youtube.com/watch?v=YgjuI6pcrHI>

### ELECTIVE COURSES – ANALYTICS

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-A	23BAPA1	HR ANALYTICS	60	3

Contact hours per week: 5

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

#### Preamble

To equip the learners with basic concepts regarding HR analytics and give them a practical exposure on how to apply HR tools in organizational context.

#### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Remember HR function that adds value in business terms	K1
CO2	Explain the role and importance of HR analytics and the ability to analyse and interpret HR data to support decision making	K2
CO3	Apply metrics to conduct research and statistical analyses related to Human Resource Management	K3
CO4	Analyze human resources information using appropriate software to record, maintain, retrieve data	K4
CO5	Evaluate the qualitative and quantitative analysis to understand trends and indicators in human resource data	K5
CO6	Demonstrate how to connect HR results to business results	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	3	0
CO2	9	9	9	9	3	3	0
CO3	9	9	9	3	1	3	3
CO4	9	9	3	1	1	3	1
CO5	9	3	9	3	0	1	3

<b>CO6</b>	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 : HR ANALYTICS IN PERSPECTIVE (12 Hours)

Role of Analytics- Defining HR Analytics -**HR Analytics:** The Third Wave for HR value creation- HR Measurement journey in tune with HR maturity journey -Understanding the organizational system (Lean) -Locating the HR challenge in the system - Valuing HR Analytics in the organizational system-Typical problems (working session)

### UNIT II : Basics of HR Analytics & Predictive Analytics (12 Hours)

**Basics of HR Analytics:** Basics of HR Analytics- what is Analytics- Evolution, Analytical capabilities-Analytic value chain- Analytical Model-Typical application of HR analytics. **Predictive Analytics:** Steps involved in predictive analytics: Determine key performance indicator- analyse and report data- interpreting the results and predicting the future. Metrics: Regression analysis and Causation.

### UNIT III: Insight Into Data Driven HRA (12 Hours)

Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

### UNIT IV: HR Metrics & HR Dashboards (12 Hours)

**HR Metrics:** Defining metrics-Demographics-data sources and requirements- Types of data-tying data sets together- Difficulties in obtaining data- ethics of measurement and evaluation-Human capital analytics continuum. **HR Dashboards: Statistical software used for HR analytics:** MS-Excel- IBM- SPSS – IBM AMOS - SAS and R programming and data visualization tools such as Tableau- Click view and Fusion Charts.

### UNIT V: HR Scorecard (12Hours)

Assessing HR Program-Engagement and Turnover-Finding money in Analytics-Linking HR Data to operational performance -HR Data and stock performance- Creating HR Scorecard-develop an HR measurement system-Guidelines for implementing a HR Scorecard.

## Reference Books:

S.No.	Authors	Title	Publishers	Year of Publication
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1	Moore, McCabe, Duckworth, and Alwan	The Practice of Business Statistics: Using Data for Decisions	Tata Mc Graw hill	2015
2	Jac Fitz-enz, John R. Mattox	Predictive analytics for Human Resources	Wiley	2014
3	Gene Pease Boyce Byerly, Jac Fitz-enz	Human Capital Analytics	Wiley	2014
4	Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich	The HR Scorecard: Linking People, Strategy, and Performance	Himalaya Publishing House	2014

**Web References:**

1. <https://www.mooc-list.com/tags/people-analytics>
2. [https://www.sas.com/en\\_in/insights/analytics/predictive-analytics.html](https://www.sas.com/en_in/insights/analytics/predictive-analytics.html)
3. <https://www.icslearn.co.uk/blog/posts/2020/june/whats-the-difference-between-hr-analytics-and-hr-metrics/>
4. <https://technologyadvice.com/blog/human-resources/hr-dashboards-examples-metrics-workforce-analytics/>
5. <https://youtu.be/VBJ6WDVr4Q8>
6. <https://www.slideshare.net/hradinm07/hr-dashboard-50194392>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective - A	23BAPA2	ANALYTICS FOR FINTECH	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

**Preamble**

It helps students to analyse and understand financial institutions and banks to monitor and manage customer attrition and retention trends.

**Course Outcomes**

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

CO Number	Co statement	Knowledge Level
CO1	Recall the basics of FinTech Analytics and its Evolution	K1

CO2	Explain the concept of crypto currencies, financial Innovation, FinTech and data regulations.	K2
CO3	Apply the transformation of FinTech analytics in global scenario for solving complex financial issues	K3
CO4	Identify the role of FinTech in economics, blockchain, digital finance and Artificial Intelligence	K4
CO5	Evaluate FinTech Typology, ABCDs of Alternative Finance, FinTech funds, RegTech Startups and digital identity	K5
CO6	Summarize the future prospects and challenges that relates to FinTech Analytics	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	3	0
CO2	9	9	9	9	1	3	3
CO3	9	9	9	3	3	3	0
CO4	9	3	9	3	1	1	1
CO5	3	9	3	1	0	3	3
CO6	9	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 FINTech

(12 Hours)

Definition - Transformation and Evolution 1.0 - Infrastructure Evolution 2.0: Banks - Evolution 3.0 & 3.5: Startups and Emerging Markets - Collaboration between Financial Institutions and Startups - FinTech Typology - Emerging Economics: Opportunities and Challenges.

##### UNIT: II Cryptocurrency and Block Chain

(12 Hours)

Payments: Individual Payments - Developing Countries and DFS: The Story of Mobile Money - Developing Countries and DFS: Regulation of Mobile Money - RTGS Systems - The ABCDs of Alternative Finance - Building a New stack. Cryptocurrencies. Legal and Regulatory Implications of Cryptocurrencies - What is Block chain? - Benefits from New Payment Stacks (Applications of Ripple).

##### UNIT: III Digital Finance

(12 Hours)

Digital Finance: A Brief History of Financial Innovation - Digitization of Financial Services - FinTech & Funds.

**UNIT: IV FINTECH Regulation and REGTech (12 Hours)**

FinTech Regulations - Evolution of RegTech - RegTech Ecosystem: Financial Institutions - RegTech Ecosystem: Startups - RegTech Startups: Challenges - RegTech Ecosystem: Regulators.

**UNIT: V: Data & TECHFIN (12 Hours)**

History of Data Regulation - Data in Financial Services - Application of Data Analytics in Finance - European Big-Bang: PSD2 / GDPR / Mifid2 - PSD2: Open Banking API Will Help Startups - Methods of Data Protection: GDPR Compliance and Personal Privacy - Digital Identity - Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD) - AI & Governance - New Challenges of AI and Machine Learning.

**REFERENCE BOOKS:**

S.No.	Authors	Title	Publishers	Year of Publication
1	Sanjay Phadke	Fintech Future : The Digital DNA of Finance	SAGE Publications India Pvt Ltd 1st edition	2020
2	Brett King	Bank 4.0: Banking everywhere, never at a bank	Embassy Books	2020
3	Tony Craddock, Robert Courtneidge, Markos Zachariadis	The PAYTECH Book: The Payment Technology Handbook for Investors, Entrepreneurs, and FinTech Visionaries	Wiley	2019

**Web References:**

- <https://www.coursera.org/specializations/fintech>
- <https://www.edx.org/course/introduction-to-fintech>
- [www.udemy.com/course/the-complete-cryptocurrency-course-more-than-5-courses-in-1/](http://www.udemy.com/course/the-complete-cryptocurrency-course-more-than-5-courses-in-1/)
- <https://www.pwc.in/consulting/financial-services/fintech/fintech-insights/regtech-a-new-disruption-in-the-financial-services-space.html>
- <https://www.harnham.com/us/the-future-of-banking-from-fintech-to-techfin>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective - A	23BAPA3	SOCIAL MEDIA ANALYTICS	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

### Preamble

This course introduces students to the basic concepts of Social Media Analytics which helps the marketers to use social media data using social networks.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the basics of social media and its usage	K1
CO2	Explain the core concepts related to social media analytics in business	K2
CO3	Apply the tools and techniques of social media analytics to solve business issues	K3
CO4	Analyse the network data of basic social media websites and give appropriate solutions	K4
CO5	Evaluate the data of various social media dashboards	K5
CO6	Design a better social media analytic tool to rule out future challenges	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	1	0	0
CO3	9	9	9	1	3	1	1
CO4	9	9	3	1	3	3	3
CO5	9	3	9	3	0	9	3
CO6	3	3	3	3	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 Media (12 Hours)

Introduction to Social Media: Meaning – Definition – Need – Types - Social Media tools - Social Media Landscape - Social Media Monitoring tools - Influence of Social Media - Usage of Social Media in Business.

#### UNIT II: Introduction to Social Media Analytics (12 Hours)

Introduction to Social Media Analytics: Meaning - Importance – Framework - Challenges and Applications - How Social Media Analytics used in Business? Social Media Analytics in Small and large organizations.

**UNIT III: Tools and Techniques of SMA (12 Hours)**

Social Media Analytics tools and techniques - Web analytics tools - Steps for social analytics - Social Media analytics process - Social media data and its types- Data Identification and Collection - Data Analysis, Key Areas in Social Media Analytics- Sentiment Analytics.

**UNIT IV: SMA Analytics (12 Hours)**

Google analytics, Facebook Analytics, YouTube Analytics, LinkedIn Analytics: Introduction –parameters – demographics - Analyzing page audience - Social campaigns – Defining and Measuring social campaigns - Network Analysis.

**UNIT V: SMA dashboards (12 Hours)**

Instagram Analytics, Twitter Analytics, Pinterest Analytics, Snapchat Analytics: Introduction – parameters - demographics- Analyzing page audience - Social campaigns - Defining and Measuring social campaigns - Network Analysis.

**Reference Books:**

S.No.	Authors	Title	Publishers	Year of Publication
1.	Matthew Ganis Avinash Kohirkar	Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media	Pearson	2016
2.	Marshall Sponder	Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics	McGraw Hill	2014
3.	Alex Gonçaves	Social Media Analytics Strategy Using Data to Optimize Business Performance	Apress	2017
4.	Oliver Blanchard	Social Media ROI: Managing and Measuring Social Media Efforts in your Organization	Que Publishing	2011
5.	Jim Sterne	Social Media Metrics: How to Measure and Optimize Your Marketing Investment	Wiley	2010

**Web References:**

1. <https://buffer.com/library/social-media-analytics-tools/>
2. <https://www.socialbakers.com/blog/social-media-analytics-the-complete-guide>
3. <https://youtu.be/0YWxrL4q-Lo>

4. <https://www.coursera.org/professional-certificates/google-data-analytics>
5. <https://www.coursera.org/learn/social-media-data-analytics>

## V. ELECTIVE COURSES-PRODUCTION

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective – P	23BAPP1	SUPPLY CHAIN MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

### Preamble

This course is designed to recognize the elements of supply chain and its impact on overall performance of the organization and also to impart the metrics for assessing the supply chain performance.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recollect the basic concepts of supply chain management and the role of each functionary in the process of managing supplies in the link	K1
CO2	Describe the planning skills in designing and managing the supply chain	K2
CO3	Transcribe planning and demand activities to manage the cross functional drivers of supply chain for revenue management	K3
CO4	Audit the supply chain practices and benchmarking standards of the industry with competent skills necessary to upgrade the competency of the organization	K4
CO5	Review and apply contemporary developments that also includes IT & ITES practices, for effective supply chain management	K5
CO6	Prepare the organization for the future in SCM with required expertise sharing for risk management and prosperity	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



<b>CO2</b>	9	9	9	9	1	0	0
<b>CO3</b>	9	9	9	3	1	1	1
<b>CO4</b>	9	9	9	3	3	3	3
<b>CO5</b>	9	3	3	1	3	9	3
<b>CO6</b>	3	3	3	1	9	9	9
<b>Total Contribution of COs to POs</b>	48	42	42	26	17	22	16
<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 : Building a Strategic Framework to Analyse Supply Chain (12 Hours)**

Understanding the Supply Chain – Supply Chain Performance – Supply Chain Drivers and Metrics – Designing the Supply Chain Network – Network Design in Supply Chain.

#### **UNIT II: Planning Demand and Supply in Supply Chain (12 Hours)**

Demand Forecasting in a Supply Chain – Aggregate Planning - Sales and Operations Planning – Planning and Managing Inventories – Managing Uncertainty in a Supply Chain.

#### **UNIT III: Designing and Planning Transportation Networks (12 Hours)**

Transportation in a Supply Chain - Managing Cross Functional Drivers in a Supply Chain- Pricing and Revenue Management in Supply Chain.

#### **Unit-IV: Benchmarking in SCM (12 Hours)**

Benchmarking in SCM-forms of benchmarking–significance of benchmarking -Setting Benchmarking Priorities in SCM.

#### **UNIT V: Information Technology in Supply Chain (12 Hours)**

The role of IT in a supply chain – Supply chain IT framework – Future of IT in the supply chain – Risk management in IT – Supply chain IT in practice – coordination in a supply chain.

#### **Reference Books:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
1.	Chopra, Sunil, Meindl, Peter, Kalra, D.V	Supply chain Management: Strategy, planning and operation	Pearson Education	2015
2.	G.Raghuram and N. Rangaraj	Logistics and Supply Chain Management (Cases and Concepts)	Macmillan Publishers	2010
3.	Shah, Janat	Supply Chain Management - Text and cases	Pearson Education	2009
4.	Sahay, B.S.	Supply Chain Management for Global Competitiveness	Macmillan Publishers	2012

5.	Martin Chirstopher	Logistics and Supply Chain Management	Pitman Publishing, Financial times public	2001
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**Web References:**

1. <https://silo.tips/download/strategic-framework-to-analyze-supply-chains>
2. [http://www2.unb.ca/~ddu/4690/Lecture\\_notes/Lec6.pdf](http://www2.unb.ca/~ddu/4690/Lecture_notes/Lec6.pdf)
3. <https://www.slideshare.net/mubarak2009/supplychainplanning>
4. <https://nptel.ac.in/courses/110/106/110106045/>
5. [https://nptel.ac.in/content/storage2/courses/downloads\\_new/110106045/noc19\\_mg22\\_Assignment12.pdf](https://nptel.ac.in/content/storage2/courses/downloads_new/110106045/noc19_mg22_Assignment12.pdf)

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-P	23BAPP2	INTEGRATED MATERIALS MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

**Preamble**

Integrated Materials Management will enable the students to know the complete cycle of material flow, work in process, warehousing, shipping and distribution of finished product.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Remember the basics of Materials management, inventory management, stores management and Materials Management Information System.	K1
CO2	Express the need for effective management of stores and the impact of models of inventory and inventory control techniques on materials management for an organisation	K2
CO3	Apply the knowledge of integrated materials management for organizational efficacy with integrity and professional competence.	K3
CO4	Evaluate the cost drivers of production and handle materials efficiently.	K4
CO5	Assimilate the requirement of materials management in industrial perspective for uninterrupted business operations and supply chain management.	K5

CO6	Design and develop emergent material management strategies to prepare for all uncertainties in the dynamic industry.	K6
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**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	0	0
CO3	9	9	9	3	3	3	3
CO4	9	9	9	3	3	1	1
CO5	9	3	3	1	1	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

(12 Hours)

Concept - 3 basic segments - Aims and Advantages of integrated materials Management– Material planning – Budgeting and Applications.

#### UNIT II: Inventory Management

(12 Hours)

Inventory control – Functions, Need, Importance. Deterministic model –Probabilistic Models– EOQ –EBQ models – Inventory systems – Inventory control methods – ABC analysis- XYZ classification.-Problems and techniques.

#### UNIT III: Stores Management

(12 Hours)

Storekeeping- Materials Handling Equipment -Materials receipt –Stores Accounting –Stores records – Standardization and Codification – Warehouse management- Functions- Types.

#### UNIT IV: Purchasing

(12 Hours)

Purchasing – Importance - Purchasing principles – Procedure – Ethics in Buying and selling – Purchasing Research and value analysis - Import Purchasing.

#### UNIT V: Materials Management Information System

(12 Hours)

Information systems and computers in material management - Evaluation of materials management– Operation Research techniques in Materials management.

**Distribution of Marks: 80% Theory and 20% Problems**

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1	Gopalakrishnan	Integrated Materials Management	Tata McGraw Hill.	2015
2	Aquitano ,Jacobs	Production and operations management: Manufacturing and services Chase	Tata McGraw Hill.	2013
3	A.K.Chitale and R.C.Gupta,	Materials Management	PHI Learning, 2nd Edition	2016
4	Dr.O.P.Khanna	Industrial Engineering and Management	Dhanpat Rai Publication (p) Ltd.	2000
5	P.Saravanavel and S.Sumathi	Production and Materials Management	Margham Publication	2014

#### Web References:

1. <https://www.businessmanagementideas.com/materials-management-2/integrated-materials-management/7026>
2. <https://nptel.ac.in/courses/110/105/110105095/>
3. <https://specialties.bayt.com/en/specialties/q/113208/what-is-integrated-materials-management-how-the-concept-evolved/>
4. <https://www.slideshare.net/reetumanglani/integrated-material-management>
5. <https://www.ispatguru.com/stores-management/>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	Core : Elective-P	23BAPP3	MANAGING SERVICE OPERATIONS	60	3

Contact hours per week: 5

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

#### Preamble

It helps to understand the role of service operations and methods of managing the operation.

#### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Portray an understanding of key concepts, tools and techniques pertaining to the management of service operations of a firm	K1
CO2	Estimate the key operational levers that can be applied to the management of service operations and the proactive management of customer experience	K2
CO3	Determine the parameters that necessitate deployment of scientific methods for managing service enterprises for quality assurance and render appreciation of approaches to improving business performance through operations	K3
CO4	Apply strategic and value based approaches to decision making during times of change and modernized competition	K4
CO5	Diagnose the alignment of service operations with that of organisational strategy and the synergy created for managerial impact	K5
CO6	Facilitate the transformation of customer experience, enterprise efficiency and effectiveness through operational excellence	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	0	0
CO3	9	9	9	3	3	3	3
CO4	9	9	9	3	3	1	1
CO5	9	3	3	1	1	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: Understanding Services

(12 Hours)

Services – Importance, role in economy, service sector – growth - Nature of services, Service Classification, Service Package, Distinctive characteristics, Open-systems view. Service Strategy – Strategic service vision, competitive environment, Generic strategies, winning customers.

##### UNIT II: Designing The Service Enterprise

(12 Hours)

New Service Development – Design elements – Service Blue-printing - process structure –

–Value to customer - Retail design strategies – store size – Network configuration - Managing Service Experience – Experience economy, Key dimensions - Vehicle Routing and Scheduling - Front-office Back-office Interface – Service decoupling.

**UNIT III: Service Quality (12 Hours)**

Service Quality- Dimensions, Service Quality Gap Model - Measuring Service Quality – SERVQUAL - Walk-through Audit - Quality service by design - Service Recovery - Service Guarantees - Service Encounter – creating service orientation, Service profit chain. Six sigma for service process improvement.

**UNIT IV: Managing Service Operations (12 Hours)**

Forecasting demand for service- Method of forecasting – Managing capacity and demand- Strategies for managing demand.

**UNIT V: Globalization of Services (12 Hours)**

Generic International Strategies - Global service strategies - Role of information technology - Inventory Management in Services.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	James A. Fitzsimmons	Service Management – Operations, Strategy, Information Technology	Tata McGraw-Hill	2006
2.	Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton	Successful Service Operations Management	Cengage Learning	2010
3.	Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G.Murdick	Service Management and Operations	Pearson Education	2007
4.	Bill Hollins and Sadie Shinkins	Managing Service Operations	Sage	2006
5.	J.Nevan Wright and Peter Race	The management of service operations	Thomson	2004

**Web References:**

- <https://www.civildserviceindia.com/subject/Management/notes/management-of-service-operations.html#:~:text=Services%20operations%20management%20is%20related,constant%20improvement%20of%20the%20services.>
- <https://www.ddegjust.ac.in/studymaterial/mba/mm-411.pdf>
- <http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/1041/1/Managing%20Service%20Operations.pdf>

4. [https://ebooks.lpude.in/management/mba/term\\_3/DMGT522\\_SERVICES\\_MANAGEMENT.pdf](https://ebooks.lpude.in/management/mba/term_3/DMGT522_SERVICES_MANAGEMENT.pdf)
5. <https://www.oliverwyman.com/our-expertise/insights/2013/dec/globalization-of-services-.html#:~:text=Driven%20by%20the%20digital%20revolution,structured%20around%20global%20service%20networks.>

## VI.ELECTIVE COURSES-ENTREPRENEURSHIP

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-E	23BAPE1	ENTREPRENEURSHIP DEVELOPMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

### Preamble

To make students understand the different dimensions of entrepreneurship and to inculcate the spirit of entrepreneurship in students.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Remember the underlying ideology of Intrapreneur, Entrepreneur and Entrepreneurship and translate information about support systems, skill sets, financial and risk covering institutions for the good of the society	K1
CO2	Identify the entrepreneurial process of creating new businesses, role of creativity and innovation in entrepreneurial start-ups, manage family-owned companies and the context of women entrepreneurship in a rural context.	K2
CO3	Systematically apply an entrepreneurial way of thinking to identify and create business opportunities that may be commercialized successfully	K3
CO4	Illustrate entrepreneurial attitude with basic fundamentals of decision making towards establishing enterprises	K4
CO5	Measure the performance indicators of entrepreneurial activities in and around the locality to learn about the nuances	K5
CO6	Run a small enterprise with small capital for a short period and experience the science and art of doing business.	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	0	0
CO3	9	9	9	3	1	1	1
CO4	9	9	9	3	3	3	3
CO5	9	3	3	1	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: The Entrepreneurial Development Perspective (12 Hours)**

Entrepreneur: Meaning, Definition, Characteristics, Classification of Entrepreneurs, factors affecting Entrepreneurial growth- Entrepreneurship: Meaning, Definition, Functions, Factors influencing Entrepreneurship, Types, Role of Entrepreneurship in the economic development- Intrapreneur: Meaning, Definition, Characteristics, Classification, Role of Intrapreneurs, Entrepreneurs Vs Intrapreneurs.

**UNIT II: Entrepreneurship Development and Government (12 Hours)**

EDP: Concept, Need for EDP, Role of EDP, Course Content and Curriculum, Phases, Evaluation of EDPs. Institutional Support to Entrepreneurs: Central and State Level Institutions- Entrepreneurial Motivation: Introduction, Factors, model for Entrepreneurial Motivation, Motivation Theories: Maslow's Need Theory and McClelland's Needs Theory of Motivation.

**UNIT III: Women Entrepreneurship (12 Hours)**

Women Entrepreneurs: Reasons for Low / No Women Entrepreneurs, Role, Problems and Prospects of Entrepreneurship in Informal Sector, Schemes for the Promotion of Women Entrepreneurship in India, Organisations Promoting Women Entrepreneurs in India, Women Entrepreneurs around the World, Future of Women Entrepreneurs.

**UNIT IV: Rural Entrepreneurship (12 Hours)**

Rural Entrepreneurship: Meaning, Need, Problems, Development of Rural Entrepreneurship, NGOs and Rural Entrepreneurship - Tourism Entrepreneurship: Meaning, Perspective, Policy Measures for Tourism in India, Eco-Tourism / Nature Tourism / Rural Tourism, Tourism in Indian Economy - Agri-preneurship: Introduction, Need for developing Agri-preneurship in India, Opportunities for Developing Agri-preneurship, Challenges, Suggestions for Developing Agri-preneurship.



**UNIT V: Case Studies**

**(12 Hours)**

Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Kuratko., Donald F & Hodgetts, Richard M	Entrepreneurship	Thomson	2007
2.	Hisrich, D. Robert, Peters, P. Michael, and Shepherd, A. Dean	Entrepreneurship	McGraw Hill Education	2017
3.	Kuratko, F. Donald, Rao, T. V	Entrepreneurship	Cengage Learning	2015
4.	Holt, H. David	Entrepreneurship	Pearson Education	2016

**Web References:**

1. [https://www.researchgate.net/publication/305328732\\_Entrepreneurship\\_theory\\_process\\_practice](https://www.researchgate.net/publication/305328732_Entrepreneurship_theory_process_practice)
2. [http://www.untag-smd.ac.id/files/Perpustakaan\\_Digital\\_1/ENTREPRENEURSHIP%20The%20rise%20of%20women%20entrepreneurs%20%20people,%20processes,%20and%20global%20trends.pdf](http://www.untag-smd.ac.id/files/Perpustakaan_Digital_1/ENTREPRENEURSHIP%20The%20rise%20of%20women%20entrepreneurs%20%20people,%20processes,%20and%20global%20trends.pdf)
3. [https://ccsuniversity.ac.in/bridge-library/pdf/DHA-MHA-403\\_Unit3.pdf](https://ccsuniversity.ac.in/bridge-library/pdf/DHA-MHA-403_Unit3.pdf)
4. <https://businessjargons.com/rural-entrepreneurship.html>
5. [agritech.tnau.ac.in](http://agritech.tnau.ac.in)

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-E	23BAPE2	PROJECT MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

**Preamble**

Graduates are prepared to serve as project leaders and team members who add value through innovation, customer focus, prudence, and professional responsibility, consistent with the objectives of the projects in which they are involved and the organizations they support.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Remember the concept of project and identify the resources needed for each stage, including involved stakeholders, tools and supplementary materials	K1
CO2	Explain the techniques of project planning and project control to provide internal stakeholders with rudimentary information regarding time needed to successfully complete a project, project costs and projected performance.	K2
CO3	Predict and manage the scope, cost, timing, and quality of the project focused on project success as defined by project stakeholders.	K3
CO4	Recognize, trace and resolve project related crises for optimum utilization of resources	K4
CO5	Estimate, plan and adjust project variables for efficacy of the organisation	K5
CO6	Design contemporary technical solutions for project risk management	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	0	0
CO3	9	9	9	3	1	1	1
CO4	9	9	9	3	3	3	3
CO5	9	3	3	1	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: Basics of Project Management

(12 Hours)

Project: Meaning, Concepts, Categories, Project Lifecycle Phases, Characteristics of a Project-Project Manager: Qualities, Role and responsibilities- Project Management: Meaning, Definition, Functions, Process of Project Management- Challenges of Managing a Project, the relationship between project Management and line management, system approach to project management.

**UNIT II: Project Identification and Selection (12 Hours)**  
Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point - Project Planning: Introduction, Project Planning, Need of Project Planning, Project Planning Process, Work Breakdown Structure (WBS).

**UNIT III: PERT and CPM (12 Hours)**  
Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System - Project Management Information System: Introduction, Project Management Information System (PMIS), Planning of PMIS, Design of PMIS

**UNIT IV: Resource Considerations In Projects (12 Hours)**  
Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts- Project Risk Management: Introduction, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks- Project Quality Management and Value Engineering: Introduction, Quality Concepts, Value Engineering .

**UNIT V: Project Performance Measurement and Evaluation (12 Hours)**  
Introduction, Project Performance Evaluation Techniques, Benefits and Challenges of Performance Measurement and Evaluation - Project Execution and Control: Introduction, Project Control Process, Purpose of Project Execution and Control - Introduction to Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Clements, James P & Gido Jack	Effective project Management	Cengage Learning, NewDelhi	2006
2.	Newton, Richard	The practice and theory of project management creating value through change	Hampshire, Palgrave Pub	2009
3.	Meredith, Jack.R& Mantel Samuel.J,	Project Management: A managerial approach	New Delhi, John Wiley & Sons	2006
4.	Nicholas, John.M & Steynl	Project Management for business, engineering & technology: principles & practice	Hermann	2009

**Web References:**

1. <http://index-of.co.uk/Project%20Management/Effective%20Project%20Management%20Traditional,%20Agile,%20Extreme%20by%20Robert%20K.%20Wysocki%207th%20Edition.pdf>
2. <https://www.entrepreneurindia.co/Document/Download/pdfanddoc-218415-.pdf>
3. <https://www.srividyaengg.ac.in/coursematerial/CSE/104745.pdf>

4. <https://opentextbc.ca/projectmanagement/chapter/chapter-11-resource-planning-project-management/>
5. <http://atimysore.gov.in/wp-content/uploads/chapter-8-project-evaluation.pdf>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-E	23BAPE3	START UP LAUNCH PAD	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

### Preamble

To provide an experiential learning opportunity for students to establish a new venture.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recollect key resources necessary for the successful establishment of a new venture and validate at every stage of modeling the business plan	K1
CO2	Explain the tools and tips for evaluating existing product and service options and learn how the most innovative companies innovate	K2
CO3	Find a structured way to validate an innovative idea with real-life customers in a corporate environment and get it pitch ready	K3
CO4	Practice evidence-based entrepreneurship and learn how to use a business model to brainstorm the value chain to empathize with the customer and understand their needs better	K4
CO5	Design revenue models and resources for establishing a suitable business model	K5
CO6	Debug a real-world problem and design a solution for the market needs to turn an idea into a validated startup and present in front of potential investors	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	1	1	1
CO3	9	9	9	3	0	0	0
CO4	9	9	9	3	3	3	3
CO5	9	3	3	1	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: Customer Development**

**(12 Hours)**

Customer Development: Meaning-Process of customer development-Value proposition-Key metrics for customer development-Revenue streams-Customer processes minimum viable product, Market opportunity analysis

#### **UNIT II: Customer Segments**

**(12 Hours)**

Customer segments: Product market fit, Rank and Day in the life, multiple customer segments-Market types introduction: Existing, Re-segmented, New, Clone-Consequences of not understanding a market

#### **UNIT III: Distribution Channels**

**(12 Hours)**

Overview of channels of distribution-web distribution-physical distribution-Direct channel fit-Indirect channel economies-Original Equipment Manufacturers - Channel economies

#### **UNIT IV: Revenue Models and Resources For Start – Ups**

**(12 Hours)**

Revenue streams and price- Direct and ancillary models- Common start-up mistakes-market types and pricing- Single and multiple side markets-Revenue SECOND companies-market size and market share of companies. Four critical resources: An overview of financial resources, Human resources, qualified employees and culture, Intellectual property

#### **UNIT V: Entrepreneur Interface**

**(12 Hours)**

Real time investigation for starting new venture - Case Studies

### **Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1	Steve blank	Four steps to the Ehipany	K&S Ranch	2013
2	Alexander Osterwalder & Yves Pigner	Business model Generation	Wiley	2011
3	Jessical Livingston	Founders at work	Apress	2008

4	Eic Ries	The Lean Start-up	Pengiu Uk	2011
5	Steve Blank and Bob Dorf	The startup owner's manual: The step by step guide for building a great company	K&S Ranch	2012

**Web references:**

1. [https://www.grantthornton.in/globalassets/1.-member-firms/india/assets/pdfs/grant\\_thornton-startups\\_report.pdf](https://www.grantthornton.in/globalassets/1.-member-firms/india/assets/pdfs/grant_thornton-startups_report.pdf)
2. <https://www.s-ge.com/sites/default/files/publication/free/startup-ecosystem-india-incubators-accelerators-23-01-2019.pdf>
3. <https://www.amazon.in/Launch-Pad-Combinator-Exclusive-Startups/dp/0670923494>
4. <https://www.adb.org/sites/default/files/publication/612516/adbi-wp1145.pdf>
5. [https://www.researchgate.net/publication/329694190\\_Startup\\_Revenue\\_Model\\_Failures](https://www.researchgate.net/publication/329694190_Startup_Revenue_Model_Failures)

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART- IV	Skill Enhancement : II	23SEBAP02	Management in Practice - II	24	1

**Contact hours per week: 2**

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

**Preamble**

To provide an experiential learning opportunity for establishment of a new venture.

CO Number	CO Statement	Knowledge Level
CO1	Recall the managerial skills required for effective managers	K1
CO2	Explain the ideas of presentation, team building, debate and brainstorming	K2
CO3	Demonstrate an ability to work with moral and ethical dilemmas and make decisions using critical thinking	K3
CO4	Analyze different types of communication, managerial, critical thinking and problem solving skills to attain managerial excellence	K4
CO5	Evaluate the techniques of stress management, time management, role play and product marketing	K5
CO6	Summarize the various skills using practical approach and their exposure to the realities of the world	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	1	3	1

CO4	9	3	3	3	1	1	0
CO5	3	3	1	0	1	3	3
CO6	3	1	0	0	9	3	9
<b>Total Contribution of COsto POs</b>	<b>42</b>	<b>34</b>	<b>25</b>	<b>24</b>	<b>18</b>	<b>10</b>	<b>13</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: Collaboration skills (5 Hours)**

Debate – role play – blindfold games

**Unit – II: Critical thinking skills (5 Hours)**

Reader’s theater activity - activity based on town hall circle

**Unit – III: Technical skills (5Hours)**

Budget planning and presentation

**Unit – IV: Networking skills (4 Hours)**

Product marketing – negotiation skills

**Unit – V: Leadership skills (5 Hours)**

Activity based on group creation and strategy mapping

**Web References:**

1. <https://zety.com/blog/collaboration-skills>
2. <https://www.indeed.com/career-advice/career-development/critical-thinking-skills>
3. [https://onlinecourses.nptel.ac.in/noc19\\_mg34/preview](https://onlinecourses.nptel.ac.in/noc19_mg34/preview)

Course Code	Course	Evaluation
23SEBAP02	MANAGEMENT IN PRACTICE - II	100% CIA

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	CREDIT
PART - V	Proficiency Enhancement	23PEBAP01	WOMEN AND LEADERSHIP (Self Study)	-	2

**Contact hours per week: - (Self Study)**

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

**Preamble**

To equip students with concepts and techniques to develop effective leadership qualities and empowerment skills in them.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the role of Indian women, leadership qualities, women empowerment, Government Schemes and financial assistance for women.	K1
CO2	Explain the status of women in society and leadership skills in women to sustain in the competitive world	K2
CO3	Identify the leadership quality in women and the challenges feed by women in India	K3
CO4	Analyze the personality of women and to develop the leadership quality	K4
CO5	Assess the Government Schemes and Financial Assistance provided for women	K5
CO6	Create awareness about gender leadership to make women as a global leader	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	1
CO2	9	9	3	3	1	0	1
CO3	9	9	9	9	3	1	1
CO4	9	3	9	9	3	3	3
CO5	9	3	3	9	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>32</b>	<b>42</b>	<b>20</b>	<b>16</b>	<b>18</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>3.2</b>	<b>5.2</b>	<b>3.9</b>	<b>3.2</b>	<b>4.1</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

Changing role of Indian Women, Social status of Indian women, country ranking of the status of women.

#### UNIT II: Leadership Qualities In Women



Self confidence, Optimistic, attitude, persistence, strong and powerful voice. Authenticity, Passion and purpose, seeking and receiving support, embrace change.

### **UNIT III: Women Empowerment and Work Life Balance**

Women empowerment in India-milestones and challenges role of self help groups, problems of working women, corporate linkages to women empowerment. Reduce gender inequality in employment.

### **UNIT IV: Government Schemes to Support Women**

Schemes - Annapurna Scheme, Bharatiya Mahila Bank Business Loan, Mudra Yojana Scheme, Orient Mahila Vikas Yojana Scheme, Dena Shakti Scheme, Pradhan Mantri Rozgar Yojana, Udyogini Scheme, Cent Kalyani Scheme, Mahila Udyam Nidhi Scheme

### **UNIT V: Ministry For Women and Child Development**

About the ministry – legislations and policy – activities under Azadi Ka Amrit Mahotsav (AKAM).

#### **Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1	Nageshwar Singh/Shweta Singh	Women Empowerment and Globalization	RBSA	2013
2	Bedabratsaikia, Devojit Phukan	Empowerment of Women in India	S.K. Book Agency	2014
3	P.S. Rama Raju	Women Empowerment- Strategies and Interventions	Swastik	2013
4	Dr.M.Jeyaseelan	Women in Society	A.P.H.	2014
5	Laxmi Rani	Women Empowerment and family welfare	New Generation Press	2014

#### **Web References:**

1. <http://oaji.net/articles/2020/1201-1580980442.pdf>
2. [https://academicworks.cuny.edu/cgi/viewcontent.cgi?article=3344&context=gc\\_etds](https://academicworks.cuny.edu/cgi/viewcontent.cgi?article=3344&context=gc_etds)
3. <https://www.indifi.com/blog/9-schemes-for-women-entrepreneurs-in-india/>
4. <https://wcd.nic.in/>
5. <https://wcd.nic.in/akam>

Course Code	Course	Evaluation
23PEBAP01	WOMEN AND LEADERSHIP (SELF-STUDY)	100% ESE

#### **SEMESTER – IV**

### **I.ELECTIVE COURSES - HUMAN RESOURCE MANAGEMENT**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE- H	23BAPH4	LABOUR WELFARE AND INDUSTRIAL RELATIONS	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

### Preamble

This course is designed to familiarize the students with the knowledge of industrial relations and their impact on managing human resources.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO 1	Recognize the importance, critical issues and ethical perspective of Industrial and labour relations	K1
CO 2	Explain the causes of Industrial disputes and to apply the techniques for handling and settling the disputes.	K2
CO 3	Describe various labour legislations, dispute solving machineries and Judicial setup	K3
CO 4	Analyze the Various Welfare Act under different legislation related to employees and the methods of collective bargaining	K4
CO 5	Compare the provision related to the payment of compensation to the employee under different legal provisions.	K5
CO 6	Develop the required skills in handling employee relations and disputes under trade union functions	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: Industrial Relations**

**(12 Hours)**

Industrial relations - Concepts and systems - Infrastructure that guide and direct Industrial relations - IR at National and International levels-Trends in India.

### **UNIT II: Trade Union**

**(12 Hours)**

Trade unionism - Theory, Policy - their influence on HRM - objectives and functions – structure - Types - Indian Trade Union movement - Their strength and weaknesses- The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislations.

### **UNIT III: Industrial Disputes and Grievance**

**(12 Hours)**

Industrial disputes - Causes - Handling and settling disputes - The Industrial Disputes Act 1947 -Employee grievances - Steps in grievance handling - Remedies.

### **UNIT IV: Collective Bargaining**

**(12 Hours)**

Collective bargaining - Concept - Function and importance - Principles and forms - Procedure - Conditions for effective collective bargaining - worker's Participation in management: Role and methods of worker's participation.

### **UNIT V: Welfare and Wages Act**

**(12 Hours)**

Factories Act 1948 - The Workmen's Compensation Act, 1923 - The Employees State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952- Maternity Benefit Act 2016- The Payment of Wages Act,1936 - The Minimum wages Act, 1948

### **Books for References:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	P.C.Tripathi	Personnel Management & Industrial Relation	Sultan Chand and Sons	2014
2	C.B.Mamoria	Dynamics of Industrial Relations	Himalaya Publisher	2016
3	N.G.Nair & Latha Nair	Human Resource Management	Sultan Chand and Sons	2013
4	P.Subbarao	Essentials of Human Resource Management and Industrial Relations	Himalaya Publisher	2014
5	N.D. Kapoor	Mercantile Law	Sultan Chand & Sons	1983

### **Web References:**

1. <https://labour.gov.in/industrial-relations>
2. [https://www.mlsu.ac.in/econtents/1185\\_Industrial%20Relations%20and%20Labour%20Laws.pdf](https://www.mlsu.ac.in/econtents/1185_Industrial%20Relations%20and%20Labour%20Laws.pdf)
3. <https://www.slideshare.net/ganeshamc/unit-1-industrial-relations>
4. [https://www.youtube.com/watch?v=LXlphtyr9\\_k](https://www.youtube.com/watch?v=LXlphtyr9_k)
5. [https://onlinecourses.nptel.ac.in/noc22\\_mg52/preview](https://onlinecourses.nptel.ac.in/noc22_mg52/preview)

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-H	23BAPH5	EMPLOYEE TRAINING & DEVELOPMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

### Preamble

This course is designed to enable students to apply theoretical perspectives in training and development to conduct their job effectively and smoothly.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO 1	Remember the concept of training and development need in different strategies, methods, evaluation and ethics in training	K1
CO 2	Explain the needs and process of training evaluation and its outcomes.	K2
CO 3	Apply modern, traditional training after learning the training methods.	K3
CO 4	Analyse the need for employee development and issues related to that.	K4
CO 5	Compare the training methodologies in this modern business environment and also the training ethics	K5
CO 6	Develop critical thinking skills that help to recognize potential ethical dilemmas.	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
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<b>CO1</b>	9	9	9	9	0	0	0
<b>CO2</b>	9	9	9	9	1	0	0
<b>CO3</b>	9	9	9	3	3	1	3
<b>CO4</b>	9	9	9	3	3	9	1
<b>CO5</b>	9	3	3	1	1	3	3
<b>CO6</b>	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 (12 Hours)**

Introduction to Employee Training and Development- Need- Scope – Designing Effective Training–Needs Assessment –Training Process – Conceptual Models.

#### **UNIT II: Training Methods (12 Hours)**

Training Methods- Traditional, Modern, Choosing a training method-e-learning and use of technology in training: Technology and multimedia-Computer-based training- Mobile technologies –Technologies for training support.

#### **UNIT III: Training Evaluation (12 Hours)**

Training Evaluation- reasons for evaluating training- overview of the evaluation process – Evaluation Practices- Valuation Designs- Outcomes used evaluation of training Programme.

#### **UNIT IV: Employee Development (12 Hours)**

Approaches to employee development- Development planning process- Company strategies for providing development- Training issues resulting from external environment, internal needs of the company.

#### **UNIT V: Ethics In Training and Development (12 Hours)**

Workplace Ethics in Training and development activities –Approaches to Management Development- Management Development implications – Impact of Training and development. Case Studies.

### **Books for References:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
1	Noe. N.R	Employee Training and Development	McGraw Hill	2007
2	Janakiram B	Training and Development	Indian text Edition – Biztantra Publication	2009

3.	Donald L.Kirkpatrick and James D.Krikpatrick	Evaluating Training Programs	Berrett-Koehler Publishers	2006
4.	Pandu G.Naik	Training and Development: Text, Research and Cases	Excel Books	2008
5	P.L.Rao	Training and Development	Excel Books	2008

### Web References:

1. <https://www.startuphrtoolkit.com/employee-training-and-development/>
2. <https://www.getsmarter.com/blog/employee-development/employee-training-and-development-the-benefits-and-why-its-important/>
3. <https://helpjuice.com/blog/employee-training-development>
4. <https://online.maryville.edu/blog/importance-of-training-and-development/>
5. <https://www.youtube.com/watch?v=Q5CsAB0qpsY>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-H	23BAPH6	CAREER MANAGEMENT	60	3

### Contact hours per week: 5

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	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
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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/>

**II.ELECTIVE COURSES-FINANCE**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-F	23BAPF4	INTERNATIONAL FINANCIAL MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

**Preamble**

To sensitize the students to apply critical thinking skills in identifying and evaluating international financial issues and information

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Remember the basic functions of international financial systems to help in policy making	K1



CO2	Explain the operations of foreign exchange risk management	K2
CO3	Identify the processes used in the financing of MNCs	K3
CO4	Analyze the risk involved in overseas investment	K4
CO5	Evaluate the working capital requirement of MNCs	K5
CO6	Design effective solutions for FDI and Working Capital Management related problems.	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	9	9	3	3	3	3
CO5	9	3	3	1	1	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: IFM Environment

(12 Hours)

MNC and Multinational Financial Management – The Foreign Exchange Market: Structure and Operations - The determination of Exchange rates- International monetary system- parity conditions in international finance and BOP.

##### UNIT II: Foreign Exchange Risk Management

(12 Hours)

Currency Risk and Exposure – Types of Currency Risk – Exchange risk management - Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction. Translation Exposure: Methods – Transaction Exposure Vs Translation Exposure –Operating Exposure – measuring and managing Operating Exposure.

##### UNIT III: Financing MNCs

(12 Hours)

International Money Market: Euro Currency Market, Euro credits, Euro notes, Euro Commercial paper, Euro currency creation-International Bond market: Types of instruments .

##### UNIT IV: Foreign Direct Investment

(12 Hours)

Foreign Direct Investment (FDI) – Forms of FDI – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk- FDI in India

**UNIT V: Multinational Working Capital Management**

**(12 Hours)**

Multinational Working Capital Management. Financing foreign trade - Current Asset management and short term financing – managing multinational financial system - Foreign Exchange Management Act.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Eun / Resnick	International Financial Management	Tata Mc Graw hill	2012
2.	Alan C. Shapiro	Multinational Financial Management	Wiley India	2016
3.	Levi .D Maurice	International Finance	Mc Graw Hill	2001
4.	P.K. Jain	International Financial Management	Mc Graw Hill	2010
5.	Apte, P.G.	International Financial Management	Tata McGraw-Hill	2015

**Web References:**

- <https://www.ifm.com/in/en/shared/service/technischer-support/umwelt/environment>
- <https://www.kantox.com/en/glossary/foreign-exchange-risk-management-strategy/#:~:text=A%20foreign%20exchange%20risk%20management,of%20FX%20in%20the%20business>
- <https://www.mbaknol.com/international-finance/short-term-financing-of-multinational-corporations/?amp>
- [https://www.oecd-ilibrary.org/finance-and-investment/foreign-direct-investment-fdi/indicator-group/english\\_9a523b18-en](https://www.oecd-ilibrary.org/finance-and-investment/foreign-direct-investment-fdi/indicator-group/english_9a523b18-en)
- <https://www.caclubindia.com/forum/-multinational-working-capital-management-inter-fin-7-60413.asp>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-F	23BAPF5	RISK AND INSURANCE MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
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SECO ND	IV	25	75	100
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### Preamble

To make the students know the various risk and its management process through insurance and other methods.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Remember the basic principles and concepts of risk management techniques in insurance	K1
CO2	Explain strong conceptual knowledge in the functional areas of insurance	K2
CO3	Demonstrate the relevant functional areas of insurance and its application	K3
CO4	Outline the analytical skills in identification and resolution of problems pertaining to insurance management	K4
CO5	Compare the business uncertainty by understanding the policies of Life, Health, Marine and Automobile insurance	K5
CO6	Create awareness about Life, Health, Marine and Fire insurance policies, procedures and benefits	K6

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

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

CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
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	9	9	3	3	3	3
CO5	9	3	3	1	1	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 Risk

(12 Hours)

Risk – Concept of risk-Risk Vs Uncertainty-Perils, Hazards-Types of Risk. Risk management Information System-Risk Management Process-Guidelines, Responsibilities, Strategies-Selecting and Implementing Risk management techniques.

**UNIT II: Principles of Insurance**

**(12 Hours)**

Insurance-Elements, Kinds of Insurance: Life, Non-Life- Pooling in Insurance – Theories - Laws concerning insurance –Insurance Contracts- Applications used in Insurance Sector

**UNIT III: Life and Health Insurance**

**(12 Hours)**

Life Insurance: Nature, benefits – Life insurance Players-Basic Procedure-Contractual Provisions – Types of policies-IRDA. Health Insurance: Loss of Health- Schemes-health insurance policy provisions - - health care reforms, health and retirement benefits.

**UNIT-IV: Marine and Fire Insurance**

**(12 Hours)**

Marine Insurance: Types-Policies-policy conditions-settlement of claims. Fire Insurance: Proposals-coverage – claims – reinsurance- miscellaneous insurance.

**UNIT V: Automobile and Group Insurance**

**(12 Hours)**

Automobile Insurance: Need-types-motor Insurance-policy - claims. Group Insurance: Need – Importance-Eligibility- Types- Coverage- Claims-Recent trends.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Misra M.N. and Misra S.R	Insurance Principles and Practice	S .Chand and Co.	2012
2.	Gupta P.K.	Insurance and Risk Management	Himalaya Publishing House	2012
3.	Scott E Herrington	Risk Management and Insurance	TataMc Graw Hill	2014
4.	Dorfman Mark S	Introduction to Risk Management and Insurance	Prentice Hill India	2011
5.	Harold D Stephen and W Jean Kwon	Risk Management and Insurance	Black Well Publishing & Co	2012

**Web References:**

- <https://corporatefinanceinstitute.com/resources/knowledge/strategy/risk-management>
- <https://mcminnlaw.com/principles-of-insurance-contracts/>
- <https://www.icicprulife.com/amp/life-insurance/difference-between-life-insurance-and-health-insurance.html>
- <https://www.toppr.com/guides/business-studies/business-services/life-insurance-fire-insurance-and-marine-insurance/>
- <https://www.tataaig.com/knowledge-center/car-insurance/5-types-of-car-insurance-coverage.>

CATEGORY	COURSE TYPE	COURS E CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-F	23BAPF6	INTERNATIONAL FINANCIAL REPORTING STANDARDS	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

### Preamble

To enhance the ability of the students to integrate and solve problems in practical scenarios on Indian Accounting Standards for deciding the appropriate accounting treatment.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the basic concepts of the financial statements for understanding of stakeholders	K1
CO2	Explain the necessary requirements specified in Indian Accounting Standards while preparing and presenting the financial statements.	K2
CO3	Interpret and apply the ongoing developments for financial reporting	K3
CO4	Analyze the impact of GAAP,GASAB and its application for reporting and compliance	K4
CO5	Evaluate the financial statements for strategic decision-making	K5
CO6	Construct the reports of a company based on its Financial statements and other reporting standards.	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	9	9	3	3	3	3
CO5	9	3	3	1	1	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>							

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

### COURSE CONTENT:

**UNIT-I: GAAP and Accounting Standards**

**(12 Hours)**

Accounting Standards - Overview - International Financial Reporting Standards - Overview of Indian Accounting System - Generally Accepted Accounting Principles in India.

**UNIT-II: Accounting of Business Combinations & Restructuring (12 Hours)**

Merger – Types, methods of accounting, treatment of Goodwill arising on merger, Purchase consideration and settlement - Accounting for investment in subsidiaries - Accounting for Mergers / Acquisitions (including chain holdings, cross holdings, multiple holdings) - Corporate Financial restructuring, Reconstruction Schemes.

**UNIT-III: Consolidated Financial Statements (12 Hours)**

Concept of a group, Purposes of consolidated financial statements, Consolidation procedures, Treatment of Pre-acquisition profit and Post acquisition profit- Consolidation with foreign subsidiary- Consolidated Income Statement, balance Sheet and Cash Flow Statements for Group of companies.

**UNIT-IV : Developments In Financial Reporting and Other Item of Reporting (12 Hours)**

Sustainability Reporting - Triple Bottom Line Reporting - Corporate Social Responsibility Reporting (CSR Reporting)- Integrated Reporting (IR)- Business Responsibility Reporting- Recognition & Valuation Financial Instruments (Ind AS).

**UNIT-V : Government Accounting In India (12 Hours)**

General Principles and comparison with commercial accounting- Role of Auditor- Role of Public Accounts Committee, Review of Accounts - Government Accounting Standards issued by Government Accounting Standards Advisory Board (GASAB) - Government Accounting and Reporting.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1	Jagdish R.Raiyani & Gaurav Lodha	International Financial Reporting Standards and Indian Accounting Practices	New Century	2012
2	CA Kamal Garg	Practical Guide to Ind AS & IFRS	Bharat Law House Pvt Ltd	2019
3	Dr.D.S.Rawat	Students' Guide to Ind ASs (Converged IFRSs)	Taxmann	2019
4	Dr.D.S.Rawat	Students' Guide to Financial Reporting with Applicable Ind ASs	Taxmann	2019
5	S.David Young and Jacob Cohen	Corporate Financial Reporting and Analysis	Wiley	2013

**Web References:**

1. <https://www.cfainstitute.org/en/advocacy/issues/gAAP#sort=%40pubbrowsedate%20descending>

2. <https://www.accaglobal.com/hk/en/student/exam-support-resources/professional-exams-study-resources/strategic-business-reporting/technical-articles/business-combinations.html>
3. <https://www.accountingtools.com/articles/what-are-consolidated-financial-statements.html>
4. <https://www.datapine.com/blog/financial-reporting-and-analysis/>
5. <https://dea.gov.in/budgetdivision/indian-government-accounting-standards>

### III.ELECTIVE COURSES – MARKETING

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-M	23BAPM4	RETAIL MARKETING	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

#### Preamble

The course is designed to inculcate the retail ability skills among the students

#### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Remember the concept, evolution, functions and economic importance of retailing and the rise of retail power.	K1
CO2	Explain the complexity of retail channels used as alternative routes to market, and evaluate the merits of alternative strategies for different types of retail business.	K2
CO3	Describe the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry.	K3
CO4	Analyse the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer.	K4
CO5	Compare and evaluate the concepts of e-tailing in current scenario	K5
CO6	Formulate the guidelines used to analyze and solve retailers' problems and make decisions in retail 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	0	0	0

CO2	9	9	9	9	1	0	0
CO3	9	9	9	3	1	1	1
CO4	9	9	9	3	3	3	3
CO5	9	3	3	1	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 Retailing (12 Hours)

Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

### UNIT II: Retail Marketing Environment (12 Hours)

Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues, Segmentation in Retail, Targeted Marketing Efforts, Positioning Decisions, Limitations of Market Segmentation.

### UNIT III: Retail Merchandising (12 Hours)

Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process.

### UNIT IV: Private Branding In Retail (12 Hours)

Introduction, Difference between a Store/Private Brand and a National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario, Advantages of Private Label, Disadvantages of Private Label

### UNIT V: Electronic Retailing (12 Hours)

Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing.

## Reference Books:

S.No.	Authors	Title	Publisher	Year of Publication
1.	Jesko perrey, Sir Hubert Douglas Henderson	Retail marketing and Branding	John Wiley and sons	2013
2.	Gilbert	Retail marketing management	Pearson Education, ltd.	2006
3.	Peter Mc Goldrick	Retail marketing	Mc Graw Hill	2002



4.	Peter Mc Goldrick, Helon Goworek	Retail marketing management: Principles and Practices	Pearson Education, ltd.	2015
5.	Malcolm Sullivan, Dennis Adcock	Retail marketing	Thomson	2002

#### Web References:

1. <https://endearhq.com/blog/retail-marketing>
2. <https://www.open.edu/openlearn/money-business/business-strategy-studies/retail-marketing/content-section-0>
3. [https://onlinecourses.swayam2.ac.in/imb19\\_mg02/preview](https://onlinecourses.swayam2.ac.in/imb19_mg02/preview)
4. <https://www.classcentral.com/course/swayam-retail-management-14274>
5. <https://www.youtube.com/watch?v=5iRDd-f1nmg>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-M	23BAPM5	SOCIAL MARKETING	60	3

#### Contact hours per week: 5

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

#### Preamble

To make the students know the various aspects of Competitiveness in Social Marketing by ethical values and social media in Marketing.

#### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the evolution of social media marketing and identify related ethical issues to communicate its impact on businesses	K1
CO2	Explain the process and planning in social marketing	K2
CO3	Identify the major social media marketing portals that can be used to promote a company, brand, product, Service or person.	K3
CO4	Analyze the recent social market condition and apply the ethical codes to conduct fair business practices	K4
CO5	Assess the role of branding, social advertising and other communications in achieving behavioural change.	K5
CO6	Construct new strategies to sustain in the recent competitive market	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
<b>CO1</b>	9	9	9	9	0	0	0
<b>CO2</b>	9	9	9	9	1	0	1
<b>CO3</b>	9	9	9	3	3	1	0
<b>CO4</b>	9	9	9	3	1	3	3
<b>CO5</b>	9	3	3	1	3	9	3
<b>CO6</b>	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>							

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 Marketing**

**(12 Hours)**

Social marketing - Definition - Scope and concept - Evolution- Need - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.

**UNITII: Social Marketing Process and Planning**

**(12 Hours)**

Introduction - Environment Monitoring - Social Class and self-efficacy - social capital – Social ecology - Advocacy - A global phenomenon - Social marketing Process - Stages – Ethical considerations. Planning - Formative Research, analysis in Social marketing.

**UNIT III: Social Marketing Mix**

**(12 Hours)**

Social marketing mix - policy - product - place - price - promotion - people - partnership. Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing – Role of media in social marketing campaigns - planning and developing Social media campaigning.

**UNIT IV: Ethical Issues**

**(12 Hours)**

Ethical principles - Codes of behaviour - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing.

**UNIT V: Trends In Social Marketing**

**(12 Hours)**

Future of Social marketing - setting priorities in social marketing - Repositioning strategies - Future of Public sector – NGO – Private sector social marketing - Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Rob Donovan & Nadine Henley	Principles and Practice of Social Marketing-An international perspective	Cambridge University Press	2011
2.	Kotler, P., Roberto, N., & Lee, N.	Social Marketing – Influencing Behaviors for Good.	Thousand Oaks, CA: Sage Publications	2016
3.	French J, Blair-Stevens C. McVey D & Merritt. R	Social Marketing and Public Health.	Oxford, UK: University Press 2010	2010
4.	Hastings. G	Social Marketing: Why should the Devil Have All the Best Tunes	Oxford University Press	2007
5.	Alan R. andreasen	Social marketing in the 21st Century	Sage Publication	2012

#### Web References:

- [https://www.youtube.com/watch?v=q5ASe\\_sxRYI](https://www.youtube.com/watch?v=q5ASe_sxRYI)
- <https://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/2167-social-marketing.html>
- <https://www.enotesmba.com/2013/02/social-marketing-concept.html>
- [https://www.stdhivtraining.org/YSMT\\_socmarketing.html](https://www.stdhivtraining.org/YSMT_socmarketing.html)
- <https://ctb.ku.edu/en/sustain/social-marketing/overview/main>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-M	23BAPM6	SERVICES MARKETING	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

#### Preamble

To develop an understanding of services marketing and its growing importance in the competitive environment

#### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Memorize the characteristics of services and challenges in services marketing	K1

CO2	Describe the roles of relationship marketing and customer service in adding value to the customer's perception of a service	K2
CO3	Identify the major elements needed to improve the marketing of services	K3
CO4	Analyse the nature and development of a services marketing strategy	K4
CO5	Critically appraise the way in which this theory can be practically applied in the service sector.	K5
CO6	Formulate service marketing principles which can be used as a conceptual framework to help managers identify and solve marketing problems	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	1	1	1
CO4	9	9	9	3	3	3	3
CO5	9	3	3	1	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 Services Marketing (12 Hours)**

Services Marketing - meaning - nature of services - Types and importance - Growth of service sector-Unique characteristics of services -challenges and issues in services marketing.

##### **UNIT II: Service Marketing Opportunities (12 Hours)**

Assessing service market potential - Classification of services – Expanded marketing mix – Environment and trends – Service market segmentation, targeting, positioning, quality of service industries - customer support service.

##### **UNIT III: Service Design and Development (12 Hours)**

Service Life Cycle – New service development – Service Blue Prints – GAPs model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

##### **UNIT-IV: Service Delivery, Pricing and Promotion (12 Hours)**

Positioning of services – Designing service delivery System, Service Channel – Pricing of Services, methods – Service marketing triangle - Integrated Service marketing communication.

**UNIT V: Service Strategies**

**(12 Hours)**

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services- Leisure services-Service Sector Cases.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Christropher H.Lovelock and Jochen Wirtz,	Services Marketing	Pearson Education	2010
2.	Hoffman	Marketing of Services	South Western Educational publishing	2011
3.	Zeithaml, Bitner, Pandit. Gremler,	Services Marketing	Tata McGraw Hill	2010
4.	Jha.S.M	Services Marketing,	Himalaya Publishing House 2	2011
5.	Kenneth E Clow, et al	Services Marketing Operation Management and Strategy	Biztantra	2010

**Web References:**

1. [https://gurukpo.com/Content/BBA/Service\\_Marketing.pdf](https://gurukpo.com/Content/BBA/Service_Marketing.pdf)
2. [https://ebooks.lpude.in/management/mba/term\\_4/DMGT510\\_SERVICES\\_MARKETING.pdf](https://ebooks.lpude.in/management/mba/term_4/DMGT510_SERVICES_MARKETING.pdf)
3. <https://www.studeersnel.nl/nl/document/vrije-universiteit-amsterdam/services-marketing-management/lecture-notes-services-marketing-management-lecture-1-7/114417>
4. <https://www.slideshare.net/JaiSam2/service-marketing-notes>
5. <https://www.youtube.com/watch?v=MnsVEKEqVoM>

**IV.ELECTIVE COURSES –ANALYTICS**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-A	23BAPA4	MARKETING ANALYTICS	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
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SECOND	IV	25	75	100
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### Preamble

The course helps students to explore customer data analysis techniques and theoretical foundations and acquire analytic skills that can be applied to real world marketing problems.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the basics of marketing analytics and its process	K1
CO2	Explain the characteristics of marketing, measures of price sensitivity, customer analytics initiative and forecasting models	K2
CO3	Apply segmentation, pricing, customer, retailing, advertising and sales forecasting analytics to gain customer insights	K3
CO4	Analyze the process of marketing, pricing and online advertising with the help of regression models to solve real-time challenges in marketing	K4
CO5	Evaluate the concepts of marketing analytics to pinpoint the features that are in great demand	K5
CO6	Generate marketing analytics ideas and sales strategies in an effective way	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	3	0
CO2	9	9	9	9	3	3	0
CO3	9	9	9	3	1	3	3
CO4	9	9	3	1	1	3	1
CO5	9	3	9	3	0	1	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 -1: Introduction to Marketing Analytics

(12 Hours)

**Marketing Analytics:** Meaning - characteristics - landscape – impact – process - advantages and disadvantages of marketing analytics - becoming data driven – the marketing analytics frontier

**.UNIT-2: Segmentation and Pricing Analytics (12 Hours)**

**Segmentation Analytics:** Cluster Analysis to segment a market – collaborative filtering – decision trees. **Pricing Analytics:** The Pricing Analytics Process - The Price - Response Function - Measures of Price Sensitivity - Customer Segmentation and Price Optimization - Types of Data Used to Make Pricing Decisions - Dynamic Pricing and Markdown Optimization.

**UNIT-3: Customer Analytics (12 Hours)**

Customer analytics - Meaning, Planning a Customer Analytics Initiative, Using customer analytics, Benefits - Getting More Personal with Customer Data - Determining Customer Lifetime Value - Measuring, Estimating customer activeness, benefits for a business.

**Unit-4: Retailing & Advertising Analytics (12 Hours)**

Market Basket analysis: Computing two way and three way lifts - Allocating Retail Space and Sales Resources: Identifying the sales to marketing effort relationship & its modeling - Optimizing Allocation of sales effort. Advertising Analysis: Measuring the Effectiveness of Advertising - Optimizing advertising - Pay per Click (PPC) Online Advertising – Profitability model for PPC.

**Unit-5: Sales Forecasting Analytics (12 Hours)**

Regression model to forecast sales - Modeling trend and seasonality. Ratio to moving average forecasting method - Using S curves to Forecast Sales of a New Product. Conjoint analysis: Conjoint analysis as a decompositional preference model - Steps, uses.

**Reference Books:**

S.No.	Authors	Title	Publishers	Year of Publication
1	Wayne L. Winston	Marketing Analytics: Data-Driven Techniques with Microsoft Excel	Wiley	2014
2	Jerry Rackley	Marketing Analytics Roadmap: Methods, Metrics, and Tools	Apress 1st edition	2015
3	Damaraju Raghavarao, James B. Wiley, Pallavi Chitturi	Choice-Based Conjoint Analysis: Models and Designs	Chapman and Hall/CRC	2010
4	Emmett Cox	Retail Analytics: The Secret Weapon	Wiley Publishers	2012
5	Mike Grigsby	Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques (Marketing Science)	Kogan Page 1st edition	2016

**Web References:**

1. [https://onlinecourses.nptel.ac.in/noc20\\_mg30/preview](https://onlinecourses.nptel.ac.in/noc20_mg30/preview)

2. [https://www.google.com/url?sa=t&source=web&rct=j&url=https://www.sas.com/storefront/aux/en/spra/64479\\_excerpt.pdf&ved=2ahUKEwi\\_1sn5trfyAhW0wjgGHcjTCcoQFnoECCEQAQ&usg=AOvVaw1m2GQKI6jVJ1ZW9exmXX2X](https://www.google.com/url?sa=t&source=web&rct=j&url=https://www.sas.com/storefront/aux/en/spra/64479_excerpt.pdf&ved=2ahUKEwi_1sn5trfyAhW0wjgGHcjTCcoQFnoECCEQAQ&usg=AOvVaw1m2GQKI6jVJ1ZW9exmXX2X)
3. <https://blog.hubspot.com/sales/regression-analysis-to-forecast-sales>
4. <http://ucanalytics.com/blogs/marketing-analytics-retail-case-study-part-1/>
5. <https://www.coursera.org/specializations/healthcare-information-literacy-data-analytics>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-A	23BAPA5	HEALTHCARE ANALYTICS	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

### Preamble

This course helps to understand the healthcare industry and the role of data analytics in supporting the transition from fee-for-service to value-based care.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO 1	Recall the concepts of the healthcare industry and to know about the trends in health care.	K1
CO 2	Summarize the opportunities for health informatics interventions and provide health informatics solution for decision support.	K2
CO3	Apply critical thinking and technical skills to the use of data to inform business and policy decisions	K3
CO4	Analyze health care trends, health IT standards, data collection and data visualization process to find out the best practices in health care.	K4
CO5	Evaluate the health care quality, EMR/EHR modules, and data from visualization example and prepare a simple data visualization chart	K5
CO6	Design plans to offer best value-based healthcare services in an effective way.	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	3	0



<b>CO2</b>	9	9	9	9	1	3	3
<b>CO3</b>	9	9	9	3	3	3	0
<b>CO4</b>	9	3	9	3	1	1	1
<b>CO5</b>	3	9	3	1	0	3	3
<b>CO6</b>	9	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</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 Health Care (12 Hours)**

Health Care: Introduction- Components-Stakeholders - Care Settings-Financing-Public health-Challenges and Opportunities: The triple aim-Quality and COs-Patient experience/access-Health Care Trends: Demographics/Population Health-consumerism/Personalized medicine-Emerging trends in health care.

#### **UNIT II: Health Informatics (12 Hours)**

Introduction to Health Informatics: Overview of Health IT- Support of health informatics to triple aim -Health IT systems and components - EMR/EHR modules and ancillary data systems-EHR adoption-EHR regulations - Health IT standards-HIPAA security-Public health IT and Consumer engagement.

#### **UNIT III: Data Analytics (12 Hours)**

Data Analytics: terms and concepts -Need - virtuous cycle in analytics-Data terminology - Getting data ready for analysis-considerations before analyzing- Making data usable to others-Finalizing data for analysis-Communicating data.

#### **UNIT IV: Data Integration and Processing (12 Hours)**

Integrating data across data Sets- Data Governance, Privacy and Security-Data Governance within the organization-Patient Identification-Regulatory considerations- Machine learning in health care-natural language processing in health care.

#### **UNIT V: Data Visualizations (12 Hours)**

Meaning- Value of Visualization-Types: Exploratory vs. Explanatory Visualization-Quantitative vs. Qualitative Visualization- Tools for analysis and visualization-Gartner software benchmarking-Current tools-Case studies.

### **Reference Books:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publishers</b>	<b>Year of Publication</b>
1.	Christo el.Morr Hossam Ali Hassan	Analytics in Healthcare: A Practical Introduction	Springer	2019

2.	Marius Fieschi	Health Data Processing-Systemic approaches	ISTE Press Limited	2018
3.	Chandan.K.Reddy Charu.C.Aggarwal	Healthcare Data Analytics	CRC Press	2015
4.	Gordon.D.Brown	Health Informatics- A systems Perspective	Health Administration press	2012

### Web References:

1. <https://www.coursera.org/specializations/healthcare-information-literacy-data-analytics>
2. [https://www.google.com/url?sa=t&source=web&rct=j&url=http://www.charuaggarwal.net/HDA-TOC.pdf&ved=2ahUKEwiXy\\_DD17fyAhXRjOYKHbBTBUAQFnoECCsQAQ&usg=AOvVaw1KO9Mj0i8RH7HtRV6lhLi0](https://www.google.com/url?sa=t&source=web&rct=j&url=http://www.charuaggarwal.net/HDA-TOC.pdf&ved=2ahUKEwiXy_DD17fyAhXRjOYKHbBTBUAQFnoECCsQAQ&usg=AOvVaw1KO9Mj0i8RH7HtRV6lhLi0)
3. <https://www.coursera.org/lecture/hi-five-clinical/introduction-to-healthcare-data-analytics-overview-NAv03>
4. <https://www.slideshare.net/AllAnalytics/data-visualization-techniques>
5. <https://youtu.be/TjNAZAFMF6k>
6. <https://www.scribd.com/book/428149531/Health-Informatics-A-Systems-Perspective-SECOND-Edition>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-A	23BAPA6	BUSINESS ANALYTICS	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

### Preamble

Business Analytics introduces quantitative methods used to analyze data and make better management decisions. This course is not based on rote memorization of equations or facts, but focuses on honing student understanding of key concepts, managerial judgment and ability to apply course concepts to real business problems.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	recall the role of Business Analyst and Data Science in business	K1
CO2	Summarize the complex business problems in terms of analytical models	K2
CO3	Apply appropriate analytical methods to find solutions to business problems that achieve stated objectives	K3

CO4	Analyze, synthesize and solve complex unstructured business problems using data science, data mining, OLAP and Machine learning	K4
CO5	Evaluate the applications of business analytics in data management, data mining, machine learning and in R Programming	K5
CO6	Design reliable models for better decision making in the future of business	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	1	0	0
CO3	9	9	9	1	3	1	1
CO4	9	9	3	1	3	3	3
CO5	9	3	9	3	0	9	3
CO6	3	3	3	3	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 1: Introduction to Business Analytics

(12 Hours)

Meaning of Business Analytics, Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility.

##### Unit 2: Data management and Data Science

(12 Hours)

Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

##### Unit 3: Data Mining and OLAP

(12 Hours)

Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

**Unit 4: Machine Learning**

**(12 Hours)**

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

**Unit 5: Programming Using R**

**(12 Hours)**

R Environment, R package, Reading and Writing data in R, basic R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

**Reference Books:**

S.No.	Authors	Title	Publishers	Year of Publication
1	Norman Matloff	The Art of R Programming: A Tour of Statistical Software Design.	No Starch Press	2011
2	R.N.Prasad and Seema Acharya	Fundamentals of Business Analytics	Wiley	2016
3	Pang-Ning Tan, Michael Steinbach, Vipin Kumar	Introduction to Data Mining	Pearson Education India	2016
4	Anil Maheshwari	Data Analytics	McGraw Hill	2017
5	Ger Koole	An Introduction to Business Analytics	Lulu.com	2019

**Web References:**

- [https://onlinecourses.nptel.ac.in/noc20\\_mg11/preview](https://onlinecourses.nptel.ac.in/noc20_mg11/preview)
- <https://nptel.ac.in/courses/110/105/110105089/>
- [https://www.google.com/url?sa=t&source=web&rct=j&url=https://www.cgma.org/Resources/DownloadableDocuments/business-analytics-briefing.pdf&ved=2ahUKEwiX0rnE4bfyAhVCyZgGHQZeAQ4QFnoECA8QAQ&usq=AOvVaw2sJxE1bobaW-vp0oa0\\_Qe1&cshid=1629193411189](https://www.google.com/url?sa=t&source=web&rct=j&url=https://www.cgma.org/Resources/DownloadableDocuments/business-analytics-briefing.pdf&ved=2ahUKEwiX0rnE4bfyAhVCyZgGHQZeAQ4QFnoECA8QAQ&usq=AOvVaw2sJxE1bobaW-vp0oa0_Qe1&cshid=1629193411189)
- <https://www.coursera.org/learn/business-analytics-decision-making>
- [https://youtu.be/\\_V8eKsto3Ug](https://youtu.be/_V8eKsto3Ug)

**V. ELECTIVE COURSES - PRODUCTION**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-P	23BAPP4	LEAN MANUFACTURING AND SIX SIGMA	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

### Preamble

It will help to learn about increasing productivity without affecting quality and the method of minimizing wastage through lean and six sigma.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO 1	Recognize the organizational factors that are necessary groundwork for a successful Six Sigma effort.	K1
CO 2	Infer the role of lean manufacturing and six sigma concepts for process improvements	K2
CO3	Apply the lean manufacturing and six sigma concept in service sectors and create models for industrial usage	K3
CO4	Analyse the principles of lean and six sigma methods to derive managerial implications for any business	K4
CO5	Employ Six Sigma skills to lead a successful process improvement project and deliver meaningful results to the organization.	K5
CO6	Correlate their learning and evaluate the capability of a process or an organization to achieve strategic vision and mission.	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	1	0
CO3	9	9	9	1	1	0	3
CO4	9	9	9	3	3	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 Lean Manufacturing (12 Hours)**  
Lean Manufacturing - Definition- Concepts - Basic elements of Lean manufacturing - Principles of Lean Manufacturing- Emergence of Lean Manufacturing.

**UNIT II: Lean Tools (12 Hours)**  
Lean Manufacturing through waste elimination- 7 Wastes- Characteristics of JIT- Pull Production – Concept of Cellular layout – Visual Management – One piece Flow. Lean Manufacturing through TPM- Principles of TPM- 8 Pillars – 6 major losses.

**UNIT III: Six Sigma (12 Hours)**  
Definition of quality –six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes –six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing

**UNIT IV: Six Sigma Tools and Techniques (12 Hours)**  
Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)

**UNIT V: Lean Application (12 Hours)**  
Project management and team – challenges – structure the deployment of Six Sigma – cultural challenges – Lean in service sector- Lean concept for Banks and Hospitals.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Michael L.George, David Rowlands	What is Lean Six Sigma	McGraw – Hill	2003
2.	Thomas Pyzdek	The Six Sigma Handbook	McGraw – Hill	2000
3.	Fred Soleimannejed	Six Sigma, Basic Steps and Implementation	Author House	2004
4.	Forrest W.Breyfogle, III, James M. Cupello, Becki Meadows	Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom Line Success,	John Wiley & Sons	2000
5.	James P. Womack, Daniel T.Jones	Lean Thinking	Free Press Business	2003

**Web References:**

- [https://www.communitycareks.org/wp-content/uploads/2018/09/LEAN\\_Six-Sigma\\_KAMU.pdf](https://www.communitycareks.org/wp-content/uploads/2018/09/LEAN_Six-Sigma_KAMU.pdf)
- [https://www.researchgate.net/publication/340529191\\_Six\\_sigma\\_versus\\_lean\\_manufacturing\\_-\\_An\\_overview](https://www.researchgate.net/publication/340529191_Six_sigma_versus_lean_manufacturing_-_An_overview)

3. <https://www.youtube.com/watch?v=exBfGH5Qfw0>
4. [https://onlinecourses.nptel.ac.in/noc20\\_mg19/preview](https://onlinecourses.nptel.ac.in/noc20_mg19/preview)
5. <https://tallyfy.com/lean-vs-six-sigma/>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-P	23BAPP5	TOTAL QUALITY MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

### Preamble

It will help the students to learn about best TQM Practices with HR perspectives.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO 1	Enumerate the basic principles of quality management plans/procedures to be implemented to achieve the desired quality status by knowing about the various principles	K1
CO 2	Extrapolate the procedures in measuring the quality of the organization/process and will also enable her to identify the parameters that are improving/depriving the quality	K2
CO3	Plot the causes and sub causes of the effects/problems and to select and use appropriate tools and techniques for controlling, improving and measuring quality	K3
CO4	Critically appraise the organisational, communication and teamwork requirements for effective quality management	K4
CO5	Enlist the customer requirements and technical/ design requirements and draw and justify the house of quality function deployment for the same	K5
CO6	Design and maintain processes and documentation properly so that the quality maintained by her organization gets recognized	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	1	0
CO3	9	9	9	3	1	0	1
CO4	9	9	9	3	3	3	3
CO5	9	3	3	1	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 Quality Management (12 Hours)

Introduction to Quality–Definitions – Importance- Dimensions TQM - Basic Concepts, Principles, TQM Wheel- Scope of TQM- Benefits of TQM- Elements of TQM.

#### UNIT II: Principles and Philosophy (12 Hours)

Deming Philosophy, Deming 14 points for management- Concept of Quality circles- Characteristics- Impact, Gain and potential benefits- Japanese 5 S.

#### UNIT III: Tools and Techniques (12 Hours)

Business Process Reengineering- Definition- Principles – Process. BPR in service Industry - Tool for design Process- Tools for Process Improvement- Tools for Implementation.

#### UNIT IV: Statistical Process Control & Maintenance (12 Hours)

Control Charts - Process Capability – Reliability and Maintenance- Total Productive Maintenance – Total Preventive Maintenance- Tero Technology- Simple Problems.

#### UNIT V: Quality Management Certifications (12 Hours)

Need for ISO 9000 - ISO 9001-2008 Quality System - Elements, Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits.

**Distribution of Marks:** Theory 90% and Problems 10%

#### Reference Books:

S.No.	Authors	Title	Publisher	Year of Publication
1.	Dale H.Besterfield et al	Total Quality Management	Pearson Education	2004



2.	ShridharaBhat K	Total Quality Management – Text and Cases	Himalaya Publishing House	2002
3.	D.R.Kiran	Total Quality Management	PHI Publishers	2016
4.	B.Janaki Raman, R.K.Gopal	Total Quality Management:Text &Cases	PHI Publishers	2006

#### Web References:

1. <http://www.velhightech.com/Documents/GE-6757-TOTAL-QUALITY-MANAGEMENT-IV-YEAR-VII-SEM-NOTES.pdf><https://asq.org/quality-resources/total-quality-management/deming-points>
2. <https://scholarworks.wmich.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=2900&context=dissertations>
3. [http://bmepeedia.weebly.com/uploads/2/6/6/8/26683759/unit\\_4\\_quality\\_control.pdf](http://bmepeedia.weebly.com/uploads/2/6/6/8/26683759/unit_4_quality_control.pdf)
4. <http://www.digimat.in/nptel/courses/video/110104080/L34.html>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective - P	23BAPP6	MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS	60	3

#### Contact hours per week: 5

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

#### Preamble

To give an idea about intellectual property rights and its valuation to enhance firm value.

#### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recall the fundamental aspects of Intellectual property, Patent, Trade Marks, Industrial Design, Copyright and Geographical Indication	K1

CO2	Explain the procedure of filing IPR in India and abroad	K2
CO3	Demonstrate the different forms for filing IPRs	K3
CO4	Analyse India`s New National IP Policy, 2016 and Govt. of India step towards promoting IPR	K4
CO5	Compare the registry process of IPR in India and other boards abroad.	K5
CO6	Develop novel ideas, designs and Industrial Marks	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	9	3	3	3	3	3
CO5	3	1	3	0	1	9	3
CO6	3	3	3	0	9	9	9
<b>Total Contribution of COs to POs</b>	<b>43</b>	<b>40</b>	<b>36</b>	<b>24</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 Intellectual Property Rights

(12 Hours)

Introduction, Objectives, Nature & Kinds of Intellectual Property Rights- Emerging Issues of IPR- History of IPR – Administration & Legislations on IPR in India- Major International Instruments concerning Intellectual Property Rights: Paris Convention, 1883, the Berne Convention, 1886, the Universal Copyright Convention, 1952, the WIPO Convention, 1967, the Patent Co-operation Treaty, 1970, the TRIPS Agreement, 1994.

#### Unit-II: Patents

(12 Hours)

Patents - Elements of Patentability: Novelty , Non Obviousness (Inventive Steps), Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and license , Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties – Patent office and Appellate Board in India.

#### Unit-III: Copyright

(12 Hours)

Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings - Registration Procedure, Term of protection, Ownership of copyright, Assignment and license of copyright - Infringement, Remedies & Penalties – Related Rights - Copyright registry and appellate board in India.

#### Unit-IV: Trademarks

(12 Hours)

Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, certification marks and service marks) – Non-registerable Trademarks - Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies & Penalties - Trademarks registry and appellate board in India.

**Unit V: Other Forms of IP & Current Scenario In IPR (12 Hours)**

**Design:** Meaning and concept of novel and original - Procedure for registration, effect of registration and term of protection. **Geographical Indication (GI):** Meaning, and difference between GI and trademarks - Procedure for registration, effect of registration and term of protection. **Current Scenario:** India's New National IP Policy, 2016 – Govt. of India step towards promoting IPR- Case studies.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Nithyananda K V.	Intellectual Property Rights: Protection and Management.	Cengage Learning India Private Limited	2019
2.	Ahuja, V K	Law relating to Intellectual Property Rights. India	Lexis Nexis	2017
3.	Neeraj, P., & Khusdeep, D	Intellectual Property Rights. India	PHI learning Private Limited	2014

**Web References:**

1. <https://www.youtube.com/watch?v=WvduZOWoft0>
2. <http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf>
3. [https://www.wipo.int/edocs/pubdocs/en/intproperty/489/wipo\\_pub\\_489.pdf](https://www.wipo.int/edocs/pubdocs/en/intproperty/489/wipo_pub_489.pdf)
4. <http://nopr.niscair.res.in/handle/123456789/45>
5. <https://nptel.ac.in/courses/110/105/110105139/>

**VI.ELECTIVE COURSES -ENTREPRENEURSHIP**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: Elective-E	23BAPE4	INNOVATION MANAGEMENT	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

### Preamble

To acquaint the concepts of innovation networks, idea brokering and open innovation that enables the students to develop innovation processes and structures which aids them to face challenges in large and small firms.

### Course Outcomes

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

CO Number	CO Statement	Knowledge Level
CO1	Recollect the need for innovation in business and develop the model of innovation for entrepreneurs	K1
CO2	Enroot critical and analytical reasoning about firms innovation management	K2
CO3	Assimilate the strategies most effective for exploiting innovations	K3
CO4	Apply the concepts of innovation directly to real world situations	K4
CO5	Recommend and administer strategic approaches to build innovative winning business models	K5
CO6	Debug and resolve a variety of issues relating to poor innovative performances in large firms as well as in small/medium entrepreneurial firms	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	1	1
CO3	9	9	9	3	1	0	0
CO4	9	9	9	1	3	3	3
CO5	9	3	3	3	3	9	3
CO6	3	3	3	1	9	9	9
<b>Total Contribution of COs to POs</b>	48	42	42	26	17	22	16
<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: RECONNOITRE INNOVATIONS

(12 Hours)

Innovation: Definition- Need for innovation-Innovation as a core business process-Steps in innovation process-Building the innovation organisation-Developing an innovation strategy-Sources of innovation-New models of innovation for entrepreneurs-Life span of an innovation: breakthrough, disruptive, game changer and incremental innovations

**UNIT II: BRINGING INNOVATIONS TO FRUITION (12 Hours)**

Drucker's seven sources of innovation opportunity-Role of innovation at market place - Innovation in the value chain-Recognizing a winning innovation idea-Three framed view of innovation process-Creative roles in innovation.

**UNIT II: ADMINISTERING INNOVATIONS (12 Hours)**

Strategic alliances with various organisations-Open innovation-Blue ocean strategy - Benchmarking-Lead user research-Elements of an innovation portfolio-Frugal innovation - Innovation for the bottom of the pyramid

**UNIT IV: RENEWING INNOVATIONS (12 Hours)**

Developing products and services to fit the market-Key metrics to develop winning business models - Organizing innovation-Management of Research and Development

**UNIT V: CASE STUDIES (12 Hours)**

Case Discussion and Presentation: How to make innovations business relevant-Current trends and challenges relevant to innovation-Obstacles faced by entrepreneurs to implement innovation in their business

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1	Tim Jones	Innovation at the Edge: How organisations evolve and embed innovation capability	Butterworth – Heinemann	2002
2	M.S.Krishnan& C.K..Prahalad	The new age of innovation: Driving co-created value through global networks	MC-Graw hill	2008
3	Vinay dabholkar & Rishiksha T.Krishnan	8 steps to innovation	Collins India	2013

**Web References:**

1. <https://gateway.edu.in/gsb/pdf/MOI.pdf>
2. <https://ocw.mit.edu/courses/sloan-school-of-management/15-351-managing-innovation-and-entrepreneurship-spring-2008/lecture-notes/>
3. [https://www.researchgate.net/publication/292127499\\_Innovation\\_management](https://www.researchgate.net/publication/292127499_Innovation_management)
4. [http://mba.tuck.dartmouth.edu/pages/faculty/andrew.king/docs/Innovation\\_Module\\_Note\\_For\\_Instructors\\_Complete%5B1%5D.pdf](http://mba.tuck.dartmouth.edu/pages/faculty/andrew.king/docs/Innovation_Module_Note_For_Instructors_Complete%5B1%5D.pdf)
5. <https://www.studeersnel.nl/nl/document/erasmus-universiteit-rotterdam/innovation-management/im-lecture-notes/1007165>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
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PART - III	CORE: ELECTIVE- E	23BAPE5	SOCIAL ENTREPRENEURSHIP MANAGEMENT	60	3
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**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	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>
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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:**

<b>S.No.</b>	<b>Authors</b>	<b>Title</b>	<b>Publisher</b>	<b>Year of Publication</b>
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 Entreprise Alliance	Succeeding at Social Entreprise: Hard-won lessons for non- profits and social Entrepreneurs	Jossey- bass	2010
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**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>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE: ELECTIVE-E	23BAPE6	MANAGING FRANCHISE BUSINESSES	60	3

**Contact hours per week: 5**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	25	75	100

**Preamble**

To develop and strengthen the principles and activities involved in starting and managing a new franchise from the perspective of the franchisor and franchisee.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Assimilate the concept of franchising, the different types of franchises, the theoretical downlinks and the vocabulary of franchising	K1
CO2	Identify the franchising opportunities and evaluate the franchisor business plan with a critical analysis to generate good revenue models of businesses	K2
CO3	Articulate the indicators and contra-indicators for franchising as a viable business strategy with social and ethical concerns	K3



CO4	Analyse the franchise agreement and the dynamics of franchisor/ master franchisee/ franchisee relationship, responsibility of a franchisor and the governing legal system to manage franchising concerns in the Indian context	K4
CO5	Identify, analyze, and execute practical managerial solutions to the problems and opportunities of acquiring a franchised business nationally / internationally	K5
CO6	Articulate the feasibility of franchising as a growth strategy in new entrepreneurial ventures with an understanding of the social responsibility of a franchisor	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	1
CO3	9	9	9	3	3	0	3
CO4	9	9	9	1	1	3	0
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 FRANCHISING (12 Hours)

Meaning, History and Overviews, Types, Franchising as an Entrepreneurial activity, Advantages and Disadvantages, International Franchising, Models in Franchising, Theories of Franchising

#### UNIT II: RECOGNISING FRANCHISING OPPORTUNITIES (12 Hours)

Searching for an Opportunity, Investigating the Franchise Opportunity, Selection of Sector/ Industry, Criteria for Overall Evaluation, Assessing Franchise Feasibility, Franchisor Business Plan, and procedure for securing franchising license, Revenue models in Franchising Business

#### UNIT III: FRANCHISING MARKET PROCESS (12 Hours)

Trademarks & Marketing Materials, Franchisor Marketing, Franchisee Marketing, Researching the Competition and Identifying the Target Customer, Selling & Marketing Research, Franchise Feasibility, Co-branding

**UNIT IV: FRANCHISORS OPERATION PROCESS (12 Hours)**

Location and site selection, Accounting & Financial Management – Financing the franchised business, Information systems and Legal Aspects of Franchising, Franchise Law across the Globe, Laws Applicable to Franchising in India, Termination of Franchises.

**UNIT V: MANAGING THE FRANCHISE RELATIONSHIPS (12 Hours)**

Dynamics of Relationship, Trust as Relationship Builder, Cultural Aspects of Relationship, Building a Long-term Relationship, Franchisor support services, Franchisor – Franchising conflicts, Social responsibility and business ethics.

**Reference Books:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	Ferrell O, et al	Business A Changing World	McGraw Hill/ Irwin.	2006
2.	Sidhpuria, Manish V	Retail Franchising	McGraw Hill Education	2010
3.	The Association of Small Business Development Centers (Authors), Ann Dugan (Editor)	The Complete Guide to Evaluating, Buying and Growing Your Franchise Business	Kaplan Business	1998
4.	Richard J.Judd and Robert T.Justis	Franchising	Custom Publishing	2007

**Web References:**

- <https://www.economicdiscussion.net/management/franchising/franchising/32463>
- <https://courses.lumenlearning.com/boundless-business/chapter/franchising/>
- <https://sproutsocial.com/insights/guides/franchise-marketing-guide/>
- <https://www.pointfranchise.co.uk/articles/the-relationships-that-will-be-key-to-your-franchise-success-2611/>
- <https://www.youtube.com/watch?v=iotqHjt-Ww>

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	CORE:XXIII Research Engagement Initiative: Project - II	23BAP23	RESEARCH IMMERSION PROJECT & VIVA-VOCE (Individual Project)	120	6

**Contact hours per week: 10**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	IV	20	80	100

**Preamble**

This course is designed to inculcate research acumen in the learner and familiarise her with the nuts and bolts of business research.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO1	Remember the research concepts and principles	K1
CO2	Understand and find sustainable solutions for research problems	K2
CO3	Apply and evaluate methodology throughout the project	K3
CO4	Collect, interpret the data to resolve a research question	K4
CO5	Report research findings in written and verbal forms	K5
CO6	Develop a research proposal to address or resolve a specific research question or problem	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	1
CO2	9	9	3	3	1	0	1
CO3	9	9	9	9	3	1	1
CO4	9	3	9	9	3	3	3
CO5	9	3	3	9	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>32</b>	<b>42</b>	<b>20</b>	<b>16</b>	<b>18</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>3.2</b>	<b>5.2</b>	<b>3.9</b>	<b>3.2</b>	<b>4.1</b>

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

	<b>Research Immersion Project &amp; Viva-voce *</b>
<b>Course Objectives</b>	<p>On completion of this course, a student will be able :</p> <ol style="list-style-type: none"> <li>1. to approach real time business problems with research perspective</li> <li>2. to express familiarity with various approaches and forms of research</li> <li>3. to apply analytical tools and draw inferences for decision making</li> <li>4. to present the results of the investigation for further implication</li> </ol>

<b>Guidelines</b>	<i>Nature of study and duration</i> : A student shall undertake a research project to address a problem in a sector/ industry / corporate with an aim to find a solution to the problem identified. <i>Report</i> : Preparation of report to be done in compliance with the criteria for assessment		
<b>Criteria for assessment and weightage</b>	CIA	Review I: Identification of the problem and Review of literature	5
		Review II: Design of the instrument and research methodology	5
		Review III: Data Analysis and Inferences	5
		Review IV: Consolidation of report	5
	ESE	Presentation & Viva-Voce	80
		<b>Total</b>	<b>100</b>

\*to be carried out as an INDIVIDUAL PROJECT during the summer vacation of SECOND semester. The project report shall be prepared with due assistance and guidance from the department and a report shall be submitted at the end of the third semester with an attempt to adopt the guidelines laid for M.Phil., and Ph.D., thesis preparations, to inculcate research acumen. Assessment will be jointly done by the INTERNAL AND EXTERNAL EXAMINERS during the ESE.

**Web References:**

1. <https://icssr.org/research-projects>
2. <https://shodhganga.inflibnet.ac.in/handle/10603/11192>
3. <https://shodhganga.inflibnet.ac.in/handle/10603/4830>
4. <https://daninstitute.com/blog/best-digital-marketing-topics-for-an-mba-project/>
5. <https://pressbooks.bccampus.ca/jibcresearchmethods/chapter/14-3-components-of-a-research-proposal/>

**\*OPEN ELECTIVE COURSE FOR OTHER MAJOR**

CATEGORY	COURSE TYPE	COURSE CODE	COURSE TITLE	CONTACT HOURS	Credit
PART - III	Open Elective		AGRI-PRENEURSHIP	48	3

**Contact hours per week: 4**

Year	Semester	Internal Marks	External Marks	Total Marks
SECOND	III	25	75	100

**Preamble**

This course is designed to commercialize agriculture to revitalize Indian agriculture and to make more attractive and profitable ventures.

**Course Outcomes**

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

CO Number	CO Statement	Knowledge Level
CO 1	Remember the concepts of Entrepreneurship.	K1
CO 2	Explain the agri-preneurship concepts and the ways to develop successful agri-entrepreneurs.	K2
CO3	Apply the skills in adding value agricultural inputs and pricing strategies in agri-preneurship.	K3
CO4	Analyse the role of agriculture in price commission and the equipments used for agriculture	K4
CO5	Interpret and explain the outputs in value additional product development in fruits and milk.	K5
CO6	Formulate new recipes for value added products from Millets, Pulses, Milk and Fruits	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	0	3	3
CO3	9	9	9	9	3	0	1
CO4	9	9	9	3	3	3	3
CO5	9	3	3	1	9	9	3
CO6	3	3	1	0	9	9	9
<b>Total Contribution of COs to POs</b>	<b>43</b>	<b>42</b>	<b>40</b>	<b>31</b>	<b>24</b>	<b>24</b>	<b>18</b>
<b>Weighted Percentage of COs contribution to POs</b>	<b>3.9</b>	<b>3.9</b>	<b>4.0</b>	<b>3.8</b>	<b>4.7</b>	<b>4.9</b>	<b>4.1</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

(6 Hours)

Entrepreneurship: Meaning - Concept of Entrepreneur- Characteristics of successful Entrepreneurs – Charms of becoming an Entrepreneur- Functions of Entrepreneurs- Types of Entrepreneurs – Entrepreneurship—Women Entrepreneurship- Concept- Functions.

##### UNIT II: AGRI – PRENEURSHIP

(6 Hours)

Agri-Preneurship - Need for developing Agri-Preneurship in India- Opportunities for developing Agri-Preneurship - Suggestions for developing Agri-Preneurship.

##### UNIT III: PRICING STRATEGIES AND AGRICULTURAL INPUTS

(12 Hours)

Agricultural price terminology – Factors influencing pricing decisions – Pricing strategies - Role of agriculture in price commission. Agricultural inputs: Meaning - Agricultural inputs

with special reference to fertilizers – seeds – pesticides and other agricultural inputs (farm machinery, irrigation system equipment)

**UNIT IV: MILLETS AND PULSES (12 Hours)**

Practical session – Value addition - Scope – Value addition in cereals, pulses and millets

**UNIT V: FRUITS AND MILK (12 Hours)**

Practical session – Value added products in fruits – Value added products in vegetables – Value added products in milk.

**Note: Refer Guidelines**

**Books for References:**

S.No.	Authors	Title	Publisher	Year of Publication
1.	S.S.Khanka	Entrepreneurial Development	S.Chand Publishing	1999

**WebReferences:**

1. <https://agritech.tnau.ac.in/>
2. <https://byjus.com/free-ias-prep/agricultural-costs-and-prices-commission/>
3. <https://cacp.dacnet.nic.in/>
4. <https://www.manage.gov.in/RKVY/AboutAOP.aspx>
5. <https://www.nestle.com/csv/global-initiatives/global-youth-initiative/agripreneurship>

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**DISTRIBUTION OF MARKS AND QUESTION PAPER PATTERN**  
**FOR SCHOLASTIC COURSES UNDER PART III, IV AND V**  
**OF ALL PG PROGRAMMES – 2023 and onwards**

Paper	Maximum Marks	Marks for		Components for CIA		
		CIA	ESE	Tests	Assignment	Others*
<b>Theory</b> (Core/Elective/Allied)	100	25	75	15	05	05

\*Components for “Others” may include the following:

Class Participation, Case Studies Presentation, Field Work, Field Survey, Group Discussion, Term Paper, Workshop/ Conference Participation, Presentation of Papers in Conferences, Quiz, Report/ Content Writing, Seminars, etc.

Paper	Maximum Marks	Marks for		Components for CIA		
		CIA	ESE	Tests	Conduct of Experiments	Record Note
<b>Practical</b> (Core/Elective/Allied)	100	40	60	25	10	05

Paper	Maximum Marks	CIA		ESE			
		Regularity	Review/ Presentation	Knowledge about the organization / Theme of study	Nature of work/ Logic Behind the Study	Learning Outcome	Viva-Voce
Project	100	10	10	20	20	20	20
<b>Total</b>		<b>20</b>		<b>80</b>			

**QUESTION PAPER PATTERN**

**FOR PG PROGRAMMES**

**Time: Three Hours**

**Max.Marks: 75**

**Section A – (10 x 1 = 10)**

Answer all the questions

Each question carries *One* mark

Choose the Correct Answer

Q.No.1 to Q.No.10 – Objective questions with four multiple choices

**Section B – (5 x 5 = 25)**

Answer all the questions

Each question carries *Five* marks

Q.No.11 to Q.No.15 – Questions with internal Choices (Either/Or type)

**Section C – (5 x 8 = 40)**

Answer all the questions

Each question carries *Eight* marks

Q.No.16 to Q.No.20 – Questions with internal Choices (Either/Or type)



**Student start-up ventures / Internship / Capstone project & Viva-voce (ONLY MBA)**

Semester	Course	Evaluation	Credit
I - IV	Student start-up ventures / Internship / Capstone project & Viva-voce	By the Review Committee	4

Students who propose new business ideas, register their idea as a student start-up and are able to run their unit successfully for a year, or, willing to showcase the integrative experience of their educational programme are allowed to take up Internship / consultancy projects with project guidance from faculty. Alternate credits in PART-V are given for the students of MBA programme who complete this component.

In case of student start-up ventures, a faculty mentor will be supporting the venture from the design thinking process till the venture is pitched in. A review committee set-up by the department will monitor the progress and review the performance for commercialization of the unit to recommend the award of the credits.

In case of Internship, students are guided to take up real-time training of their curricula during III or IV semester in an industry with / without stipend with time to time review.

**Classes are compensated through recorded video of faculty presentation and also self learning through online courses related to their respective courses & the attendance validation done by Internship certificate. Assignments, Seminar & Other components are evaluated through blended learning. Test (CIA-I& II) through online and appearing to campus for model examination is mandatory.**

In case of consultancy projects, faculty mentor(s) will be supporting the project from conceptualization of the idea. A review committee set-up by the department will monitor the progress and review the performance of the student on the project undertaken to recommend the award of the credits.

**PANEL OF EXAMINERS FOR QUESTION PAPER SETTING PRACTICALS &  
CENTRAL VALUATION**

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