

The curriculum of all programme courses are highlighted with Skill-Development – Grey Color, Employability – Pink Color, Skill and Employability – Red Color, Entrepreneurship – Yellow Color, Entrepreneurship and Skill – Sky Blue Color, Employability and Entrepreneurship – Olive Green Color, Employability, Entrepreneurship and Skill – Light Green Color.

P.K.R ARTS COLLEGE FOR WOMEN
(Accredited with 'A' Grade by NAAC)
An autonomous institution – Affiliated to Bharathiar University
No.;21 Pariyur Road,GOBICHETTIPALAYAM – 638476.

MASTER OF BUSINESS ADMINISTRATION

Item 8: Course Scheme and Scheme of Examinations

(for students admitted from 2021-2022 & onwards)

I. SCHOLASTIC COURSES:

| Category / Part | Component | Course Code | Title of the Course | Hours / week | Exam Hours | Max. Marks | | | Credits* |
|---------------------|----------------------|-------------|---------------------------------------|--------------|------------|------------|-----|-------|----------|
| | | | | | | CTA | SEE | Total | |
| SEMESTER – I | | | | | | | | | |
| III | Coc. I | 21BAP01 | Management Process and Environment | 5 | 3 | 50 | 50 | 100 | 4 |
| III | Coc. II | 21BAP02 | Behavioural Science | 5 | 3 | 50 | 50 | 100 | 4 |
| III | Coc. III | 21BAP03 | Economics for Executives | 5 | 3 | 50 | 50 | 100 | 4 |
| III | Coc. IV | 21BAP04 | Accounting For Managers | 5 | 3 | 50 | 50 | 100 | 4 |
| III | Coc. V | 21BAP05 | Decision Models for Business | 5 | 3 | 50 | 50 | 100 | 4 |
| III | Coc. VI Practical: I | 21BAP06 | Business Research Methods (Practical) | 3 | - | - | - | - | - |
| III | Entrepreneurship | 21SEBAP01 | Management in Practice - I | 5 | 1 | 100 | 1 | 100 | 1 |
| TOTAL | | | | 30 | | | | 600 | 21 |

| | | | | | | | | | |
|----------------------|--|---------|---|---|---|-----|----|-----|---|
| SEMESTER – II | | | | | | | | | |
| III | Coc. VII | 21BAP07 | Operations Management | 5 | 3 | 50 | 50 | 100 | 4 |
| III | Coc. VIII | 21BAP08 | Financial Management | 5 | 3 | 50 | 50 | 100 | 4 |
| III | Coc. IX | 21BAP09 | Marketing Management | 5 | 3 | 50 | 50 | 100 | 4 |
| III | Coc. X | 21BAP10 | Human Resources Management | 5 | 3 | 50 | 50 | 100 | 4 |
| III | Coc. XI | 21BAP11 | Business Research Methods | 5 | 3 | 50 | 50 | 100 | 4 |
| III | Coc. VI Practical: I | 21BAP06 | Business Research Methods (Practical) | 3 | 3 | 50 | 50 | 100 | 3 |
| III | Coc. XII Community Engagement Initiative Project - I | 21BAP12 | Social Innovation Project & Viva-voce (Group Project) | 5 | 1 | 100 | 1 | 100 | 1 |

| | | | | | | | | | | |
|--------------|--|--|--|----|--|--|--|-----|----|--|
| | | | | | | | | | | |
| TOTAL | | | | 30 | | | | 800 | 26 | |

SEMESTER - III

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

SEMESTER - IV

| | | | | | | | | | |
|---|---|--|---|-----------------|---|----|----|-----|----|
| III | Core: XIX | ** | Elective - 05 | 5 | 3 | 50 | 50 | 100 | 3 |
| III | Core: XX | ** | Elective - 06 | 5 | 3 | 50 | 50 | 100 | 3 |
| III | Core: XXI | ** | Elective - 07 | 5 | 3 | 50 | 50 | 100 | 3 |
| III | Core: XXII | ** | Elective - 08 | 5 | 3 | 50 | 50 | 100 | 3 |
| IV | Open Elective Engg. related Project | 21BAP13 | Student Innovation Project & Research Individual Project | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL | | | | 30 | | | | 500 | 18 |
| V | Competency Enhancement | On-line Course / Learning Object Repository | | SEMESTER I - IV | | | | 2 | |
| | | Certificate Course | | SEMESTER I - IV | | | | 2 | |
| | | Student Start-up, Venture/ Innovation, Capstone Project & Viva-voce | | SEMESTER I - IV | | | | 4** | |
| Total Marks & Credits - 2700 | | | | | | | | | |
| 90 | | | | | | | | | |

*CREDIT TRANSFERABILITY

**ALTERNATE CREDITS

LIST OF ELECTIVES

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

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

NOTE: No. of Hours and Credits for each course is 3 Hours and 3 Credits

LIST ELECTIVES

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

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



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SYLLABUS

(for those admitted from the academic year 2021-2022 and onwards)

SEMESTER - I

| Category | Course Type | Course Code | Course Title | Contact Hours | Credit |
|------------|-------------|-------------|--------------------------------------|---------------|--------|
| PART - III | CORE:I | 21BAP01 | MANAGEMENT PROCESS AND COMMUNICATION | 60 | 4 |

Contact hours per week: 5

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

Preamble

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

Course Outcomes

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

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

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | PO1 | 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 | 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 |
| Total Contribution of COs to POs | 48 | 40 | 37 | 22 | 24 | 14 | 14 |
| Weighted Percentage of COs contribution to POs | 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

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
4. 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 | 21BAP02 | BEHAVIOURAL SCIENCE | 60 | 4 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|-------|----------|----------------|----------------|-------------|
| FIRST | I | 50 | 50 | 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 |
| Total Contribution of COs to POs | 40 | 39 | 45 | 27 | 13 | 15 | 16 |
| Weighted Percentage of COs contribution to POs | 3.2 | 3.7 | 4.5 | 3.3 | 2.6 | 3.0 | 3.6 |

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:

- <https://byjus.com/commerce/henri-fayol-14-principles-of-management/>
- <https://www.sciencedirect.com/science/article/abs/pii/S0092656605000498>
- <https://courses.lumenlearning.com/wmopen-psychology/chapter/conformity-compliance-and-obedience/>
- https://onlinecourses.nptel.ac.in/noc20_mg58/preview
- <https://www.youtube.com/watch?v=HO5J62RwFVw>

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | CREDIT |
|------------|-------------|-------------|--------------------------|---------------|--------|
| PART - III | CORE:III | 21BAP03 | ECONOMICS FOR EXECUTIVES | 60 | 4 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|-------|----------|----------------|----------------|-------------|
| FIRST | I | 50 | 50 | 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 | PO 1 | PO 2 | PO 3 | 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 |
| Total Contribution of COs to POs | 46 | 30 | 48 | 34 | 26 | 19 | 17 |
| Weighted Percentage of COs contribution to POs | 3.7 | 2.8 | 4.8 | 4.2 | 5.1 | 3.8 | 3.8 |

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.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 | 21BAP04 | ACCOUNTING FOR MANAGERS | 60 | 4 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|-------|----------|----------------|----------------|-------------|
| FIRST | I | 50 | 50 | 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 | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 |
|---|------------|------------|------------|------------|------------|------------|------------|
| 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 |
| Total Contribution of COs to POs | 48 | 42 | 36 | 34 | 12 | 19 | 15 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 3.6 | 4.2 | 2.4 | 3.8 | 3.4 |

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 | 21BAP05 | DECISION MODELS FOR BUSINESS | 60 | 4 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|-------|----------|----------------|----------------|-------------|
| FIRST | I | 50 | 50 | 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 | 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 | 3 | 9 | 1 | 1 | 1 |
| CO3 | 9 | 9 | 9 | 3 | 1 | 1 | 1 |
| CO4 | 3 | 3 | 1 | 3 | 1 | 1 | 3 |
| CO5 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO6 | 3 | 0 | 1 | 1 | 9 | 9 | 9 |
| Total Contribution of COs to POs | 36 | 33 | 26 | 28 | 15 | 15 | 17 |
| Weighted Percentage of COs contribution to POs | 2.9 | 3.1 | 2.6 | 3.4 | 3.0 | 3.0 | 3.8 |

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:

| S.No. | Authors | Title | Publisher | Year of Publication |
|-------|---------------------------------------|------------------------------------|--|---------------------|
| 1 | Gupta.S.P | Statistical Methods | Sultan Chand & sons,43 rd Edition | 2014 |
| 2 | Gupta.S.P & Gupta.M.P | Business Statistics | Sultan Chand& sons,17 th Edition | 2013 |
| 3 | Kanti Swarup, P.K.Gupta and Man Mohan | Operations Research | Sultan Chand & Sons,16 th 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 nd 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) | 21BAP06 | 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 | PO 1 | PO2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 |
|---|------------|------------|------------|------------|------------|------------|------------|
| 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 |
| Total Contribution of COs to POs | 42 | 36 | 27 | 30 | 15 | 24 | 15 |
| Weighted Percentage of COs contribution to POs | 3.4 | 3.4 | 2.7 | 3.7 | 3.0 | 4.9 | 3.4 |

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:

| 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
2. 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
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 | 21SEBAP01 | 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 |

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 |
| Total Contribution of Cos to POs | 36 | 33 | 26 | 28 | 15 | 15 | 17 |
| Weighted Percentage of COs contribution to POs | 2.9 | 3.1 | 2.6 | 3.4 | 3.0 | 3.0 | 3.8 |

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 |
|-------------|--------------------------|------------|
| 21SEBAP01 | MANAGEMENT IN PRACTICE-I | 100% CIA |

SEMESTER II

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|----------|-------------|-------------|--------------|---------------|--------|
|----------|-------------|-------------|--------------|---------------|--------|

| | | | | | |
|------------|----------|---------|--------------------------|----|---|
| PART - III | CORE:VII | 21BAP07 | OPERATIONS MANAGEMENT | 60 | 4 |
|------------|----------|---------|--------------------------|----|---|

Contact hours per week: 5

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

Preamble

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

Course Outcomes

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

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

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | 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 | 9 | 3 | 3 | 1 | 1 |
| CO4 | 9 | 3 | 3 | 0 | 3 | 3 | 3 |
| CO5 | 3 | 1 | 0 | 3 | 3 | 3 | 3 |
| CO6 | 1 | 1 | 0 | 1 | 9 | 3 | 9 |
| Total Contribution of COs to POs | 40 | 32 | 30 | 25 | 24 | 10 | 16 |
| Weighted Percentage of COs contribution to POs | 3.2 | 3.0 | 3.0 | 3.1 | 4.7 | 2.0 | 3.6 |

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.

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, CIM, CAM, CAD Systems (Basic Concepts) - 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. | 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

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:VII I | 21BAP08 | FINANCIAL MANAGEMENT | 60 | 4 |

Contact hours per week: 5

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

Preamble

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

Course Outcomes

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

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

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 |
|---------|------|------|------|------|------|------|------|
| 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 |

| | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|
| Total Contribution of COs to POs | 48 | 42 | 36 | 34 | 12 | 19 | 15 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 3.6 | 4.2 | 2.4 | 3.8 | 3.4 |

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 – 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=Cj0KCQiAkZKNBhDiARIsAPsk0WjesnlKiNwIUGo1vvcSCnW2N5jHRxfKNesACVpp2rOw5mYih15oLKkaArTQEALw_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

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|-------------|-------------|----------------------|---------------|--------|
| PART - III | CORE: IX | 21BAP09 | MARKETING MANAGEMENT | 48 | 4 |

Contact hours per week: 4

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

Preamble

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

Course Outcomes

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

| CO Number | CO Statement | Knowledge Level |
|-----------|---|-----------------|
| CO1 | Recall the concepts of marketing management | K1 |
| CO2 | Explain strong conceptual knowledge in the functional areas of marketing management | K2 |
| CO3 | Demonstrate the relevant functional areas of marketing management and its application | K3 |
| CO4 | Outline the analytical skills in identification and resolution of problems pertaining to marketing management | K4 |
| CO5 | Evaluate the emerging trends in marketing in a global perspective | K5 |
| CO6 | Design and apply newer concepts of marketing for business development | K6 |

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | 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 | 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 |

| | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|
| Total Contribution of COs to POs | 42 | 32 | 29 | 22 | 20 | 10 | 14 |
| Weighted Percentage of COs contribution to POs | 3.4 | 3.0 | 2.9 | 2.7 | 3.9 | 2.0 | 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: 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 – Overview on the Developments in Marketing: 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 Management | Pearson Education | 2012 |
| 5. | Rajan Saxena | Marketing Management | Tata McGraw Hill | 2012 |

Web References:

- <https://www.slideshare.net/BabasabPatil/marketing-management-full-notes-mba-11624923>
- <https://www.enotesmba.com/2013/01/marketing-management-notes.html>
- https://www.google.com/url?sa=t&source=web&rct=j&url=http://eprints.stiperdharma.wacana.ac.id/24/1/%25BPhillip_Kotler%25D_Marketing_Management_14th_Edition%2528Book_Fi%2529.pdf&ved=2ahUKEwjyiOC4lbfyAhXljeYKHYPKBh4QFnoECAMQAQ&usq=AOvVaw2-2R404hoI9ILqHCro155&cshid=1629172955806
- <https://alison.com/course/diploma-in-modern-marketing-management>

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|-------------|-------------|---------------------------|---------------|--------|
| PART - III | CORE:X | 21BAP10 | HUMAN RESOURCE MANAGEMENT | 48 | 4 |

Contact hours per week: 4

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

Preamble

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

Course Outcomes

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

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

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 |
|---|------------|------------|------------|------------|------------|------------|------------|
| CO1 | 9 | 9 | 9 | 9 | 1 | 0 | 0 |
| CO2 | 9 | 3 | 3 | 3 | 0 | 0 | 0 |
| CO3 | 9 | 9 | 9 | 9 | 3 | 3 | 0 |
| CO4 | 9 | 9 | 9 | 9 | 3 | 1 | 3 |
| CO5 | 9 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO6 | 3 | 9 | 3 | 3 | 9 | 9 | 9 |
| Total Contribution of COs to POs | 48 | 42 | 36 | 36 | 19 | 16 | 15 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 3.6 | 4.4 | 3.7 | 3.2 | 3.4 |

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 - Staffing Global Organizations - Training and Maintaining Expatriates - Implementing Global HR System- Cases.

Reference Books:

| S.No. | Authors | Title | Publisher | Year of Publication |
|--------------|---------------------------------------|---|-------------------|----------------------------|
| 1. | Dessler, Gary and Biju Varkkey | Human Resource Management | Pearson Education | 2016 |
| 2. | Bernardin, John H | Human Resource Management: An Experiential Approach | McGraw-Hill | 2013 |
| 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
5. <https://nptel.ac.in/courses/110/105/110105069/>

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|-------------|-------------|---------------------------|---------------|--------|
| PART - III | Core: XI | 21BAP11 | Business Research Methods | 48 | 4 |

Contact hours per week: 4

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

Preamble

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

Course Outcomes

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

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

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

| CO / PO | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 |
|---------|------|------|------|------|------|------|------|
| 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 30 | 19 | 16 | 15 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.7 | 3.7 | 3.2 | 3.4 |

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 - Cases.

Reference Books:

| S.No. | Authors | Title | Publisher | Year of Publication |
|--------------|--|--|--------------------|----------------------------|
| 1. | Donald R.Cooper and Pamela S.Schindler | Business Research Methods | Tata McGraw Hill | 2010 |
| 2. | Naresh K Malhotra | Marketing Research: An Applied Orientation | Pearson Education | 2010 |
| 3. | Uma Sekaran | Research Methods for Business | Wiley Publications | 2011 |

| | | | | |
|----|--------------------------------|--------------------------------------|-----------------------------------|------|
| 4. | Kothari C.R | Research methodology | Wishwa Prakashan | 2013 |
| 5. | T.N.Srivastava & Shailaja Rego | Business Research Methodology | Tata McGraw Hill | 2013 |
| 6. | Jeremy J. Foster | Data analysis using SPSS for windows | Sage publications | 2001 |
| 7. | SI Gupta, Hitesh Gupta, | SPSS 17.0 for Researchers | International Book House Pvt.Ltd. | 2014 |

Web References:

1. <https://www.questionpro.com/blog/business-research/>
2. https://www.researchgate.net/publication/319998001_Measurement_and_Scaling_Techniques_in_Research_Methodology_Survey_Questionnaire_Development
3. <https://research-methodology.net/sampling-in-primary-data-collection/>
4. https://www.benchmarksixsigma.com/forum/topic/34883-hypothesis-testing/?gclid=Cj0KCQiAkZKNBhDiARIsAPsk0WgMFWW5PRvbiABfpiT369uQH Z8K2Fzmp_Xw579ZARoCH-jQT4KmBOcaAkDhEALw_wcB
5. <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) | 21BAP06 | BUSINESS RESEARCH METHODS – PRACTICAL | 36 | 3 |

Contact hours per week: 3

| Year | Semester | Internal Marks | External Marks | Total Marks |
|-------|----------|----------------|----------------|-------------|
| FIRST | II | 50 | 50 | 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 |

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 | 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 |
| Total Contribution of COs to POs | 42 | 36 | 27 | 30 | 15 | 24 | 15 |
| Weighted Percentage of COs contribution to POs | 3.4 | 3.4 | 2.7 | 3.7 | 3.0 | 4.9 | 3.4 |

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:

- https://students.shu.ac.uk/lits/it/documents/pdf/analysing_data_using_spss.pdf
- https://www.westga.edu/academics/research/vrc/assets/docs/spss_basics.pdf
- <https://www.lboro.ac.uk/media/media/schoolanddepartments/mlsc/downloads/spss-and-statistics-guide.pdf>
- 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/>

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|--|-------------|--|---------------|--------|
| PART - III | CORE: XII Social Enagagement Initiative - Project : I | 21BAP12 | 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 | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 |
|---|------------|------------|------------|------------|------------|------------|------------|
| 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 |
| Total Contribution of COs to POs | 48 | 42 | 36 | 42 | 20 | 16 | 18 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 3.2 | 5.2 | 3.9 | 3.2 | 4.1 |

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

| | | | | | | | | | | |
|--|---|--|--|----|---|----|---------------------------|----|--|----|
| Course Objectives | <p>On completion of this course, a student will be able :</p> <ol style="list-style-type: none"> To empathise with a common man's problem in the locality on certain civic and community issues. To attempt capacity building as a remedy for the issue identified. To consolidate on the problem at hand and learn to work in teams. | | | | | | | | | |
| Guidelines | <p>Duration and nature of study: 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>Activity: 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>Report : Preparation of report to be done in compliance with the rubrics for assessment</p> | | | | | | | | | |
| Criteria for assessment and weightage | CIA | <table border="1"> <tbody> <tr> <td>Significance of the Attempt (Problem identification, Need for the study)</td> <td>10</td> </tr> <tr> <td>Sensitisation of the issue (Creating awareness about the problem)</td> <td>20</td> </tr> <tr> <td>Plan of Action (Schedule)</td> <td>10</td> </tr> <tr> <td>Sustainability of outcome and future plans (Suggestions for improvement)</td> <td>10</td> </tr> </tbody> </table> | 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 |
| 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 |
| | Total | 100 |

NOTE: to be done as a GROUP PROJECT at the beginning of the FIRST 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.journaleet.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 |
|-------------|--------------------------------------|------------|
| 21BAP12 | SOCIAL IMMERSION PROJECT & VIVA-VOCE | 100% CIA |

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|-----------|---------------------|-------------|----------------|---------------|--------|
| PART - IV | Ability Enhancement | 21AEP01 | 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 |
| CO5 | 9 | 9 | 9 | 9 | 3 | 3 | 9 |
| CO6 | 9 | 9 | 9 | 3 | 3 | 1 | 9 |
| Total Contribution of COs to POs | 54 | 54 | 54 | 54 | 36 | 34 | 28 |
| Weighted Percentage of COs contribution to POs | 4.3 | 5.1 | 5.4 | 6.6 | 7.1 | 6.9 | 6.3 |

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](https://gmail.hacking.security.tips-indian.cyber.security.solutions.html)
8. [https://why social media sites are the new cyber weapons of.html](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 | 21BAP13 | STRATEGIC MANAGEMENT (Open Source Exam) | 48 | 3 |

Contact hours per week: 4

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

Preamble

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

Course Outcomes

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

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

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | 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 |
| Total Contribution of COs to POs | 48 | 32 | 25 | 22 | 19 | 10 | 16 |
| Weighted percentage of COs contribution to POs | 3.9 | 3.0 | 2.5 | 2.7 | 3.7 | 2.0 | 3.6 |

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

COURSE CONTENT:

UNIT I: Introduction to Strategy (10 Hours)

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

UNITII: Environment Analysis (10 Hours)

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

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

UNIT III: Strategy Formulation (8 Hours)

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

UNIT-IV: Strategy Implementation (10 Hours)

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

UNIT V: Strategic Business Models (10 Hours)

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

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
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 |
|-------------|--|------------|
| 21BAP13 | STRATEGIC MANAGEMENT (Open Source Exam) | 100% CIA |

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

LELECTIVE COURSES - HUMAN RESOURCE MANAGEMENT

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|-------------------------|-------------|--|---------------|--------|
| PART - III | CORE: Elective- H | 21BAPH1 | MANAGERIAL BEHAVIOR AND EFFECTIVENESS | 60 | 3 |

Contact hours per week: 5

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

Preamble

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

Course Outcomes

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

| CO Number | CO Statement | Knowledge Level |
|-----------|--------------|-----------------|
|-----------|--------------|-----------------|

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

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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, skills required by managers at each level.

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:

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

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|------------------|-------------|---------------------------|---------------|--------|
| PART - III | CORE: Elective-H | 21BAPH2 | LEGAL ASPECTS OF BUSINESS | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|--------|----------|----------------|----------------|-------------|
| SECOND | III | 50 | 50 | 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 | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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
- <https://www.slideshare.net/JayachandranVinodini/legal-aspects-of-business-master-notes>
- https://onlinecourses.swayam2.ac.in/cec21_mg02/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 |
|------------|-------------------------|-------------|---|---------------|--------|
| PART - III | CORE: Elective- H | 21BAPH3 | STRATEGIC HUMAN RESOURCE MANAGEMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECO ND | III | 50 | 50 | 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 | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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)****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)****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)****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:

| S.No. | Authors | Title | Publisher | Year of Publication |
|-------|--------------------------------------|---|------------------|---------------------|
| 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/practicingstrategicichumanresources.aspx>
3. <https://study.com/academy/lesson/strategic-human-resource-management-definition-importance.html>
4. 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 | 21BAPF1 | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT | 60 | 3 |

Contact hours per week: 5

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

Preamble

to familiarize the students 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 |

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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |

| | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |
|---|------------|------------|------------|------------|------------|------------|------------|

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
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 | 21BAPF2 | MERCHANT BANKING AND FINANCIAL SERVICES | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | III | 50 | 50 | 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 | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |

| | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |
|---|------------|------------|------------|------------|------------|------------|------------|

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:

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

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|-----------------|--------------------|--------------------|---------------------|----------------------|---------------|
|-----------------|--------------------|--------------------|---------------------|----------------------|---------------|

| | | | | | |
|------------|---------------------|---------|----------------|----|---|
| PART - III | CORE: Elective-F | 21BAPF3 | MODERN BANKING | 60 | 3 |
|------------|---------------------|---------|----------------|----|---|

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | III | 50 | 50 | 100 |

Preamble

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

Course Outcomes

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

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

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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
Hours)**

(12

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 – 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 IV: Recent Trends (12 Hours)

Financial Inclusion – Cross Selling – Private Banking – Personal Finance– CRM in Banking - Contemporary issues in bank management.

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.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>

I. ELECTIVE COURSES - MARKETING

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|----------|-------------|-------------|--------------|---------------|--------|
|----------|-------------|-------------|--------------|---------------|--------|

| | | | | | |
|------------|-------------------------|---------|--|----|---|
| PART - III | CORE: Elective- M | 21BAPM1 | INTEGRATED DIGITAL COMMUNICATION | 60 | 3 |
|------------|-------------------------|---------|--|----|---|

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | III | 50 | 50 | 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 | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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
5. https://onlinecourses.nptel.ac.in/noc22_mg38/preview

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|---------------------|-------------|---------------------|---------------|--------|
| PART - III | CORE: Elective-M | 21BAPM2 | BRAND MANAGEMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | III | 50 | 50 | 100 |

Preamble

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

Course Outcomes

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

| CO Number | CO Statement | Knowledge Level |
|-----------|---|-----------------|
| CO1 | Grasp the meaning and concept of brand management and careers in the areas of brand management. | K1 |
| CO2 | explain how marketers apply branding to their strategic advantage | K2 |
| CO3 | Describe the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumers. | K3 |
| CO4 | Examine the key brand concepts by articulating the context of services operating in various markets. | K4 |
| CO5 | Formulate the effective branding strategies and evaluate performance of well known brands | K5 |
| CO6 | Collect brand audit data using appropriate tools and Propose strategic recommendations for rejuvenating failed Brands. | K6 |

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | 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 | 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 |

| | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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.

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:

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

Web References:

1. https://onlinecourses.swayam2.ac.in/imb19_mg04/preview
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 | 21BAPM3 | RURAL MARKETING | 60 | 3 |

Contact hours per week: 5

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

Preamble

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

Course Outcomes

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

| CO Number | CO Statement | Knowledge Level |
|-----------|---|-----------------|
| CO1 | Recollect the concepts of rural marketing, pricing strategy, Consumer behavior and Physical Distribution of goods | K1 |
| CO2 | Explain the consumer education and consumer methods in Promotion of Rural Marketing | K2 |
| CO3 | Apply conceptual knowledge of rural marketing and product pricing with reference to Indian Context | K3 |
| CO4 | Analyze promotional and distribution strategy and recent trends in rural marketing | K4 |
| CO5 | Evaluate the rural marketing research and consumer behavior models | K5 |
| CO6 | Formulate product and pricing strategy suitable for current scenario | K6 |

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | 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 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO5 | 3 | 3 | 9 | 1 | 1 | 9 | 3 |
| CO6 | 9 | 9 | 3 | 1 | 9 | 9 | 9 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |

| | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |
|---|------------|------------|------------|------------|------------|------------|------------|

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.

Books for References:

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

Web References:

1. <https://ruralmarketing.in/>
2. <http://icdeolhpu.org/downloads/course-%20MM%2004.pdf>
3. <https://www.yourarticlelibrary.com/marketing/rural-marketing/rural-marketing-introduction-concept-and-definitions/48725>
4. <http://www.ddejust.ac.in/studymaterial/mba/mm-310.pdf>
5. <https://www.youtube.com/watch?v=YgjuI6pcrHI>

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|---------------------|-------------|--------------|---------------|--------|
| PART - III | CORE: Elective-A | 21BAPA1 | HR ANALYTICS | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | III | 50 | 50 | 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 |
| CO6 | 3 | 3 | 3 | 1 | 9 | 9 | 9 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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-typing 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 (12 Hours)

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 |
|--------------|----------------|--------------|-------------------|----------------------------|
|--------------|----------------|--------------|-------------------|----------------------------|

| | | | | |
|---|--|---|---------------------------|------|
| 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
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 | 21BAPA2 | ANALYTICS FOR FINTECH | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|--------|----------|----------------|----------------|-------------|
| SECOND | III | 50 | 50 | 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 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 |
|---|------------|------------|------------|------------|------------|------------|------------|
| 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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:

1. <https://www.coursera.org/specializations/fintech>
2. <https://www.edx.org/course/introduction-to-fintech>
3. www.udemy.com/course/the-complete-cryptocurrency-course-more-than-5-courses-in-1/
4. <https://www.pwc.in/consulting/financial-services/fintech/fintech-insights/regtech-a-new-disruption-in-the-financial-services-space.html>
5. <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 | 21BAPA3 | SOCIAL MEDIA ANALYTICS | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | III | 50 | 50 | 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 | P O 1 | P O 2 | P O 3 | P O 4 | P O 5 | P O 6 | P O 7 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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 Gonçalves | 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 | 21BAPP1 | SUPPLY CHAIN MANAGEMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | III | 50 | 50 | 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 |
| 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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:

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

Web References:

- <https://silo.tips/download/strategic-framework-to-analyze-supply-chains>
- http://www2.unb.ca/~ddu/4690/Lecture_notes/Lec6.pdf
- <https://www.slideshare.net/mubarak2009/supplychainplanning>
- <https://nptel.ac.in/courses/110/106/110106045/>
- 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 | 21BAPP2 | INTEGRATED MATERIALS MANAGEMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | III | 50 | 50 | 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 |

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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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

COURSE CONTENT:

UNIT I: Introduction Hours)

(12

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:

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

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|----------------------|-------------|-----------------------------|---------------|--------|
| PART - III | Core : Elective-P | 21BAPP3 | MANAGING SERVICE OPERATIONS | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|-------------|----------|----------------|----------------|-------------|
| SECON ND | III | 50 | 50 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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:

1. <https://www.civilserviceindia.com/subject/Management/notes/management-of-service-operations.html#:~:text=Services%20operations%20management%20is%20related,constant%20improvement%20of%20the%20services.>
2. <https://www.ddegjust.ac.in/studymaterial/mba/mm-411.pdf>
3. <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
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 | 21BAPE1 | ENTREPRENEURSHIP DEVELOPMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | III | 50 | 50 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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.

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:

- https://www.researchgate.net/publication/305328732_Entrepreneurship_theory_process_practice
- http://www.untag-smd.ac.id/files/Perpustakaan_Digital_1/ENTREPRENEURSHIP%20The%20rise%20of%20women%20entrepreneurs%20%20people,%20processes,%20and%20global%20trends.pdf
- https://ccsuniversity.ac.in/bridge-library/pdf/DHA-MHA-403_Unit3.pdf
- <https://businessjargons.com/rural-entrepreneurship.html>
- agritech.tnau.ac.in

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|---------------------|-------------|--------------------|---------------|--------|
| PART - III | CORE: Elective-E | 21BAPE2 | PROJECT MANAGEMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|--------|----------|----------------|----------------|-------------|
| SECOND | III | 50 | 50 | 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 rudimental 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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:

- <http://index-of.co.uk/Project%20Management/Effective%20Project%20Management%20Traditional,%20Agile,%20Extreme%20by%20Robert%20K.%20Wysocki%207th%20Edition.pdf>
- <https://www.entrepreneurindia.co/Document/Download/pdfanddoc-218415-.pdf>
- <https://www.srividyaengg.ac.in/coursematerial/CSE/104745.pdf>
- <https://opentextbc.ca/projectmanagement/chapter/chapter-11-resource-planning-project-management/>
- <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 | 21BAPE3 | START UP LAUNCH PAD | 60 | 3 |
|------------|---------------------|---------|------------------------|----|---|

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECO ND | III | 50 | 50 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |

| | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |
|---|------------|------------|------------|------------|------------|------------|------------|

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 | Pengiuun 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:

- https://www.grantthornton.in/globalassets/1.-member-firms/india/assets/pdfs/grant_thornton-startups_report.pdf
- <https://www.s-ge.com/sites/default/files/publication/free/startup-ecosystem-india-incubators-accelerators-23-01-2019.pdf>
- <https://www.amazon.in/Launch-Pad-Combinator-Exclusive-Startups/dp/0670923494>
- <https://www.adb.org/sites/default/files/publication/612516/adbi-wp1145.pdf>

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | CREDIT |
|----------|------------------------|-------------|-----------------------------|---------------|--------|
| PART- IV | Skill Enhancement : II | 21SEBAP02 | 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 |
| Total Contribution of COs to POs | 42 | 34 | 25 | 24 | 18 | 10 | 13 |
| Weighted Percentage of Cos Contribution to POS | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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

| Course Code | Course | Evaluation |
|-------------|-----------------------------|------------|
| 21SEBAP02 | MANAGEMENT IN PRACTICE - II | 100% CIA |

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | CREDIT |
|----------|-------------------------|-------------|-----------------------------------|---------------|--------|
| PART - V | Proficiency Enhancement | 21PEBAP01 | WOMEN AND LEADERSHIP (Self Study) | - | 2 |

Contact hours per week: - (Self Study)

| Year | Semester | Internal Marks | External Marks | Total Marks |
|---------|----------|----------------|----------------|-------------|
| SECON D | 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 faced 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 | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 |
|---|------------|------------|------------|------------|------------|------------|------------|
| 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 |
| Total Contribution of COs to POs | 48 | 42 | 32 | 42 | 20 | 16 | 18 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 3.2 | 5.2 | 3.9 | 3.2 | 4.1 |

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
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 |
|-------------|-----------------------------------|------------|
| 21PEBAP01 | WOMEN AND LEADERSHIP (SELF-STUDY) | 100% ESE |

SEMESTER – IV

IELECTIVE COURSES - HUMAN RESOURCE MANAGEMENT

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|------------------|-------------|---|---------------|--------|
| PART - III | CORE: ELECTIVE-H | 21BAPH4 | LABOUR WELFARE AND INDUSTRIAL RELATIONS | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|---------|----------|----------------|----------------|-------------|
| SECON D | IV | 50 | 50 | 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 | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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:

| S.No. | Authors | Title | Publisher | Year of Publication |
|-------|-----------------------|--|-----------------------|---------------------|
| 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
3. <https://www.slideshare.net/ganeshamc/unit-1-industrial-relations>
4. https://www.youtube.com/watch?v=LXlphtyr9_k
5. https://onlinecourses.nptel.ac.in/noc22_mg52/preview

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|------------------|-------------|---------------------------------|---------------|--------|
| PART - III | CORE: ELECTIVE-H | 21BAPH 5 | EMPLOYEE TRAINING & DEVELOPMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|---------|----------|----------------|----------------|-------------|
| SECON D | IV | 50 | 50 | 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 | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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:

| S.No. | Authors | Title | Publisher | Year of Publication |
|-------|--|--|---|---------------------|
| 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 | 21BAPH6 | CAREER MANAGEMENT | 60 | 3 |

Contact hours per week: 5

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

Preamble

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

Course Outcomes

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

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

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

| CO / PO | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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.

Books for References:

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

Web References:

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

II.ELECTIVE COURSES-FINANCE

| CATEGOR Y | COURSE TYPE | COURS E CODE | COURSE TITLE | CONTA CT HOURS | Cre dit |
|------------|------------------|--------------|------------------------------------|----------------|---------|
| PART - III | CORE: ELECTIVE-F | 21BAPF4 | INTERNATIONAL FINANCIAL MANAGEMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semest er | Internal Marks | External Marks | Total Marks |
|--------|-----------|----------------|----------------|-------------|
| SECOND | IV | 50 | 50 | 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 |
|---|------------|------------|------------|------------|------------|------------|------------|
| | 9 | 9 | 9 | 9 | 0 | 0 | 0 |
| | 9 | 9 | 9 | 9 | 1 | 0 | 0 |
| | 9 | 9 | 9 | 3 | 3 | 1 | 1 |
| | 9 | 9 | 9 | 3 | 3 | 3 | 3 |
| | 9 | 3 | 3 | 1 | 1 | 9 | 3 |
| | 3 | 3 | 3 | 1 | 9 | 9 | 9 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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 FDIs – 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:

- [1.https://www.ifm.com/in/en/shared/service/technischer-support/umwelt/environment](https://www.ifm.com/in/en/shared/service/technischer-support/umwelt/environment)
- [2.https://www.kantox.com/en/glossary/foreign-exchange-risk-management-strategy/#:~:text=A%20foreign%20exchange%20risk%20management,of%20FX%20in%20the%20business](https://www.kantox.com/en/glossary/foreign-exchange-risk-management-strategy/#:~:text=A%20foreign%20exchange%20risk%20management,of%20FX%20in%20the%20business)
- [3. https://www.mbaknol.com/international-finance/short-term-financing-of-multinational-corporations/?amp](https://www.mbaknol.com/international-finance/short-term-financing-of-multinational-corporations/?amp)
- [4.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)
- [5. https://www.caclubindia.com/forum/-multinational-working-capital-management-inter-fin-7-60413.asp](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 | 21BAPF5 | RISK AND INSURANCE MANAGEMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECO ND | IV | 50 | 50 | 100 |

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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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:

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

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|--------------------|-------------|---|---------------|--------|
| PART - III | CORE: ELECTIVE E-F | 21BAPF6 | INTERNATIONAL FINANCIAL REPORTING STANDARDS | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|-------|----------|----------------|----------------|-------------|
| SECON | IV | 50 | 50 | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | | | | | | | |

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 | Jagadish 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:

- <https://www.cfainstitute.org/en/advocacy/issues/gaap#sort=%40pubbrowsedate%20descending>
- <https://www.accaglobal.com/hk/en/student/exam-support-resources/professional-exams-study-resources/strategic-business-reporting/technical-articles/business-combinations.html>
- <https://www.accountingtools.com/articles/what-are-consolidated-financial-statements.html>
- <https://www.datapine.com/blog/financial-reporting-and-analysis/>
- <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 | 21BAPM4 | RETAIL MARKETING | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|--------|----------|----------------|----------------|-------------|
| SECOND | IV | 50 | 50 | 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 | 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 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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
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 | 21BAPM5 | SOCIAL MARKETING | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|--------|----------|----------------|----------------|-------------|
| SECOND | IV | 50 | 50 | 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 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| CO1 | 9 | 9 | 9 | 9 | 0 | 0 | 0 |
| CO2 | 9 | 9 | 9 | 9 | 1 | 0 | 1 |
| CO3 | 9 | 9 | 9 | 3 | 3 | 1 | 0 |
| CO4 | 9 | 9 | 9 | 3 | 1 | 3 | 3 |
| CO5 | 9 | 3 | 3 | 1 | 3 | 9 | 3 |
| CO6 | 3 | 3 | 3 | 1 | 9 | 9 | 9 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | | | | | | | |

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
Hours)

(12

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:

1. https://www.youtube.com/watch?v=q5ASe_sxRYI
2. <https://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/2167-social-marketing.html>
3. <https://www.enotesmba.com/2013/02/social-marketing-concept.html>
4. https://www.stdhivtraining.org/YSMT_socmarketing.html
5. <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 | 21BAPM6 | SERVICES MARKETING | 60 | 3 |
|------------|---------------------|---------|-----------------------|----|---|

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECO ND | IV | 50 | 50 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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.

UNITIII: 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. | Christopher 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:

- https://gurukpo.com/Content/BBA/Service_Marketing.pdf
- https://ebooks.lpude.in/management/mba/term_4/DMGT510_SERVICES_MARKETING.pdf
- <https://www.studeersnel.nl/nl/document/vrije-universiteit-amsterdam/services-marketing-management/lecture-notes-services-marketing-management-lecture-1-7/114417>
- <https://www.slideshare.net/JaiSam2/service-marketing-notes>
- <https://www.youtube.com/watch?v=MnsVEKEqVoM>

IV.ELECTIVE COURSES –ANALYTICS

| CATEGORY | COURSE TYPE | COURS ECODE | COURSE TITLE | CONTACT HOURS | Cred it |
|------------|-------------------------|-------------|------------------------|---------------|---------|
| PART - III | CORE: ELECTIVE- A | 21BAPA4 | MARKETING ANALYTICS | 60 | 3 |

Contact hours per week: 5

| Year | Semest er | Internal Marks | External Marks | Total Marks |
|------------|-----------|----------------|----------------|-------------|
| SECO ND | IV | 50 | 50 | 100 |

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 | P O 5 | P O 6 | P O 7 |
|---------|-----|-----|-----|-----|-------------|-------------|-------------|
| 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 |

| | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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
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
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 | 21BAPA5 | HEALTHCARE ANALYTICS | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|---------|----------|----------------|----------------|-------------|
| SECON D | IV | 50 | 50 | 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 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 |
|---|------------|------------|------------|------------|------------|------------|------------|
| 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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:

| S.No. | Authors | Title | Publishers | Year of Publication |
|-------|---|--|--------------------------------|---------------------|
| 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:

- <https://www.coursera.org/specializations/healthcare-information-literacy-data-analytics>
- 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.coursera.org/lecture/hi-five-clinical/introduction-to-healthcare-data-analytics-overview-NAv03>
- <https://www.slideshare.net/AllAnalytics/data-visualization-techniques>
- <https://youtu.be/TjNAZAFMF6k>
- <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 | 21BAPA6 | BUSINESS ANALYTICS | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|--------|----------|----------------|----------------|-------------|
| SECOND | IV | 50 | 50 | 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 | PO 1 | PO2 | PO3 | PO4 | PO5 | PO 6 | PO 7 |
|---|------------|------------|------------|------------|------------|------------|------------|
| 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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://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&usg=AOvVaw2sJxE1bobaW-vp0oa0_Qe1&cshid=1629193411189
- <https://www.coursera.org/learn/business-analytics-decision-making>
- https://youtu.be/_V8eKsto3Ug

V. ELECTIVE COURSES - PRODUCTION

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|---------------------|-------------|----------------------------------|---------------|--------|
| PART - III | CORE: Elective-P | 21BAPP4 | LEAN MANUFACTURING AND SIX SIGMA | 60 | 3 |

Contact hours per week: 5

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

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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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 (Hours)

(12)

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.researchgate.net/publication/340529191_Six_sigma_versus_lean_manufacturing_-_An_overview
- <https://www.youtube.com/watch?v=exBfGH5Qfw0>
- https://onlinecourses.nptel.ac.in/noc20_mg19/preview
- <https://tallyfy.com/lean-vs-six-sigma/>

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|----------|-------------|-------------|--------------|---------------|--------|
|----------|-------------|-------------|--------------|---------------|--------|

| | | | | | |
|------------|-------------------------|---------|-----------------------------|----|---|
| PART - III | CORE: Elective- P | 21BAPP5 | TOTAL QUALITY MANAGEMENT | 60 | 3 |
|------------|-------------------------|---------|-----------------------------|----|---|

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | III | 50 | 50 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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://bmepedia.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 | 21BAPP6 | MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|--------|----------|----------------|----------------|-------------|
| SECOND | IV | 50 | 50 | 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 | 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 | 3 | 3 | 3 | 3 | 3 |
| CO5 | 3 | 1 | 3 | 0 | 1 | 9 | 3 |
| CO6 | 3 | 3 | 3 | 0 | 9 | 9 | 9 |
| Total Contribution of COs to POs | 43 | 40 | 36 | 24 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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 Hours)

(12

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
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 | 21BAPE4 | INNOVATION MANAGEMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|--------|----------|----------------|----------------|-------------|
| SECOND | IV | 50 | 50 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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..Pralhad | 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
4. 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 |
|------------|---------------------|-------------|--|---------------|--------|
| PART - III | CORE: ELECTIVE-E | 21BAPE5 | SOCIAL ENTREPRENEURSHIP MANAGEMENT | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECON D | IV | 50 | 50 | 100 |

Preamble

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

Course Outcomes

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

| CO Number | CO Statement | Knowledge Level |
|-----------|--|-----------------|
| CO1 | Translate understanding of the social entrepreneurial concepts and the ways to develop successful entrepreneurship in a rural setting | K1 |
| CO2 | Extrapolate on the business skills and frameworks that enable entrepreneurs and intrapreneurs to build support among stakeholders and attract the investors needed to grow ventures to scale and maximise impact | K2 |

| | | |
|-----|--|----|
| CO3 | Apply skills to navigate conflicting goals, fragmented social responsibilities and complex performance measures thereby envisaging community development | K3 |
| CO4 | Initiate formidable social returns for society and build business models that creates impact in the society | K4 |
| CO5 | Recommend business tools to empower communities and leverage markets to achieve sustainability and social impact | K5 |
| CO6 | Design, develop and scale high performing social enterprises, they may be non -profit, for-profit or hybrid organizations for social transformation | K6 |

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

CO-PO MAPPING (COURSE ARTICULATION MATRIX)

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

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.

Hours)

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

Reference Books:

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

Web References:

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

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|-------------------------|-------------|-------------------------------|---------------|--------|
| PART - III | CORE: ELECTIVE- E | 21BAPE6 | MANAGING FRANCHISE BUSINESSES | 60 | 3 |

Contact hours per week: 5

| Year | Semester | Internal Marks | External Marks | Total Marks |
|--------|----------|----------------|----------------|-------------|
| SECOND | IV | 50 | 50 | 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 |
| Total Contribution of COs to POs | 48 | 42 | 42 | 26 | 17 | 22 | 16 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.2 | 3.2 | 3.4 | 4.5 | 3.6 |

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:

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

| CATEGORY | COURSE TYPE | COURSE CODE | COURSE TITLE | CONTACT HOURS | Credit |
|------------|---|-------------|--|---------------|--------|
| PART - III | CORE:XXIII Research Engagement Initiative: Project - II | 21BAP2 3 | RESEARCH IMMERSION PROJECT & VIVA-VOCE (Individual Project) | 120 | 6 |

Contact hours per week: 10

| Year | Semester | Internal Marks | External Marks | Total Marks |
|------------|----------|----------------|----------------|-------------|
| SECO ND | IV | 50 | 50 | 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 | PO 1 | PO 2 | PO 3 | PO 4 | PO 5 | PO 6 | PO 7 |
|---|------------|------------|------------|------------|------------|------------|------------|
| 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 |
| Total Contribution of COs to POs | 48 | 42 | 32 | 42 | 20 | 16 | 18 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 3.2 | 5.2 | 3.9 | 3.2 | 4.1 |

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

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

| | | | |
|--|---|---|------------|
| Guidelines | <p>Nature of study and duration : 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.</p> <p>Report : Preparation of report to be done in compliance with the criteria for assessment</p> | | |
| Criteria for assessment and weightage | 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 |
| | | Total | 100 |

*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 | COURS E CODE | COURSE TITLE | CONTACT HOURS | Cre dit |
|------------|---------------|--------------|------------------|---------------|---------|
| PART - III | Open Elective | | AGRI-PRENEURSHIP | 48 | 3 |

Contact hours per week: 4

| Year | Semest er | Internal Marks | External Marks | Total Marks |
|---------|-----------|----------------|----------------|-------------|
| SECO ND | III | 50 | 50 | 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 |
| Total Contribution of COs to POs | 43 | 42 | 40 | 31 | 24 | 24 | 18 |
| Weighted Percentage of COs contribution to POs | 3.9 | 3.9 | 4.0 | 3.8 | 4.7 | 4.9 | 4.1 |

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>
