



SRI CHANDRASEKHARENDRA SARASWATHI
VISWA MAHAVIDYALAYA
(University established under section 3 of UGC Act 1956)
(Accredited with 'A' Grade by NAAC)
Enathur, Kanchipuram – 631 561



DEPARTMENT OF MANAGEMENT STUDIES
CURRICULUM AND SYLLABUS
(FULL TIME - SEMESTER PATTERN)
BACHELOR OF BUSINESS ADMINISTRATION
(Applicable for the Students admitted from 2023-24 onwards)

Mahavidyalaya Vision

To provide “quality higher education coupled with Indian Value system and at the same time make it affordable to all sections of the society irrespective of their social or economic standing”.

It is to identify innate talents of students and bring out their hidden potentialities and help in development of their all-round personality with value systems.

Mahavidyalaya Mission

The mission is a holistic approach to higher education with academic standards consistent with an embedded value system, enriched by a dynamic process of synergy. The Mantra is “Educational Delight” of students engaged in study and faculty engaged in teaching and research in their journey Towards Excellence with Creativity.

To devise and implement schemes for effectively imparting proficiency in modern technology, at the same time instilling social responsibility and lofty value system enshrined in our culture.

To mould a new generation of universal citizens with confidence, Self-dependence, self-realization, scientific temper, professionalism, thirst of knowledge, and contentment by the fusion of Indian thought and modern scientific methodology, in higher education.

Department Vision and Mission

Vision

To become a premier school of management of international standards with emphasis on Indian Philosophy and Ethos

Mission

MS1: Imparting fundamentals and practices in Business Administration and Management by focusing on application and research-oriented approach.

MS2: Inculcating skills and professionalism to gain a competitive edge in global market.

MS3: Transforming students as socially conscious managers, leaders and entrepreneurs with continuous learning.

Programme Educational Objectives (PEO's)

BBA programme curriculum is designed to prepare them as post graduate students

PEO 1: To have a thorough understanding of the core aspects of the business by imparting theoretical, practical knowledge, problem-solving and leadership skills.

PEO 2: To create industry ready leaders by inculcating continuous learning, team work and social responsibility.

PEO 3: Graduates will possess research studies and professional competence.

Mapping of Mission Statements (MS) with PEOs

1 – Slight, 2 – Moderate, 3 – Substantial

MS\PEO	PE O1	P E O 2	P E O 3
MS1	3	3	3
MS2	3	2	3
MS3	2	2	2

(POs)PROGRAMME OUTCOMES:

PO1	Develop the knowledge, skill and attitude to creatively and systematically apply the principles and practices of management, accountancy, finance, business law, statistics, HR, operations and IT to management problems and work effectively in modern day business and non-business organizations.
PO2	Develop fundamental in-depth knowledge and understanding of the principles, concepts, values, substantive rules and development of the core areas of business such as finance, accounting, marketing, HR, operations along with the tools such as Tally, MS Excel, MS Office, etc.
PO3	Demonstrate the critical thinking mindset and the ability to identify and formulate research problems, research literature, design tools, analyse and interpret data, and synthesize the information to provide valid conclusions and contextual approaches across a variety of subject matter.
PO4	Exhibit self-confidence and awareness of general issues prevailing in the society and communicate effectively with the accounting, commerce, management, business, professional fraternity and with society at large through digital and non-digital mediums and using a variety of modes such as effective reports & documentation, effective presentations, and give and receive clear instructions.
PO5	Function effectively as an individual and as a member or leader in teams, and in multidisciplinary settings by demonstrating life skills, coping skills and human values.

PROGRAMME SPECIFIC OUTCOMES:

PSO1	Get familiarized with the core concepts of Business and Management
PSO2	Able to apply leadership principles to manage in a diverse and global business environment
PSO3	Exposure to real business situations through field work, Industrial visits and projects
PSO4	Demonstrate the ability to identify and evaluate ethical business practices
PSO5	Develop Managerial and Job Readiness Skills to take up career in Corporate

SYLLABUS FOR BBA DEGREE AS PER NEP – 2020 REGULATIONS IMPLEMENTED FROM THE ACADEMIC YEAR 2023-24

I. OBJECTIVES:

- 1.To develop the skills required for the application of business concepts and techniques learned in the classroom at the workplace.
- 2.To provide competent and technical skills personnel to the industry in the area of Marketing, Finance, Human Resource, Logistics and Supply Chain Management. to enhance the employability skills of the management students.
- 3.To enhance the capability of the students improve their decision-making skills.
- 4.To encourage entrepreneurship among students pursuing education in the field of Business Administration.
- 5.To empower students for pursuing professional courses.
- 6.To ensure holistic development of Business administration students.

II.ELIGIBILITY FOR ADMISSION:

Senior Secondary School Leaving Certificate or Higher Secondary (12th Grade) Certificate obtained after successful completion of Grade 12 or equivalent stage of education corresponding to Level-4.

III.DURATION OF THE PROGRAM:

1. The program of study is Four years of Eight Semesters. A candidate shall complete his/her degree within four academic years from the date of his/her admission to the first semester.
2. Students who exit with a UG certificate or UG diploma are permitted to re-enter within three years and complete the degree programme
3. Students may be permitted to take a break from the study during the period of study but the total duration for completing the programme shall not exceed 7 years

EXIT OPTION:

- a. The students who successfully complete ONE year/ 2 Semesters and leave the program, will be awarded Certificate in Business Administration.
- b. The students who successfully complete TWO years/ 4 Semesters and leave the program, will be awarded Diploma in Business Administration.
- c. The students who successfully complete THREE years/ 6 Semesters and leave the program, will be awarded Bachelor's Degree in Business Administration (BBA)
- d. An option is given to the students to continue their education to the Fourth year and those who successfully complete FOUR years/ 8 Semesters will be awarded Bachelor's Degree in Business Administration (Hons). [BBA (Hons)]

DEFINITION OF CREDIT

No of hours per week	No. of credits
1 Hr. Lecture (L.) per Week	1
1 Hr. Tutorial (T.) per Week	1
1 Hr. Practical (P.) per Week	0.5

MEDIUM OF INSTRUCTION

The medium of instruction shall be English

ATTENDANCE

To be eligible to appear for the university examinations a student must put in a minimum of 80% attendance without fail.

Course Registration for the Examination

Registration for the end semester examination is mandatory for courses in the current semester as well as for the arrear courses failing which the candidate will not be permitted to move on to the next semester.

Mode of Study

Candidates admitted under this Full-time programme should be available in the Institution during the entire duration of working hours (From Morning to Evening on Full-Time basis) for the curricular, co-curricular and extra-curricular activities. The candidates should not attend any other Full-time programme(s) / course(s) or take up any Full-Time job / Part-Time job in any Institution or company during the period of full-time programme. Violation of the above rules will result in cancellation of admission to the BBA programme.

STRUCTURE OF PROGRAMME

The BBA programme shall have a curriculum with syllabi comprising of theory courses, practical courses, project work, internship, etc. that have been approved by the respective Board of Studies and Academic Council of the SCSVMV

The courses shall be categorized as follows:

Categories of courses:

1. Core Courses (CC)
2. Elective Courses (EC)

To facilitate students to have enough choice in electives, Elective Courses (EC) have been further categorized as Vocational, Skill Based Course (SBC), Open Elective Course (OEC) and Ability Enhancement Compulsory Course (AECC)

3. Field Work courses (FW) – Field work courses include Internship and Capstone Project.

SKILL DEVELOPMENT / RECORD MAINTENANCE

In every semester, the student should maintain a record book in which a minimum of 5 exercise or activities per course are to be recorded

Summer Internship /Apprenticeship (2 – 4 credits)

A key aspect of the new UG programme is induction into actual work situations. All students will also undergo internships / Apprenticeships in a firm, industry, or organization or Training in labs with faculty and researchers in their own or other HEIs / research institutions during the summer term. Students will be provided with opportunities for internships with local industry, business organizations, health and allied areas, local governments (such as panchayats, municipalities), Parliament or elected representatives, media organizations, artists, crafts persons, and a wide variety of organizations so that students may actively engage with the practical side of their learning and, as a by-product, further improve their employability. Students who wish to exit after the first two semesters will undergo a 4-credit work- based learning/internship during the summer term in order to get a UG Certificate.

REQUIREMENTS FOR THE COMPLETION OF THE SEMESTER

The candidate who has fulfilled the following conditions shall be deemed to have satisfied the requirements for the completion of the semester.

1. He/ She secures not less than 80% of overall attendance in that semester taking into account the total number of periods in all courses put together attended by the candidate as against the total number of periods in all courses offered during that semester.
2. Condonation of attendance up to 10% is permitted on medical grounds. Relaxation in attendance is permitted up to 10% for the student who represents the university in sports and games. The above two relaxations cannot be taken concurrently.
3. Candidates with 69% - 50% attendance will not be permitted to write the examination (including practicals) in the current semester (sem-carry). Candidates with less than 50% attendance will not be permitted to write the examinations (including practicals). Such Candidates shall have to repeat the missed Semester by rejoining after completion of Final Semester of the course and paying the fee for the break of study as prescribed by the University from time to time.

REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER

1. Candidates shall register for the First Semester Examination after the admission in the U.G. course.
2. Candidates shall be permitted to proceed from the First Semester up to Final Semester irrespective of their failure in any of the Semester examinations subject to the condition that the candidates should register for all the arrear subjects of earlier semesters along with current (subsequent) semester subjects.
3. Candidates shall be eligible to go to subsequent semester, only if they earn sufficient attendance as prescribed thereof by the University from time to time.

SCHEME OF EXAMINATION

There shall be University examination at the end of each semester. The maximum marks for the university examination in each paper shall be 100 marks for Discipline Specific Course (DSC), Discipline Specific Elective (DSE), Vocational, Skill Enhancement Course (SEC) and Open Elective Course (OEC) and no end-term examinations for two credit courses.

Internal Assessment 40 marks for DSC, DSE, Vocational, SEC and OEC

Research Project / Dissertation

Students choosing a 4-Year Bachelor's degree (Honors with Research) are required to take up research projects under the guidance of a faculty member. The students are expected to complete the Research Project in the eighth semester. The research outcomes of their project work may be published in peer-reviewed journals or may be presented in conferences / seminars or may be patented

Other Activities:

This component will include participation in activities related to National Service Scheme (NSS), adult education/literacy initiatives, mentoring school students, and other similar activities

ASSESSMENT AND EXAMINATION PROCEDURE FOR AWARDING MARKS

The BBA programme consists of Theory Courses, Practical courses, Capstone Project and Internship. Performance in each course of study shall be evaluated based on (i) Continuous Assessments (CA) throughout the semester and (ii) End semester Examination (ESE) at the end of the semester except for the courses which are evaluated based on continuous assessment only. Each course shall be evaluated for a maximum of 100 marks as shown below:

Sl. No.	Category of Course	Continuous Assessment Marks	End semester Examination Marks
1	Theory / Practical	40	60
2	Summer Internship	100	---
3	Capstone Project	50	50

Examiners for setting end semester examination question papers for theory courses, practical courses and evaluating end semester examination answer scripts, project works shall be appointed by the Controller of Examinations

Theory Courses

For all theory courses out of 100 marks, the continuous assessment shall be 40 marks and the end semester examination shall be for 60 marks. However, the end semester examinations shall be conducted for 100 marks and the marks obtained shall be converted to 60. The continuous assessment tests shall be conducted as per the schedule laid down in the academic schedule. Two tests shall be conducted for 50 marks each and reduced to 30 marks each. The total of the continuous assessment marks and the end semester examination marks shall be rounded off to the nearest integer.

The assessment pattern for awarding continuous assessment marks shall be as follows:

Sl. No.	Type	Max. Marks	Remarks
1	Test – I	20	Average of the two test marks
	Test – II	20	
2	Open Book / Multiple Choice Question based Test	15	For each unit one test and average mark will be taken
3	Assignment / Case Analysis/ Seminar / Paper Presentation in Conference / Comprehension / Activity based learning / Class notes	05	To be assessed by the Course Teacher based on any one type.
Total		40	Rounded off to the one decimal place

However, the assessment pattern for awarding the continuous assessment marks may be changed based on the nature of the course and is to be approved by the Head of the department.

Practical Courses
For practical courses out of 100 marks, the continuous assessment shall be for 50 marks and the end semester examination shall be for 50 marks. Every exercise / activity shall be evaluated based on the candidate's performance and the candidate's records shall be maintained.
Capstone Project
Capstone project has to be done individually by students. The project can be done in an organization on an assigned topic or it can be done on a research problem by using primary and/or secondary data. Students are expected to develop and present customized, solutions-based recommendations for the organization or for a research problem.
The Head of the Department shall constitute review committee for Capstone project work. There shall be three assessments by the review committee during the semester. The candidate shall make presentation on the progress made by him/her before the committee.

The continuous assessment and end semester examination marks for Capstone Project Work and the Viva-Voce Examination shall be distributed as below.

Continuous Assessment (Max. 100 Marks)						End Semester Examination (Max. 100 Marks)				
Review I (Max. 30 Marks) - Internal		Review II (Max. 30 Marks) - Internal		Review III (Max.40 Marks) Internal		Report Evaluation (Max. 60 Marks)			Viva - Voce (Max. 40 Marks)	
Review Committee (excluding guide)	Guide	Review Committee (excluding guide)	Guide	Review Committee (excluding guide)	Guide	External Exr.	Internal Exr.	Guide	Int. Exr. 1	Ext. Exr. 2
20	10	20	10	20	20	20	20	20	20	20

Summer Internship

Each candidate has to attach with an organization as an intern for four weeks after the completion of first year and shall submit weekly reports about the internship undergone and a certificate issued from the organization concerned within 15 days after completion of internship to the guide. The candidate shall also submit an internship report. A review committee shall be formed by Head of the Department consisting of two examiners and the guide. The assessment of internship work is to be done with the following apportionment.

Continuous Assessment (Max. 100 Marks)				
Weekly report Evaluation (Max 50 Marks)	Internship Report Evaluation (Max. 20 Marks)	Viva –Voce (Max. 30 Marks)		
Guide	Examiner 1 and 2 (INTERNAL)	Guide	Exr. 1 (INTERNAL)	Exr. 2 (INTERNAL)
50	20	10	10	10

ASSESSMENT PATTERN							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
INT-1	10	15	15	05	05	-	50
INT-2	5	5	10	10	10	10	50
UE	15	15	15	15	20	20	100

CURRICULUM BREAKDOWN STRUCTURE

Summary of Credit Distribution

Category	Credit as per Semester								Total Credits
	I	II	III	IV	V	VI	VII	VIII	
Language	6	6	6	6	-	-	-	-	24
Core	12	12	12	8	8	8	12	8	80
Open Elective	3	-	3	-	-	-	-	-	06
Elective	-	-	-	-	6	6	6	-	18
Skill Based Course	2	2	2	2	2	2	-	-	12
AECC	-	3	-	3	-	-	-	-	06
Vocational	-	-	-	-	4	2	2	4	12
Field work	-	-	-	4	-	4	-	12	20
Total	23	23	23	23	20	22	20	24	178

S.NO	Subject code	Category	Course Title	Periods per week			Total contact periods	Credits
				L	T	P		
Semester-I								
1	LT101/LH101/LS101	AECC-	Tamil, Hindi, Sanskrit	-	3	-	3	3
2	LE101	AECC	English-I	-	3	-	3	3
3	BB101	DSC Core-I	Principles of Management	3	1	-	4	4
4	BB102	DSC Core-II	Fundamentals of Accounting	3	1	-	4	4
5	BB103	DSC Core-III	Managerial Economics	3	1	-	4	4
6	SEC11	SEC	Digital Fluency-Communication Skill Lab	-	2	-	2	2
7	OEC11/OEC12	Open Elective-I (OEC)	Office Management E-Commerce	3	-	-	3	3
Total								23
Semester-II								
1	LT201/LH201/LS201	AECC	Tamil, Hindi, Sanskrit	-	3	-	3	3
2	LE201	AECC	English-II	-	3	-	3	3
3	BB201	DSC Core-I	Human Resources Management	3	1	-	4	4
4	BB202	DSC Core-II	Marketing Management	3	1	-	4	4
5	BB203	DSC Core-III	Production and Operation	3	1	-	4	4
6	SEC21/SEC22	SEC	Health and wellness Social and Emotional Learning	-	2	-	2	2
7	LES21	AECC	Environmental Science	3	-	-	3	3
Total								23

S.NO	Subject Code	Category	Course Title	Periods per week			Total contact periods	Credits
				L	T	P		
Semester-III								
1	LT301/LH301/LS301	AECC	Tamil, Hindi, Sanskrit	-	3	-	3	3
2	LE301	AECC	English-III	-	3	-	3	3
3	BB301	DSC Core-I	Business Environment	3	1	-	4	4
4	BB302	DSC Core-II	Organizational Behaviour	3	1	-	4	4
5	BB303	DSC Core-III	Business Statistics	3	1	-	4	4
6	OEC31/OEC32/ OEC33	Open Elective-II (OEC)	Rural Marketing	3	-	-	3	3
			Corporate Social Responsibility					
			Business ethics					
7	SEC31/SEC32	SEC	Soft Skills for Managers	-	2	-	2	2
			Critical Thinking and Problem Solving					
Total							23	23

Semester-IV								
1	LT401/LH401/LS401	AECC	Tamil, Hindi, Sanskrit	-	3	-	3	3
2	LE402	AECC	English-IV	-	3	-	3	3
3	BB401	DSC Core-I	Management Accounting	3	1	-	4	4
4	BB402	DSC Core-II	Financial Markets and Services	3	1	-	4	4
5	SEC41	SEC	Sports/NSS/ Yoga				2	2
6	LCI41	AECC	Constitution of India	3	-	-	3	3
7	BFW41	Field work	Internship Project	-	-	8	8	4
Total								23

S.NO	Subject Code	Category	Course Title	Periods per week			Total contact periods	Credits
				L	T	P		
Semester-V								
1	BB501	DSC Core-I	Management Information System	3	1	-	4	4
2	BB502	DSC Core-II	Financial Management	3	1	-	4	4
3		DSE Elective-I		3	-	-	3	3
4		DSE Elective-II		3	-	-	3	3
5	VOC51	Vocational	Industry 4.0	3	1	-	4	4
6	SEC51	SEC	Professional Communication	-	2	-	2	2
Total								20
Semester-VI								
1	BB601	DSC Core-I	Business Law	3	1	-	4	4
2	BB602	DSC Core-II	Entrepreneurship	3	1	-	4	4
3		DSE Elective-III		3	-	-	3	3
4		DSE Elective-IV		3	-	-	3	3
5	VOC61	Vocational	IT for Managers	-	-	4	4	2
6	SEC61	SEC	Cyber Security	-	2	-	2	2
7	BFW61	Field work	Summer Internship			8	8	4
Total								22

S.NO	Subject Code	Category	Course Title	Periods per week			Total contact periods	Credits
				L	T	P		
Semester-VII								
1	BB701	DSC Core-I	Banking Theory Law and Practice	3	1	-	4	4
2	BB702	DSC Core-II	Research Methodology	3	1	-	4	4
3	BB703	DSC Core-III	Total Quality Management	3	1	-	4	4
4		DSE Elective-V		3	-	-	3	3
5		DSE Elective-VI		3	-	-	3	3
6	VOC71	Vocational	Application of Statistical Software (SPSS)				2	2
Total								20
Semester-VIII								
1	BB801	DSC Core-I	Strategic Management	3	1	-		4
2	BB802	DSC Core-II	Project Management	3	1	-		4
3	VOC81	Vocational	Digital Marketing	4	-	-		4
4	BBD81	DSC	Research project Internship viva voce			12		12
Total								24

S.No	Subject code	Category	Elective	Subject Name
1	BE511	DSE	Elective-I	Corporate Finance
2	BE512			Consumer Behaviour
3	BE513			Compensation Management
1	BE521	DSE	Elective-II	Performance Management
2	BE522			Material Management
3	BE523			Indirect Tax
1	BE611	DSE	Elective-III	Organization Change and Development
2	BE612			Merchant Banking
3	BE614			Sales Promotion
1	BE621	DSE	Elective-IV	Services Marketing
2	BE622			Strategic Human Resource Management
3	BE623			Investment Management
1	BE711	DSE	Elective-V	Marketing Analytics
2	BE712			Cost Accounting
3	BE713			Human Resources Planning and Development
4	BE714			Strategic Financial Management
1	BE721	DSE	Elective-VI	Human Resources Analytics
2	BE722			Global Business Environment
3	BE723			Insurance Principles and Practices
4	BE724			Global Business Management
5	BE725			IT for Managers

PRINCIPLES OF MANAGEMENT

Course Objective

(60 periods)

- To help the students gain understanding of the functions and responsibilities of managers.
- To provide them tools and techniques to be used in the performance of the managerial job.
- To enable them to analyze and understand the management principles and environment of the organization

Unit I

(12)

Definition – Features of Management – Administration vs. Management – Management a Science or Art? – Management Principles and their nature, Universality of Management Principles - The functional approach, levels of Management – Pioneers of Modern Management – F.W. Taylor, Henry Fayol, Elton Mayo, M.P. Follett, Chester Bernard – Douglas McGregor

Unit II

(12)

Planning and Decision Making Meaning – Characteristics – Planning Process – Types of Plans Objectives – M.B.O. Policies – Procedures – Methods – Rules – Programmes and Schedule Budgets – Forecasting – Elements – Techniques - Decision-Making – Definition – Nature and Types of Decisions – Process

Unit III

(12)

Meaning – Principles of Organisation – Departmentation – Its Methods – Span of Management – Forms of Organizational Structure – Concepts of Authority and responsibility – Delegation and Decentralization of Authorities – Centralization vs. Decentralization – Line and Staff Relations

Unit IV

(12)

Meaning – Manpower Planning – Aim and Objectives – Steps in manpower Planning – Recruitment - Selection – Training – Performance Evaluation - Executive Development

Unit V

(12)

Definition – Principles and Elements of Directions– Communication – Motivation – Meaning – Theories of Motivation – Maslow, Herzberg, ERG and Path Goal Theories - Leadership – Types of Leaders – Qualities of Good Leaders - Importance of Controlling – Steps in Controlling – Essentials of Control – Control Techniques

References:

- Principles of Management- Harold Koontz, Heinz and Weihrich, 9th Edition, McGraw Hill book Co.,
- Management - James A.F. Stoner, R. Edward Freeman, 5th Edition, 1992, Prentice Hall India Pvt. Ltd.

Text Books:

- Principles and practices of management - L.M. Prasad, 6th Edition, Sultan Chand and sons.
- Principles of management – Sanjay Gupta, SBPD Publications, 2018 edition

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: Examine and explain the management evolution and how it will affect future managers	K1
2	CO2: Understand the conceptual framework of planning and decision-making in day today life.	K2
3	CO3: Evaluate various managerial functions to achieve the goals and objectives of the organization.	K5
4	CO4: Analyze the theories of motivation, leadership and communication in a variety of circumstances and management practices in organizations	K4
5	CO5: Identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

*S-Strong; M-Medium; L-Low

Fundamentals of Accounting

Course Objective

(60 periods)

- To help the students gain understanding of the Accounting
- To provide them tools and techniques to be used in the final account's preparation
- To enable them to analyze and understand the Depreciation

Unit I

(12)

Meaning and Scope of Accounting, Basic Accounting concepts and conventions – Objectives of Accounting – Accounting Transactions – Double Entry Book Keeping – Journal, Ledger, Preparation of Trial Balance – Preparation of Cash Book

Unit II

(12)

Preparation of Final Accounts of a sole trading concern – Adjustments Receipt and Payments Account, Income and Expenditure Account and Balance sheet of Non Trading Organisations.

Unit III

(12)

Average due date – Account Current Classification of Errors – Rectification of Errors – Preparation of Suspense Account Bank Reconciliation Statement

Unit IV

(12)

Depreciation – Meaning, causes, Types – Straight Line Method – Written Down Value Method, Insurance Policy Method, Sinking Fund Method & Annuity Method, Insurance Claims – Average Clause (Loss of Stock & Loss of Profit)

Unit V

(12)

Single Entry – Meaning, Features, Defects, Difference between Single Entry and Double Entry System – Statement of Affairs Method – Conversion Method

References:

- Financial Accounting – Reddy and Murthy – Margham Publications, Chennai-17.
- Advanced Accounting I – Dr.Chandra Bose PHI Learning (P) Ltd.
- Advanced Accounting - Dr.S.Peer Mohamed Dr.S.A.N.Shezuli Ibrahim Pass Publication, Madurai

Text Books:

- Financial Accounting (Fundamentals, Analysis and Reporting) – R. K. Arora, Wiley Publisher, First edition 2017.
- Financial Accounting – R.L.Gupta and V.K.Gupta – Sultan Chand & Sons, New Delhi.
- Financial Accounting – S.P.Jain and K.L.Narang – Kalyani Publishers, Ludhiana.

Expected Course Outcomes:	
On the successful completion of the course, student will be able to:	
CO1: Examine the causes for the depreciation.	K1
CO2: Identify the major elements of Final accounts.	K3
CO3: Develop an understanding of the Single Entry and double entry system.	K3
CO4: Understand the concept of Insurance Policy Method, Sinking Fund Method & Annuity Method.	K4
CO5: Recognize how accounting principles can be used as a conceptual framework to help managers identify and solve marketing problems	K5

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

*S-Strong; M-Medium; L-Low

Managerial Economics

Course Objective

(60 periods)

- To enable the students to analyse and understand the To provide a thorough understanding of the basic principles of the economics and its applications.
- This course is to acquaint students of the Indian Economy, present and future of Indian Economics, and how the Indian Economy is influencing the business environment in Indian context

Unit I

(12)

Definition of Economics - Wealth – Welfare – Definitions – Definition as a science choice of Decision making – Economics – Science or Art – Positive science – Normative science – Scope of Economics – Micro and Macro Economics

Unit II

(12)

Utility – Approaches to Utility Analysis – Law of Diminishing Marginal Utility – Exception to the Law – Consumer Surplus – Consumer Equilibrium – Law of Equi Marginal Utility – Indifference curve – Marginal rate of Substitution – Proportion of indifference curve

Unit III

(12)

Demand – Basics – Theory of Demand – Elasticity of Demand – Exception to the Law of Demand – Supply – Law of Supply – Factors of Production – Production Function – Law of Variable Proportion – Law of Return to Scale

Unit IV

(12)

Types of costs – Short run and Long run Cost behaviour – Revenue concepts – Break Even Analysis – Limitations, Market – Basics – Types of Markets – Monopoly – Monopolistic – Oligopoly – Perfect Competition, Concept of National Income- Measurement of National Income, Monetary Policy and Fiscal Policy.

Unit V

(12)

Economic reforms- Liberalization- Privatization- Disinvestment- Globalization, Demographic trends in India, Absolute and Relative Poverty- measurement of Below Poverty Line- Causes of Poverty- Poverty Alleviation Programme-Human Development Index-Gini Index-Sectoral Classification of Indian Economy- Direct and Indirect Tax, Inflation and Deflation

References:

1. Business Economics - S.Sankaran
2. Modern Economic Theory- K.K.Dewett

Text Books:

1. Business Economics - P.N.Reddy and H.R.Appanniah
2. Managerial Economics- R.L.Varasheney and K.L.Maheswari

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: Examine the causes for the poverty.	K1
2	CO2: Identify the major elements of Factors of Production	K3
3	CO3: Develop an understanding of the Measurement of National Income, Monetary Policy and Fiscal Policy.	K3
4	CO4: Appraise the development of a Poverty Alleviation Programme	K4
5	CO5: Recognize how economic principles can be used as a conceptual framework to help managers identify and solve marketing problems	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

*S-Strong; M-Medium; L-Low

Communication Skills (SEC) (In lieu of Digital Fluency)

Course Objective

(60 periods)

- To help the students gain understanding of the common communication problems
- To Identify what their non-verbal messages are communicating to others
- To understand the importance of empathetic listening

Unit I

(12)

Self-analysis, Attitude & Creativity's Analysis, who am I, Attributes, Importance of Self Confidence, Self Esteem - Factors influencing Attitude, Challenges and lessons from Attitude, Etiquette, Out of box thinking, Lateral Thinking

Unit II

(12)

Speaking: Pronunciation, Enunciation, Vocabulary, and Fluency, Common Errors - Group Discussion-Nature and importance of GD, Methodology, & Guidelines. Different skill set required for GD, Recruitment process & group discussion. Debating effectively Difference between Group Discussion and Debate

Unit III

(12)

Reading and Writing ,Techniques of effective reading, Gathering ideas and information from a given text,Evaluating these ideas and information Interpreting the text - understanding the text, to understand what a text does, to understand what a text means, Different modes of Writing –Letters writing, E-mails, Reports, Proposals, Proceedings of Meetings.

Unit IV

(12)

Understanding meeting and conference, purpose and traits of a seminar or presentation, personality traits enhancement for public speaking (inner and outer traits), do's and don'ts. INTERVIEWS: Types & Styles of Interview, Fundamentals of Facing Interviews, Tips for attending interview, Different rounds of interview.

Unit V

(12)

Meaning of non-verbal communication, Introduction to modes of non-verbal, Communication, Breaking the misbeliefs, Open and Closed Body language , Eye Contact and Facial Expression, Hand Gestures, Do's and Don'ts, Learning from experts

References:

1. Rizvi, M.Ashraf. Effective Technical Communication, New Delhi: Tata McGraw Hill, 2007.
2. Sen Madhuchanda (2010), *An Introduction to Critical Thinking*, Pearson, Delhi

Text Books:

1. SOFT SKILLS, 2015, Career Development Centre, Green Pearl Publications.
2. Silvia P. J. (2007), *How to Read a Lot*, American Psychological Association, Washington DC

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: To Understand Self-analysis, Importance of Self Confidence, Self Esteem.	K2
2	CO2: To use different skill required for GD,	K3
3	CO3: To analyse the Techniques of effective reading	K4
4	CO4: To understand the purpose and traits of a seminar or presentation	K2
5	CO5: To critically evaluate personality traits enhancement for public speaking (inner and outer traits),	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

*S-Strong; M-Medium; L-Low

Business Organization

Course Objective

(60 periods)

- To help the students gain understanding of the nature, objectives and social responsibilities of business.
- To enable them to analyze and understand to describe the different forms of organisations.
- An understanding of the basic concepts of management.

Unit I: INTRODUCTION TO BUSINESS

(12)

Business: Meaning, Nature, Scope and Social responsibility of Business, Objectives, Essentials of successful business; Functional areas of business. Concept of Business Organization

Unit II: FORMS OF BUSINESS ORGANIZATION

(12)

Sole proprietorship: Definitions, Features, Merits and Demerits. Partnership: Definitions, partnership deed, Features, Merits and Demerits. Joint Stock Company: Definitions, Features, Merits and Demerits. Co-operatives: Definitions, Features, Merits and Demerits..

Unit III: PUBLIC ENTERPRISES

(12)

Departmental Undertaking: Definitions, Features, Merits and Demerits. Public Corporations: Definitions, Features, Merits and Demerits. Government Companies: Definitions, Features, Merits and Demerits

Unit IV: BUSINESS COMBINATIONS

(12)

Meaning Definitions, Causes, Types, Forms, merits and demerits of Business Combinations, recent Trends in Business Combinations

Unit V: MANAGEMENT OF ORGANIZATIONS

(12)

Management- Meaning, Definitions, Difference between Management and Administration, Levels of Management, Objectives of Management, Functions of management- planning, organizing, staffing, directing, coordinating, controlling, Principles of Management

References:

- C B. Gupta - Business Organisation and Management, Sultan Chand & Sons.
- Chottorjee -S.K. Business Organisation
- Jagdish Prakash- Business Organistaton and Management

Text Books:

- Dr. S. C. Saxena - Business Administration & Management, Sahitya Bhawan.
- Om Prakash Business Organisation
- Sherlekar S.A. Business Organisation and Management
- Singh & Chhabra Business Organisation

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: Remember Objective and Essentials of successful business;	K1
2	CO2: Understand Merits and Demerits of Joint Stock Company.	K2
3	CO3: Develop understanding of Forms of business organizations.	K6
4	CO4: Analyze recent Trends in Business Combinations.	K4
5	CO5: Evaluate difference between Management and Administration.	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

*S-Strong; M-Medium; L-Low

E-COMMERCE

Course Objective

(60 periods)

- To know about e-commerce models and its practical applications
- To understand customer buying behaviour in e-commerce and ways to retain them through effective web advertising.
- To know the role of Government in securing the rights of customers

Unit I: INTRODUCTION TO E-COMMERCE

(12)

Foundation of electronic Commerce: - Definition and content of the field – Driving force of EC- Impact of EC – Managerial Issues- Benefits and Limitations of EC Retailing in EC :- Business models of E – marketing – Aiding comparison shopping - The impact of EC on Traditional Retailing System.

Unit II: MARKET RESEARCH

(12)

Internet Consumers and market Research: - The consumer behavior model – Personal Characteristics and the Demographics of internet Surfers - Consumer Purchasing Decision making - One – to – One Relationship marketing - Delivering Customer Service in Cyberspace – Marketing research of EC-Intelligent Agents for Consumers – Organizational Buyer Behavior.

Unit III: WEB ADVERTISING

(12)

Advertisement in EC - Web Advertising – Advertisement Methods – Advertisement Strategies – Push Technology and Intelligent Agents – Economics and Effectiveness of Advertisement – Online Catalogs. Internet and Extranet - Architecture of Intranet and External - Applications of Intranet and Extranet

Unit IV: B2B EC MODEL

(12)

Business – to – Business Electronic Commerce : Characteristics of B2B EC- Model– Procurement Management Using the Buyer’s Internal Market Place – Supplier and Buyer Oriented Marketplace – Other B2B Models Auctions – and Service – Integration with back End Information System _ The Role of S/W Agents in B2B – Electronic Marketing in B2B.

Unit V: PUBLIC POLICY

(12)

Public Policy : From Legal Issues to Privacy :- Legal, Ethical and Other Public Policy, Issues – Protecting Privacy – Free Speech , Internet Indecency Censorship – Taxation and Encryption Policies and Seller Protection in EC.

References:

- Kalakotta, Elements of E Commerce

Text Books:

- Efraim Turbun, Jae Lee, David King, H. Michael Chung —Electronic Commerce –
- A Managerial Perspective, Pearson Education Asia – 2000.

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: To Understand e-commerce models -its benefits and limitations	K2
2	CO2: To use of market research tools in analysing customer buying behavior	K3
3	CO3: To analyse the web advertising modes	K4
4	CO4: To understand the application of B2B e-commerce model	K2
5	CO5: To critically evaluate public policy on privacy and security	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	M	S	S
CO3	S	S	S	S	S
CO3	S	S	M	S	S
CO4	S	S	S	S	S
CO5	S	S	S	M	S

* Strong; M-Medium; L-Low

HUMAN RESOURCE MANAGEMENT

Course Objective

(60 Periods)

- To enable the students to analyze and understand the equip students with knowledge, skill and competencies to manage people in the organization
- To familiarize the students with the HRM practices, HR planning, Training Activities, Compensation and reward planning, Performance Appraisal system in an organization.
- To provide an insight into the importance of motivation, counselling to create a stress-free environment

Unit I

(12)

Human Resource - Definition – Characteristics and Objectives – Scope - Functions – Role of HR manager – Functions of Personnel Management–Personnel principles and policies – Managerial and Operative Functions.

Unit II

(12)

HR Planning –meaning, nature and importance –Steps in HR Planning process– Job Analysis, Job Description and Job Specification - Recruitment and Selection – Factors affecting Recruitments, Sources of Recruitment – Definition and Importance of Selection, Stages involved in Selection Process.

Unit III

(12)

Placement of Personnel and Induction, Training and Development – Objectives – Training methods – Promotion - Transfer - Types - Demotions, Separation. Performance Appraisal: Meaning - Importance - Methods –360 degree appraisal.

Unit IV

(12)

Wage and Salary Administration: Concept and structure Different methods of wage payments – factors principles, Compensation plan, individuals

Unit V

(12)

Meaning and Sources of Employee Grievance – Grievance Handling Systems – Meaning & Process of Collective Bargaining

Text Books:

1. C.B.Gupta, Human Resource Management, Sultan Chand & Sons, 2014.
2. P.S. Subborao, Human Resource Management, Himalaya Publishing House, 2011

References:

1. S.S. Khanka, Human Resource Management, S. Chand Publication, 2015
2. K. Aswathappa, Human Resource Management, McGraw Hill Publication, 2017.
3. L.M. Prasad, Human Resource Management, Sultan Chand & Sons, 2014

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: analyse the process of Job and its importance as a foundation of human resource management practice.	K3
2	CO2: Understand the Human resource planning	K4
3	CO3: apply the policies and practice of the primary areas of human resource management, including staffing, training and compensation.	K3
4	CO4: understand the wage and salary administration	K4
5	CO5: understand the employee grievance handling system	K2
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	S	S	M	S	M
CO2	M	M	S	M	M
CO3	S	S	M	S	S
CO4	M	M	S	S	M
CO5	M	M	M	S	M

* Strong; M-Medium; L-Low

MARKETING MANAGEMENT

Course Objective

(60 Periods)

- To help the students gain understanding of the product management.
- To provide them tools and techniques to be used to know the distribution management.
- To impart knowledge on basic concepts of marketing and create an analytical inquisitiveness in marketing among the students.

Unit I

(12)

Introduction – definition, significance and objectives of marketing. Marketing concepts and approaches to the study of marketing. Marketing mix, marketing organization and functions of marketing executives – Market segmentation and buyer behaviour – importance and basis of market segmentation. Buyer behaviour: - buying motives.

Unit II

(12)

The product - meaning – Importance of product management – Innovation – Development of new products. Causes for the new products success or failure; product mix and product line - Concept of product life cycle. Branding and Packaging, Labeling, Trademark and Warranties

Unit III

(12)

The Price – Meaning and Importance of price. Pricing objectives; factors influencing price determinations – Pricing policies and strategies

Unit IV

(12)

Physical Distribution – Significance, Objectives and elements of physical distribution, Importance of physical distribution management. The effective use of physical distribution – Marketing channels – importance – selection and evaluation of channels

Unit V

(12)

Promotion – purpose of sales Promotion – Major promotion – consumer promotion – trade promotion – decision in sales promotion – tools of sales promotion program – pre testing – implementation sale force promotion – developing the sales promotion in India and control – evaluation – growth of sales.

References:

1. Marketing management - Dr.N.Rajannair, 7th Edition (2005), Sultan chand& sons Ltd, New Delhi.
2. Marketing management – Ramaswamy & Namakumari, 3rd Edition (2005), Macmillan India Ltd. New Delhi

Text Books:

1. Marketing Management - Philip Kotler, Prentice-hall of India Ltd, New Delhi
2. Principles Of Marketing: A South Asian Perspective 13th Edition (English, Paperback, Philip Kotler, Prafulla Y Agnihotri, Ehsan UIHaque)-2016

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: Examine the causes for the new products success or failure.	K1
2	CO2: Identify the major elements needed to improve the physical distribution	K3
3	CO3: Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service	K3
4	CO4: Appraise the nature and development of a marketing strategy	K4
5	CO5: Recognize how marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	M	M	M
CO2	S	S	M	M	M
CO3	S	S	M	M	M
CO4	S	S	S	S	S
CO5	S	S	M	M	S

*S-Strong; M-Medium; L-Low

PRODUCTIONS AND OPERATIONS MANAGEMENT

Course Objective

(60 Periods)

- To help the students gain understanding about the various steps of product, design, development, plant location and storage.
- To provide them tools and techniques to be used in the production planning and control.

Unit I

(12)

Operations management: Concept, Functions. Product Design and development, Product development process (Technical): Product development techniques. Process selection- Project, job, Batch, Mass and Process types of Production Systems. Facility Location – importance, Factors in Location Analysis: Basic types of layouts. Capacity Planning – Concepts: Production Planning & Control (PPC) – Concepts, Objectives, Functions.

Unit II

(12)

Introduction to modern productivity techniques – just in time, Kanban system. Total Quality Management & six sigma. Functions of Purchasing Management – Objectives, Methods: Procedure. Value analysis – Concepts. Stock control systems. Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis. Quality Management - Quality Concepts, Difference between Inspections

Unit III

(12)

Operations Management – Meaning, objectives, functions – Types of Production Systems – Plant Location – Factors affecting plant location – Selection of site - urban, rural, or sub-urban areas, industrial estates – advantages and disadvantages – Subjective, qualitative and semi-quantitative techniques for site evaluation - Plant layout – Introduction – objectives of an ideal plant layout – factors affecting the plant layout decisions

Unit IV

(12)

Purchasing – Introduction, meaning, objectives, principles – Purchasing procedure – Centralized vs. Decentralized purchasing – advantages and disadvantages – Purchasing manual – Stores management – introduction - functions of stores – stores organization – stores records – issue of materials – replacement of materials

Unit V

(12)

Work study – Definition, meaning, purpose – Method study – introduction, procedure – charts (outline process charts, flow process charts two handed process chart) - Time study – Introduction - procedure – methods of time study. Concept of quality – acceptance sampling – O.C.Curve – Types of sampling plans - Quality control charts (X,R,p,C) – Quality circles – Just – in – time - TQM – ISO standards

References:

1. Operations Management-Publisher: Nirali Prakashan-2016
2. Production and Operations Management – S.A. Chaiwallah,
3. D.R. Patel Seventh Revised Edition – 2008, Himalaya Publishing house pvt. Ltd., Mumbai 400 004.

Text Books:

1. Production and Operations Management – S N Chary, Second Edition – 2000, Tata McGraw-Hill Publishing Co., Ltd.,
2. Modern Production and Operations Management –Elwood S.Buffa,Rakesh K.Sarin Himalaya Publishing House, John Wiley and Sons Eight edition – 1994

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: Understand ever growing importance of Production and Operations management in uncertain business environment.	K2
2	CO2: Gain an in-depth understanding of resource utilization of an organization.	K2
3	CO3: Appreciate the unique challenges faced by firms in services and manufacturing.	K5
4	CO4: Understand the subject as a crucial part of functional management	K4
5	CO5: Develop skills to operate competitively in the current business scenario.	K6
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

*S-Strong; M-Medium; L-Low

Health and Wellness

Objectives:

- To Teach the students about the body and how it works
- To make understand the relationship between fitness and wellness
- Gain knowledge regarding various aspects and its practical implication fitness and Wellness.
- To know the behavior changes needed to ensure a good quality of life
- Women health and hygiene

Unit – I Health

WHO definition of health - Dimensions of health-Physical, Mental, Social - Concept of wellbeing- objective, subjective, standard of living, quality of life.

Unit II – Fitness and Wellness

Concept of Fitness - Definition and meaning of Fitness, Different Kinds of Fitness - Physical Fitness, Skill Related and Health Related Physical Fitness, Relationship of fitness and health

Basic concept of wellness, Role of various factors in wellness, components of wellness, Physical fitness and wellness, Health benefits of Exercise. Exercise prescription.

Unit -III Fitness Evaluation and Activities

General Warm up, Limbering down exercises. Free hand exercises, Stretching exercises
Swiss ball exercises

Fitness Evaluation –Measuring Cardio respiratory fitness, 1.5 mile run test, 1mile walk test, The Step test, Assessment of Flexibility, Skinfold test, BMI

Aerobic activities – Walking, Jogging, cycling etc. / Anaerobic Activities – Circuit Training, Strength Activities, Agility and Coordinative activities, Body conditioning activities like Calisthenics, Flexibility exercises. Physical Activity for Special population.

Unit – IV:

Yoga and Stress Management

Asanas and its effects

- Padmasana
- Halasana
- Bhujangasana
- Shalabhasana
- Dhanurasana
- Shavasana
- Vajrasana
- Chakrasana
- Trikonasana
- Padahasthasana

Postural Deformities – Corrective measures - Stress Management and Relaxation Techniques

Unit V: Lifestyle Disease and its Management

LIFESTYLE/Hypo-kinetic Diseases and its Management

- Diabetes
- Hypertension
- Obesity
- Osteoporosis
- CHD
- Back pain

Health related Physical Fitness and Assessment

Body mass Index/Skin fold Measurement, BMR, Pulse Rate, Blood Pressure
Health Related Physical Fitness Test.

Reference

1. Harold M Barrow "Man and Movement: Principles of Physical Education" published in Great Britain by Henry Kimpton Publishers, London.
2. Jesse Peering Williams "The Principles of Physical Education" Published by College Book House, Shivaji Road, Meerut.
3. William D McArdle, Frank I Katch and Vitor I Katch, Essential of Exercise Physiology, Second edition, New York: LipincoffWilliams and wilkins, 2000
4. Arthur C. Guyton, Physiology of Human Body, Philadelphia: Saunders Company, 1972.
5. Melwin H. Williams. Nutrition for Health Fitness and sport. McGraw Hill Company, Newyork: 1995
6. Bradford B, Strand and Others. Fitness Education Arizona GorsuchSeani; sbrick Publishers, 1997.
7. Scott K. Powers and Stephen L. Dodd. Total Fitness: Exercise, Nutrition and wellness, Boston: Allyn and Bacon, 1999.
8. Thomas D. Fahey and Others. Fit and Well 6th Edition; Newyork: MCGraw Hill Publishers, 2005.
9. Butryn, M.L., Phelan, S., & Hill, J. O. (2007). Consistent self-monitoring of weight: a key component of successful weight loss maintenance. *Obesity* (Silver Spring). 15(12), 3091-3096.
10. Chu, S.Y. & Kim, L. J. (2007). Maternal obesity and risk of stillbirth: a meta-analysis. *Am J Obstet Gynecol*, 197(3), 223-228

Environmental Science

Course Objectives

(60 Periods)

- To enable students to evaluate business and its environment
- To enable students to understand business and society
- To enable students to examine and evaluate business in International Environment

Unit I

(12)

Introduction to environment – components – nature of environment - need of awareness – water crisis climatic change - fossil fuels– pollution – loss of biodiversity – deforestation – their impacts - reasons for environmental problems – anthropocentric and eco centric views. Environmental studies - multidisciplinary nature – scope and aim – sustainable development- principles– RRR concept extension – response of world community – Indian environmental movements

Unit II

(12)

Ecosystem – structure – functions – simplified ecosystem models (food chain and food webs and their types) - forest – grassland – pond – desert- estuary ecosystems – ecological succession - ecological pyramids– Bio-geochemical cycles of water – oxygen-carbon-phosphorous and sulphur. Biodiversity – definition – types – species – genetic and ecosystem diversities- values of biodiversity – threats to biodiversity – conservation of biodiversity – endemism – biodiversity hotspots – Indian biodiversity– soils of India – floristic regions – endemic species of India – IUCN lists -red-green and blue data books.

Unit III

(12)

Natural resources – definition – types – forest resources – uses –deforestation- reasons - effects – water resources – distribution of water in the globe – other reasons for problems – conservation of water – dams– effects of dams - food resources – modern agriculture– ill effects -energy resources types – hydel – nuclear – solar –wind and biomass energy - world scenario – Indian scenario Population and environment – reasons for over exploitation of resources – population – demography – population curves population explosion – effects – consumerism – effects – urbanization – reasons and effects- role of an individual.

Unit IV

(12)

Pollution – definition – types – air pollution – causes and effects – effects of CO₂ – CO – NO_x –SO_x – particulates – control of air pollution – water pollution – causes – effects – remedies – soil pollution – solid waste management – e waste – ill effects of e-waste – proper recycling- Noise pollution – reasons – effects– control – nuclear pollution – cases – effects and control – marine and thermal pollution causes –effects and remedies Legal provisions for protecting environment – article 48 A – 51 A (g) – Environment act 1986 – Air act 1981 – Water act 1974 – wild life protection act – Forest act 1980- salient features and inadequacies - problems in implementation – reasons.

Unit V

(12)

Present environmental scenario – greenhouse effect – climate change – The Kyoto Protocol – ozone layer depletion-The Montreal Protocol - acid rain – causes – effects - disparity among the nations – The Copenhagen UNFCCC summit – carbon currency- virtual water- genetically modified organisms. Environmental ethics – introduction – people getting affected - resettlement and rehabilitation – issues involved — Sardhar Sarovar project – Tawa Matsya sang - Melting icebergs of Arctic.

References:

1. Environmental Studies, N. Nandini, N. Sunitha and SucharitaTandon, Sapna Book House, 2007.
2. Text book of Environmental Science, RagavanNambiar, SciTech Publications, 2009.
3. Text book of Environmental Chemistry and Pollution Control, S.S.Dara, S. Chand and Co., 2002.
4. Chemistry, V.K. Ahluwalia and M. Kidwai, Anamaya Publishers, 2006.

Text Books:

1. Perspectives in Environmental studies – Anubhakaushik and CP kaushik, new age international publishers, 4th edition, 2014.
2. Environmental Chemistry, Colin Baird, W.H. Freeman and company, New Trends in Green

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: acquaint with business objectives, dynamics of business and environment, various types of business environment and its analysis	K1
2	CO2: Understand and relate various concepts like business ethics, ethical dilemmas, corporate culture and ethical climate	K2
3	CO3: Understand various strategies of Global Trade.	K5
4	CO4: Analyze effects and remedies Legal provisions for protecting environment.	K3
5	CO5: Evaluate Present environmental scenario with the help of greenhouse effect.	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	S
CO2	M	S	M	M	S
CO3	S	S	S	S	S
CO4	S	M	S	S	M
CO5	S	S	S	S	S

*S-Strong; M-Medium; L-Low

RETAIL MANAGEMENT

Course Objective

(60 Periods)

To help the students gain understanding of the present Indian retail scenario.

To provide them tools and techniques to be used in the Stores designing.

To enable them to analyze and understand the retail marketing mix.

Unit I INTRODUCTION TO RETAIL BUSINESS

(12)

Definition – functions of retailing - types of retailing – forms of retail business ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retail business in India: Influencing factors – present Indian retail scenario.

Unit II CONSUMER BEHAVIOUR IN RETAIL BUSINESS

(12)

Buying decision process and its implication on retailing – Influence of group and individual factors, Customer shopping behaviour, Customer service and customer satisfaction

Unit III RETAIL OPERATIONS

(12)

Factors influencing location of Store - Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Stores Layout and visual merchandising, Stores designing, Space planning, Inventory management, Merchandise Management, Category Mgmt.

Unit IV RETAIL MARKETING MIX

(12)

Introduction -Product: Decisions related to selection of goods (Merchandise Management revisited) – Decisions related to delivery of service. Pricing: Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place: Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Promotion: Setting objectives – communication effects - promotional mix.

Unit V INFORMATION TECHNOLOGY IN RETAILING

(12)

store retailing (e-retailing) - The impact of Information Technology in retailing - Integrated system and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system.

References:

1. Suja Nair; Retail Management, HPH
2. Karthic – Retail Management, HPH

Text Books:

1. S.K. Poddar & others – Retail Management, VBH.
2. R.S Tiwari ; Retail Management, HPH

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: Remember forms of retail business ownership.	K1
2	CO2: Understand Factors influencing location of Store .	K2
3	CO3: Apply computerized replenishment system in Retail logistics.	K3
4	CO4: Analyze the impact of Information Technology in retailing	K4
5	CO5: Evaluate Buying decision process and its implication on retailing.	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

People Management

Course Objective

(60 Periods)

- To help the students gain understanding of the People Management.
- To provide them tools and techniques to be used in the Performance Management.
- To enable them to analyze and understand the Essentials of Communication.

Unit I Introduction to People Management

(12)

Diversity in organisation: age, gender, ethnicity, race, and ability. People Management: Meaning, Features, Significance of people management, Difference between People Management and Human Resource Management, impact of individual and organizational factors on people management.

Unit II Getting Work Done and Assessment and Evaluation

(12)

Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members. Performance Management: meaning, role of a manager in the different stages of the performance management process, Types of Performance assessment, Assessment and Evaluation Process of evaluation of tasks in the organisation. Modern tools of assessment and evaluation of tasks and performance

Unit III Building Peer Networks and Essentials of Communication

(12)

Building Peer Networks: Understanding the importance of peer networks in an organization; being able to influence those on whom you have no authority; challenges Peer networking and different types of people networking in the workplace.

Essentials of Communication: Concept of the communication process with reflection on various barriers to effective communication and ways to overcome, Types of Communication and Channels of Communication

Unit IV Motivation

(12)

Meaning, Importance and need for motivation, team motivation- meaning, importance team motivation, types of Motivators and Modern methods of motivation

Unit V Managing Self

(12)

Reflection on what does it mean to be a people manager; building a personal development oneself, Self-Stress Management: Causes for stress, work life Balance, Importance of Work life Factors influencing Work life Balance.

References:

1. McShane, Steven L. and Mary Ann Von Glinow, Organizational Behavior: Emerging Knowledge and Practice for the Real World. McGraw-Hill, latest edition, ISBN: 0-07-115113-3.
2. Bernardin, H. John and Joyce E. A. Russell. Human Resource Management: An Experiential Approach. McGraw-Hill, 6/e. ISBN: 0078029163
3. Argyris, C. (1974). Personality vs. Organization. Organizational Dynamics. Vol. 3. No. 2, Autumn

Text Books:

1. Blume, B. Baldwin, T. and Ryan, K. (2013). Communication Apprehension. A barrier to student leadership, adaptability and multicultural appreciation. Academy of Management Learning & Education, Jun, Vol. 12 Issue 2, p158-172.
2. Colquitt, J.A., LePine, J.A., & Wesson, M.J. (2009) Organizational Behavior: Improving Performance and Commitment in the Workplace (International edition). New York: McGraw-Hill.
3. Goleman, D. (1998). Working with Emotional Intelligence. Bantam Books,

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: Remember the Significance of people management.	K1
2	CO2: Understand Importance and need for motivation.	K2
3	CO3: Evaluate Importance of Work life Factors influencing Work life Balance.	K5
4	CO4: Analyze impact of individual and organizational factors on people management	K4
5	CO5: Apply techniques of Self-Stress Management.	K3
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

*S-Strong; M-Medium; L-Low

Agribusiness Management

Course Objective (60 Periods)

- To help the students gain understanding of the Indian Agriculture.
- To provide them techniques to be used in the functions of Management.
- To enable them to analyze and understand the new trends in Agribusiness.

Unit I (12)

Indian Agriculture: Place of Agriculture in Indian Economy, trends in the structure of Indian Economy- Role of Agriculture in Economic Development in India. Trends in agricultural production and productivity, cropping pattern- size of farms and farm efficiency.

Unit II (12)

Functions of Management – Planning, organizing, staffing, motivation and control and Principles of Management.

Unit III (12)

Agribusiness - Linkages among sub-sectors of the Agribusiness sector; Economic Reforms and Indian agriculture; Impact of Liberalization, Privatization and Globalization on Agribusiness sector.

Unit IV (12)

Agribusiness Management: Definition, importance, Scope of Agribusiness Management, Agribusiness Management- Nature, definition, scope and functions. Agribusiness input and output services, Agricultural credit and foreign trade, Planning and Organizing Business- Importance of small agribusiness.

Unit V (12)

New trends in Agribusiness: Contract farming, Types and Scope of contract farming, Working of Contracts, Contract Models, Organic Farming, Genetically Modified Food, Farmer Producers' Organizations (FPO)

References:

1. Heady EO & Jensen H. 1960. Farm Management Economics. Prentice Hall.
2. Johl SS & Kapoor TR. 1973. Fundamentals of Farm Business Management. Kalyani Publ

Text Books:

1. Kahlon AS & Singh K. 1992. Economics of Farm Management in India. Allied Publ.
2. Panda SC. 2007. Farm Management & Agricultural Marketing. Kalyani Publ.

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: Remember the role of Agriculture in Economic Development in India.	K1
2	CO2: Understand Functions of Management	K2
3	CO3: Evaluate Impact of Liberalization, Privatization and Globalization on Agribusiness sector.	K5
4	CO4: Develop an understanding of impact of Agricultural credit and foreign trade on agribusiness.	K6
5	CO5: Analyze New trends in Agribusiness	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 - Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

*S-Strong; M-Medium; L-Low

Business Environment

Objectives

(60 periods)

- Familiarize the nature of the business environment and its components in business decision making
- Increase the awareness of the interconnected nature of today's world, and how economic, social, political and environmental issues can impact international integration and business.
- Impart the environmental scanning skills to identify the business opportunity and challenges.
- Analyze and interpret the current events relating to globalization and international business.
- Analyze the various economic conditions and effects of government policy on business performance.

Unit I

(12)

Business Environment – Definition- Importance- Dimension of business environment: Economic, Social, Cultural, Political, Legal, Demographic, Natural and Technological Environment

Unit II

(14)

Political and Economic Environment - Economic systems – Capitalism – Socialism – Mixed economy - Features, Merits & limitations of each – Role of Government in business : regulatory role promotional role , entrepreneurial role and planning role – Constitution of India – The preamble – The fundamental rights – The Directive Principles

Unit III

(12)

Industrial policy Resolutions in India - Meaning – Need & Importance of Industrial policy - Industrial policy resolutions 1948 & 1956 – The New Industrial policy 1991 – Features – Meaning of Liberalization, Privatization and Globalization

Unit IV

(12)

Global Environment - Meaning – Merits and Demerits of Globalization – GATT (General Agreement on trade and tariff) – Meaning, Objectives – WTO and its functions - MNCs (Multinational Companies) – Benefits and limitations of MNCs.

Unit V

(10)

Social Responsibility of Business - Concept – Responsibility to shareholders , employees, Consumers and community – Business ethics- meaning and importance.

Text Book:

1. Business Environment- Sahitya Bhawan Publications- Revised Edition 2017
2. Business Environment - Francis Cherunilam, Himalaya Publishing House- 2008, Mumbai-400 004.

Reference Books

1. NamithGopal, Business Environment, Tata McGraw Hill Education , 2010
2. Ghosh P.K, Business Environment, S. Chand & Sons, 2010
3. Rosy Joshi, Business Environment, Kalyani Publication, 2019
4. Business Environment - Dr.K.Chidambaram&Dr.V.Alagappan, Vikas Publishing House Pvt Ltd-2017 New Delhi.
5. Essentials Of Business Environment - K.Aswathappa, Himalaya Publishing House.- 2010“Ramdoot”, Dr.Bhalerao Marg, Gurgaon, Delhi

Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	Develop an understanding of the business environment	K2
CO2	Explain the Government and political environment	K2
CO3	Understand the relations of society and culture to the business	K3
CO4	Comprehend the economical environmental factors that are conducive to the businesses	K4
CO5	Have a simple and basic comprehension of the international scenario about the borderless business world due to technological changes	K2

Mapping of COs with POs

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	S	M	S	S	S
CO2	M	S	S	S	S
CO3	S	S	S	M	S
CO4	S	S	M	S	S
CO5	S	S	S	S	M

Organizational Behaviour

Objectives

60 Periods

- Gain a solid understanding of human behaviour in the workplace from an individual, group, and organizational perspective and frameworks and tools to effectively analyze and approach various organizational situations.
- Familiarize students with contemporary organizational behaviour theories and help them to understand predict and manage people better.
- Acquaint the students with the fundamentals of managing a business.
- Understand individual and group behaviour at work place to improve the effectiveness of an organization.

Unit I

(12)

Introduction to Organizational Behaviour – Need for Organizational Behaviour – Nature and Scope of OB – SOBC Model – Behaviour Modification – Meaning and Importance. Organizational Culture - Meaning – Need – Importance – Elements.

Unit II

(12)

Personality – Definition – Theories of Personality – Factors influencing Personality. Perception – Definition – Perception Process – Factors influencing Perception – Perceptual Selectivity, Perceptual Grouping, Perceptual Context, Perceptual Defense. Learning: – Definition – Learning Process – Factors influencing Learning

Unit III

(12)

Group Dynamics – Types of Groups – Group Norms – Cohesiveness – Features of Cohesive Groups – Factors affecting Group Cohesiveness – Effects of Group Cohesiveness. Conflict – Meaning – Features – Role Conflict – Goal Conflict – Inter-Personal Conflict – Inter-Group Conflict – Horizontal Conflict – Vertical Hierarchical Conflict.

Unit IV

(12)

Leadership: Concept of Leadership – Theories of Leadership – Leadership Styles – Power and Politics – Negotiation – Meaning - Process

Unit V

(12)

Organizational Change and Development: Change – Meaning – Need – Importance – Process. Organizational Development (OD) - Meaning – Need – Importance – Process – Intervention Techniques

Text Book

1. Organizational Behaviour (English, Paperback, M. Beulah Viji Christiana)- 2018
2. Organisational Behaviour – Fred Luthans, 8th Edition (2000), Tata McGraw Hill, New Delhi

Reference Book

1. Human Relations and Organisational Behaviour –Dwivedi, 2000-MacMillan, New Delhi
2. Stephen P.Robins, Organizational Behavior,- Pearsons Education, 2014
3. Aswathappa, Organizational Behavior- Himalaya Publishing House, 2012
4. Dr.C.D.Balaji, Organisational Behaviour, Margham Publication, 2016
5. Uma Samkar, Organisational Behaviour, Tata McGraw Hill Publication, 2013
6. J. Jayasankar, Organisational Behaviour, Margham Publication, 2015

Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	Understand the implications of organizational behaviour on the process of management	K2
CO2	Analyze the individual behaviour and Identify the Determinants of Personality	K4
CO3	Know about the qualities of leadership	K2
CO4	Understand the theories of motivation	K2
CO5	Evaluate the organizational change.	K5

Mapping of COs with POs

CO /PO	PO1	PO2	PO3	PO4	PO5
CO1	M	M	S	S	S
CO2	M	S	S	S	S
CO3	M	S	M	M	M
CO4	M	M	M	M	M
CO5	M	M	S	M	S

Business Mathematics and Statistics – I

Objectives

60 Periods

- To understand the different basic concept / fundamentals of business statistics.
- To learn the applications of statistics in business decision making.
- To make students understand about basic statistics & Mathematics for business purposes.
- To impart the knowledge of various concepts of basic statistics.

Unit I

(12)

Mathematical basis of Managerial Decisions: Functions - Applications of Functions - Some Special Functions - A.P. & G.P. and its Managerial Application - Matrix Algebra – Arithmetical Operations – Properties - Solutions of Equations by Inverse Method and Cramer's Rule.

Unit II

(12)

Introduction to Data – Grouping and Displaying of Data – Frequency Distribution Construction and Characteristics - Graphical Representation of Frequency Distribution - Histogram, Polygon, Ogives, Pie charts

Unit III

(12)

Measures of Central Tendency -Arithmetic Mean - Weighted Mean - Geometric Mean - Median – Mode Measures of Dispersion - - Range - Standard Deviation - Coefficient of Variation - Skewness – Kurtosis

Unit IV

(12)

Probability – Concept of Bayes' Theorem - Binomial Distribution - Poisson Distribution - Normal Distribution – Applications to Business Situations.

Unit V

(12)

Basic Calculus & Applications- Limits & Continuity; concept of Slope and Rate of Change Concept of Derivative; Rules of Differentiation; Applications of the Derivative - Concept of Maxima and Minima with Managerial Applications

Text Books:

- Gupta, S. P. and Gupta. M. P. - Business Statistics - Sultan Chand, New Delhi
- Journal of Business & Economic Statistics, Aims and Scope.
- "Journal of Business & Economic Statistics, American Statistical Association."
- E. Pekoz, The Manager's Guide to Statistics, www.probabilitybookstore.com,

Reference Books

- Gupta, S. P. and Gupta. M. P. - Business Statistics - Sultan Chand, New Delhi
- Srivastava, U.K., Shenoy, G.V., Sharma, S.C. - Quantitative Techniques for Managerial Decision - New Age International (P) Ltd, New Delhi
- Richard I.Levin, David, S.Rubin - Statistics for Management - PHI, New Delhi
- Kazmier, L. J. and Pohl, N. F. - Basic Statistics for Business and Economics - Mc Graw Hill, New York
- Terry, Sineich - Business Statistics by Examples, Colier Mac Millen Publishers, London
- Sancheti, D.C, Kapoor, V.K., Metha P.L., - Quantitative Methods - Sultan chand, New Delhi

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	Know the basic concepts of statistics	K1
CO2	Apply the data presentation tools of statistics	K3
CO3	Evaluate the measures of central tendency	K5
CO4	Evaluate the measures of dispersion	K5
CO5	Know the basic Calculus and Application	K4

K1 – Remember; K2 – Understand; K3 – Apply; K4 – Analyze; K5 – Evaluate;

Mapping of Cos with POs

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	M	S	S	M	M
CO2	S	S	S	M	M
CO3	M	M	M	M	M
CO4	M	S	S	M	M
CO5	M	M	S	M	M

Rural Marketing

Course Objectives:

60 Periods

The objective of the course is to familiarize the learners with conceptual understanding of Rural Marketing and recent development in rural market.

UNIT I

(12)

Rural Marketing an Overview: Principles of Marketing as Relevant to Rural Marketing - Evolution of Rural Marketing - Rural Marketing Mix - Rural Economy - Profiles of Urban & Rural customers and Differences in their Characteristics. Rural Environment - Rural Market Strategies with special reference to Segmentation, Targeting and Positioning. (Rural to Rural, Rural to Urban, Urban to Rural)

UNIT II

(12)

Rural Marketing mix - 4P's vs. 4A's: Acceptability, Affordability, Availability and Awareness – Rural Product classification - Rural Product design – Rural Services - Rural Packaging - Rural Brands vs. Fake brands - Strategies to avoid fake brands.

UNIT III

(12)

Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy. Mod

UNIT IV

(12)

Distributional Channel in Rural Market – Channels of distribution – Rural Retailing - Challenges in rural distribution – Distributional model for FMCG, Durable and Fake products - Emerging distributional models in Rural Market.

UNIT V

(12)

Promotion towards rural audiences, exploring media, profiling target audiences, designing the right promotion strategy and campaigns. Social Medias' participation in Promotion and awareness program

Text Book:

Rural Marketing, Sawalia Bihari Verma, Madhusudan Narayan, Potokuchi Thryambakam, Scientific Publishers, (India), 2014

Reference Book:

Rural Marketing, Pradeep Kashyap, 3rd Edition, Person Education, 2016

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	To aware of the rural marketing environment and its challenges	K1
CO2	To conduct market research in rural markets on various issues identified	K3
CO3	To design the marketing plan for products/services strategies applicable to rural market	K5
CO4	To develop marketing strategies applicable to rural market	K5
CO5	To learn rural communication and promotion	K4

K1 – Remember; K2 – Understand; K3 – Apply; K4 – Analyze; K5 – Evaluate;

Mapping of Cos with POs

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	M	S	S	M	M
CO2	S	S	S	M	M
CO3	M	M	M	M	M
CO4	M	S	S	M	M
CO5	M	M	S	M	M

SOFT SKILLS FOR BUSINESS

Objectives:

60 Periods

- Enable the students to understand the importance of soft-skills.
- Acquire different soft skills to be an employable person.
- Improving the competitive edge and increasing the chances of recruitment and selection.

Unit I

(12)

Emotional intelligence, emotional quotient, ability to understand, use manage own emotions, positive ways to relieve stress, empathy and resolving conflict.

Unit II

(12)

Team spirit, growth mindset, high performing teams, trust and mind alignment, focus, target achievement and time compliance.

Unit III

(12)

Feedback, accepting negative feedback, improving self-awareness, criticism-types and overcoming the shortfalls

Unit IV

(12)

Adaptability, meaning and nature, change in thought process, willingness to take risk, encouraging others towards open mindedness, continuous learning

Unit V

(12)

Work ethics skills, reliability, dedication, discipline, productivity, cooperation, integrity, responsibility, professionalism

Text Book:

- Barun K. Mitra, Personality Development and Soft Skills, Oxford Higher Education, 2012

Reference Book:

- Meenakshi Raman, Shalini Upadyay, Soft skills: Key to success in workplace, Cengage India Pvt Ltd., 1st Edition 2017

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	Remember the various organizational entry level skill requirements	K1
CO2	Understand the need for different skill requirement at different occasions	K2
CO3	Able to appropriately respond to the situation during recruitment and selection	K3
CO4	Demonstrate a good command in work environment	K5
CO5	Achieve the desired result of a good employability	K4

K1 – Remember; K2 – Understand; K3 – Apply; K4 – Analyze; K5 – Evaluate;

Mapping of Cos with Pos& PSOs

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	M	S	S	M	M
CO2	S	S	S	M	M
CO3	M	M	M	M	M
CO4	M	S	S	M	M
CO5	M	M	S	M	M

GST REGISTRATION AND FILING

Objectives

60 Periods

- Provide students with a working knowledge of principles of GST
- Assist the students to understand the provisions of GST
- Make the students understand the relevance of GST in the present Indian Tax Scenario
- Educate the students to aware of the contribution of GST for economic development.

Unit I

(12)

Indirect Tax: Meaning, Features, difference between direct & Indirect Tax Types of indirect tax before GST, Shortcoming of Indirect Tax system during pre GST Era. **GST**: Meaning, advantages, disadvantages, Evolution of GST, Structure of GST: CGST/IGST/SGST/UTGST, Important definition under GST Act. **Machinery under GST**: GST council, GST network, GST Authority.

Unit II

(12)

Concept of Supply: Meaning, Features, Types:, Inter -state, intra- state, mixed composite, exempt supply. **Time of supply (TOS)**: Meaning, TOS of Goods & Services, TOS under Reverse Charge Mechanism, Invoicing provisions, provisions related with changes in GST rate. **Place of Supply (POS)**: Meaning, POS of goods & service, intra state & Inter State supply. **Value of Supply**: Meaning, provisions related with determination of value of supply of goods & services, determination of GST liability.

Unit III

(12)

Input Tax credit (ITC): Meaning, manner of utilization of ITC, Block credit, supply not eligible for ITC, Matching, reversal & Reclaim of ITC. **Payment under GST**: Manner of Payment of GST liability, concept of Electronic Cash, credit & liability ledger, refund of excess GST. **Return**: Meaning, purpose & Importance, different type of return, due date of filing return. **Assessment under GST**: Meaning, types-self assessment, provisional assessment, summary assessment, best judgment assessment.

Unit IV

(12)

Registration: Meaning, optional registration, compulsory registration, procedure for new registration, amendment & cancellation of registration.

Composition Scheme: condition and restriction for composition scheme.

Unit V

(12)

Accounts & Records: Manner of maintenance of accounts, period of retention of relevant records,

Invoice: format, types- debit & credit note, vouchers.

Audit: meaning, types-mandatory, departmental & special audit. Penalty under GST, E-way bill

Text Book

1. M.S. Mathuria, GST Law and Practice Manual, Current Law House, 2020

References:

1. Bansal, K.M; GST and Custom's Law, TAXMANN Publication(P)Ltd, University Edition,2021
2. Chaudhary, Vashishtha ;Dalmia, Ashu; Girdharwal, —GST- A Practical Approach, Taxman Publication, 2017
3. Datey V.S., —GST Ready Reckoner, Taxman Publication, New Delhi, 2010
4. Jha R. K. & Singh, P. K. -A Bird's Eye view of GST, Asia Law House, 2017
5. Majumder, Sumit Dutt -GST in India 2nd edn. Centex Publications Pvt. Ltd, 2016

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	understand the basic concepts of GST	K2
CO2	apply GST rates in various transactions	K3
CO3	calculate GST calculations in accounting software Tally	K5
CO4	evaluate of Tax in put credit available to goods	K5
CO5	apply the practical knowledge dealings if interstate transactions of GST	K2

K2 - Understand; K3 - Apply; K5 - Evaluate;

Mapping of COs with POs

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	S	S	S
CO3	M	S	S	S	S
CO4	M	S	S	S	S
CO5	M	S	S	S	S

Management Accounting

Course Objective

60 Periods

- To familiarize the students with the basic management accounting concepts.
- To enhance the abilities of students to analyze the financial statements
- To make the students develop competence with their usage in managerial decision making and control

Unit I

(12)

Management Accounting – Nature and Scope – Basic Cost concepts – Management Accounting vs. Financial Accounting – utility of management accounting – limitations of management accounting.

Unit II

(12)

Meaning of Ratios – Classification of ratios – Profitability ratios – coverage ratio – turnover ratio-financial ratio – DuPont Control Chart – Inter-firm and Intra firm comparison

Unit III

(12)

Meaning of Fund Flow Statement – Uses of Fund Flow Statement – Parties interested in Fund Flow Statement – Preparation of Fund Flow Statement – Depreciation as source of funds

Unit IV

(12)

Meaning of Cash Flow – Preparation of Cash Flow – Difference between Cash Flow and Fund Flow Utility of Cash Flow – Limitations of Cash Flow

Unit V

(12)

Marginal Costing – Meaning – Importance – Application – Break Even Analysis – simple decision making problems

References:

1. Shashi K. Gupta, R.K. Sharma, Management Accounting - Revised Edition – 2008 Kalyani Publishers, B-I/1292, Rajinder Nagar, Ludhiana.
2. Financial Management & Theory & Practice- Prasanna Chandra, Revised Edition – 2005, Tata MC Graw-Hill Publishing Company Limited, 7, West Patel Nagar, New Delhi – 110008

Text Books:

1. SN Maheswari, Management Accounting - Sultan Chand & Sons.
2. RSN Pillai & Bagavati, Management Accounting - S Chand & Co Ltd - New Delhi.
3. Horngren Sunderu Stratton, Introduction to Management Accounting - Pearson Education.
4. T. S. Reddy and Hari Prasad Reddy. Management Accounting, Margham Publication. Reprint 2017

Course Outcomes: After completing the course student will be able to understand and explain

Course Outcomes	Bloom's taxonomy
CO 1: Understand the difference between management accounting with financial accounting and cost accounting.	Analysis (K4)
CO2: To analyze and compare the financial statements of an organization with the help of different ratios and how these ratios help users in decision-making	Applying (K5)
CO 3: Compare the relationship between fund flow and cash flow statement	Analysis (K4)
CO 4: Simplify the fund flow and cash flow statements by calculating funds and cash from operations	Understanding (K2)
CO 5: To understand the relationship of costs and revenues to output with the use of marginal costing, break-even analysis, CVP analysis, etc.	Analysis (K4)

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	M	M	S	S	S
CO3	M	S	M	S	S
CO3	S	S	S	S	S
CO4	S	S	S	S	S
CO5	S	S	S	S	S

*S-Strong; M-Medium; L-Low

Financial Services and Market

Course Objective

60 Periods

- To enable the students to understand the world of financial services.
- To facilitate the understanding of the various Financial Services
- To know the SEBI functions and powers

Unit I

The Financial System in India: Functions of the financial system – Financial Assets – Financial intermediaries – Financial markets – Capital market – Money market – Financial instruments

Unit 2:

Market for securities: The new issues market – Functions of new issue market – Players in the new issues market – Methods of primary issue of shares.

Unit 3:

Stock Exchanges in India: The secondary market – Organization of stock exchanges in India – SEBI – Functions and powers of SEBI

Unit 4:

Merchant Banking: Definition – Origin – Merchant Banking in India – Services rendered by merchant banks – Qualities required of Merchant Bankers – General obligations and responsibilities of Merchant Bankers

Unit 5:

Mutual Funds: Meaning – Fund unit Vs shares – Types and Classification of funds – Importance of mutual funds – Risks – Organisation of the Fund – Operation of the fund – Facilities available to investors – Private Mutual Funds

Course Outcome:

CO1: Understanding the basic concepts of the finance markets in India

CO2: Identify the underlying structure and functions of Indian financial markets

CO3: Familiarize the methods of issuing shares and the role of intermediaries in the primary market

References:

1. M.Y. Khan, Financial Services –Revised Edition, Tata MC Graw Hill, New Delhi 2000.
2. Indian Financial System – H.R. Machiraju, revised edition 2010, Vikas Publishing House, New Delhi.

Text Books:

1. E. Gordon & K. Natarajan, Financial Markets and Services - Revised Edition -Himalaya Publication, Mumbai.
2. Capital Market and Financial Services- Publisher: Nirali-2016

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	S	S	S	S	S	S
CO3	S	M	S	M	S	S
CO3	S	S	S	S	S	M

*S-Strong; M-Medium; L-Low

MANAGEMENT INFORMATION SYSTEM

Objectives

60 Periods

Surfacing the learner to the key concepts of management information system, Facilitating the learner to relate business as a system and enabling the learner to understand the role of management information system in the modern business context.

Unit I (12)

Introduction: Definition of key terms – Management Information, System – Nature and Scope of MIS - Kinds of System; Systems Approach – Classification of MIS

Unit II (12)

Organization for MIS: Structure for Management; Information requirements at various levels of Management; Manual vs. computerized information system; Data Bank Concept; Types of Computer-Based /applications

Unit III (12)

Data Base Management: Meaning of Data-Base; Electronic Data-Base; DBMS – Objectives – Technical Overview – Data Aggregates – Physical and Logical Structures; System Security

Unit IV (12)

System Development Stages: Investigation, Analysis Design, Construction, Testing, Implementation, Maintenance

Unit V (12)

MIS in functional areas of Management: MIS for Marketing, Human Resource, Operations, Finance, General Management – Decision Making.

Text Book

Management Information Systems – Goyal (2005), Managerial perspectives, MacmillanIndia Limited. New Delhi

Reference Books

1. Management Information Systems conceptual foundations, structure and development– Davis,Olson Tata McGraw Hill, New Delhi.
2. Management Information Systems: Management Information Systems with 0 Disc (GATE ACADEMY TEAM)-Second Edition, 2017
3. Information Systems for Modern Management - Murdick, Ross and Claggett (2016), Prentice Hall India. New Delhi

Expected Course Outcomes:

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

K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze;

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
C01	apply modern tools, techniques and technology functionally and productively in Professional Activities	K3
C02	analyze, Design, Construct, Implement and Maintain, Usable, Reliable and Cost-Effective Information Systems (IS) that support Operational, Managerial and Strategic activities of Organizations.	K4
C03	Study and evaluate existing manual and automated business processes and identify opportunities for re-engineering and/or automation.	K3
C04	Coordinate confidently and competently with the user community in IS requirements analysis/design activities, provide guidance and technical support to end-user computing activities.	K1
C05	analyze the impact of computing on individuals, organizations and society with Business and Management Application Packages	K2

Mapping of COs with POS & PSOs

CO/ PO	P01	P02	P03	P04	P05
C01	S	M	S	S	S
C02	S	M	S	S	S
C03	S	M	S	M	S
C04	S	M	S	S	S
C05	S	M	S	S	M

FINANCIAL MANAGEMENT

Course Objectives

The course aims to

1. Help the students understand the foundations of finance and financing decisions, Working Capital and Long term sources of finance.
2. Acquaint the students with the theory and techniques of financial management, and developing their abilities in respect of investment and capital budgeting, financial planning, capital structure decisions, dividend policy and working capital management.
3. Develop the analytical skills for interpretation business information and application of financial theory in financing related decisions and situations.

Unit 1: Financial Management

Financial Management - Meaning and Scope - Finance Functions – Profit Maximization and Wealth Maximization – Objectives of Financial Management -Sources of Finance –Short term-Bank sources– Long term

Unit 2: Cost of Capital

Cost of Capital–Concept, Importance – Classification – Calculation of Cost of Debt, Cost of Equity and Cost of Preference Shares - Cost of Retained Earnings –Weighted average cost of capital, Reserves.

Unit 3: Capital Structure

Capital Structure – Meaning and Scope – Factors influencing capital structure - Approaches: Net Income Approach –Net Operating Income Approach – MM Approach –Traditional Approach – Dividend and dividend policy – meaning, classification – sources available for dividend –dividend policy – general determinants of dividend policy.

Unit 4: Working Capital Management

Working Capital Management: concepts – Importance – Determinants of working capital

Unit 5: Capital Budgeting

Capital Budgeting – Concept and Importance – objectives – various techniques and methods: Pay Back Method – Discounted Cash Flow Method – NPV Method, Excess Present Value Index, IRR, ARR and ROI

Text Book

1. S.N. Maheshwari, Elements of Financial Management-, Sultan Chand & Sons, 2019

Reference Books:

1. I.M.Pandey, Financial Management, Vikash Publishing House Pvt.Ltd, 2016
2. Prasanna Chandra, Fundamentals of Financial Management,TataMcGrawHills, 2017
3. Dr. N.Srinivasan, Financial Management, Sriram Publication, 2019
4. R.K. Sharma,Shashi and K. Gupta, Financial Management-, Kalyani Publication 2016
5. C. Paramasivam and T. Subramanian, Financial Management, New Age International Publications, 2018.

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	use business finance terms and concepts while communicating.	K3
CO2	explain the financial concepts used in making a financial management decision.	K4
CO3	use effective methods to promote respect and relationship for financial deals.	K3
CO4	utilize the information to maximize and manage finance.	K1
CO5	demonstrate a basic understanding of Budgeting.	K2

K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze

Mapping of COs with POs

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	S	S	M	M	M
CO2	S	M	S	M	S
CO3	S	S	M	S	M
CO4	S	M	S	S	M
CO5	S	S	M	M	S

INDUSTRY 4.0

Course Objective

(60 Periods)

- To help the students gain understanding of the Artificial Intelligence.
- To provide them tools and techniques to be used in the Big Data in Machine Learning
- To enable them to analyze and understand the Artificial Intelligence Jobs in 2030

Unit I

(12)

Need – Reason for Adopting Industry 4.0 - Definition – Goals and Design Principles - Technologies of Industry 4.0 – Big Data – Artificial Intelligence (AI) – Industrial Internet of Things - Cyber Security – Cloud – Augmented Reality

Unit II

(12)

Artificial Intelligence: Artificial Intelligence (AI) – What & Why? - History of AI - Foundations of AI -The AI - environment - Societal Influences of AI - Application Domains and Tools - Associated Technologies of AI - Future Prospects of AI – Challenges of AI

Unit III

(12)

Big Data: Evolution - Data Evolution - Data: Terminologies - Big Data Definitions - Essential of Big Data in Industry 4.0 - Big Data Merits and Advantages - Big Data Components: Big Data Characteristics - Big Data Processing Frameworks - Big Data Applications - Big Data Tools - Big Data Domain Stack : Big Data in Data Science - Big Data in IoT - Big Data in Machine Learning - Big Data in Databases - Big Data Use cases Big Data in Social Causes - Big Data for Industry -Big Data Roles and Skills -Big Data Roles - Learning Platforms; Internet of Things (IoT) : Introduction to IoT - Architecture of IoT

Unit IV

(12)

Applications of IoT – Manufacturing – Healthcare – Education – Aerospace and Defense – Agriculture – Transportations and Logistics – Impact of Industry 4.0 on Society: Impact on Business, Government, People. Tools for Artificial Intelligence, Big Data and Data Analytics, Virtual Reality, Augmented Reality, IoT, Robotics

Unit V

(12)

Industry 4.0 – Education 4.0 – Curriculum 4.0 – Faculty 4.0 – Skills required for Future - Tools for Education – Artificial Intelligence Jobs in 2030 – Jobs 2030 - Framework for foreigning Education with Industry 4.0

References:

P. Kaliraj,T.Devi, Higher Education for Industry 4.0 and Transformation to Education 5.0,2020

Text Books:

Alasdair Gilchrist, Industry 4.0: The Industrial Internet of Things, APRESS

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: Understand the drivers and enablers of Industry 4.0.	K2
2	CO2: Appreciate the smartness in Smart Factories, Smart cities, smart products and smart services.	K2
3	CO3: Able to outline the various systems used in a manufacturing plant and their role in an Industry 4.0 world	K3
4	CO4: Appreciate the power of Cloud Computing in a networked economy.	K4
5	CO5: Understand the opportunities, challenges brought about by Industry 4.0 and how organisations and individuals should prepare to reap the benefits.	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

*S-Strong; M-Medium; L-Low

INTELLECTUAL PROPERTY RIGHTS

Course Objectives:

60 Periods

1. To aspects of Intellectual property Rights to students who are going to play a major role in development and management of innovative projects in industries.
2. To disseminate knowledge on patents, patent regime in India and abroad and registration aspects
3. To disseminate knowledge on copyrights and its related rights and registration aspects
4. To disseminate knowledge on Design, Geographical Indication (GI), Plant Variety and Layout Design Protection and their registration aspects.
5. To get awareness about current trends in IPR and Govt. steps in fostering IPR

Unit I OVERVIEW OF INTELLECTUAL PROPERTY (11)

Introduction and the need for intellectual property right – IPR in India – Genesis and Development IPR in abroad some important examples of IPR – Different Classifications – Important Principles Of IP Management – Commercialization of Intellectual Property Rights by Licensing – Intellectual Property Rights in the Cyber World.

Unit II PATENTS (11)

Introduction – Classification –Importance – Types Of Patent Applications In India – Patentable Invention – Inventions Not Patentable.

Unit III TRADE MARKS (12)

Introduction – Fundamentals – Concept – Purpose – Functions – Characteristics – Guidelines For Registration of Trade Mark – Kinds of TM – Protection – Non Registrable Trademarks Industrial Designs – Need for Protection of Industrial Designs – Procedure for obtaining Design Protection

Unit IV COPY RIGHTS (12)

Introduction to Copyright – Conceptual Basis – Copy Right And Related Rights – Author & Ownership of Copyright - Rights Conferred By Copy Right- Registration – Transfer –Infringement – Copyright pertaining to Software/Internet and other Digital media.

Unit V GEOGRAPHICAL INDICATIONS AND PLANT VARIETIES (14)

GEOGRAPHICAL INDICATIONS: Concept of Appellations of Origin, Indication of Source and Geographical Indication – What is a geographical indication? How is a geographical indication protected? Why protect geographical indications? Classical examples and its case study **NEW PLANT VARIETIES:** Protection of Plant Varieties and Farmers' Rights, Authority and Registry – Why protect new varieties of plants? How can new plants be protected? What protection does the breeder get? How long do the breeder's rights last? How Extensive is plant variety protection.

Text Books

1. Intellectual property rights text and cases DR.R.Radhakrishnan, DR.S.Balasubramanian

Reference Books:

Intellectual property patents, trademarks, and copy

Programme Outcomes:

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	M	S	S
CO3	S	S	S	S	S
CO3	M	S	S	M	S
CO4	S	S	S	S	M
CO5	S	M	M	S	S

BUSINESS LAW

Course Objectives:

60 Periods

The course aims to

1. Impart in-depth knowledge of the Law of contracts which forms, the foundation of all day to day obligations in the business world.
2. Instill in the students an awareness of legal framework in the sale of goods, consumer protection to understand the applications of these laws to practical commercial situations.
3. Acquaint the students with the alternative forms of business organization available in the country as per partnership and new companies Act.

Unit I

(12)

Contract Act 1872: Contracts - Nature and kinds – Essentials of a valid contract – Offer and Acceptance – Legal Rules - Capacity to contract – Minor – Persons of unsound mind – Free consent – Coercion – Fraud – Mistake – Misrepresentation

Unit II

(12)

Bailment and Pledge: Essentials – Rights and Duties of Bailor and Bailee – Termination of Bailment – Finder of lost goods – Lien – Pledge – Rights and Duties of Pawnor and Pawnee – Pledge vs. Bailment

Unit III

(14)

Sale of Goods Act 1930: Formation of contract – Sale & Agreement to sell – Condition and Warranties – Express and Implied condition and warranties – Doctrine of Caveat Emptor - Rights and Duties of buyer and seller. Agency: Definition – Creation – Types of Agency – Termination of Agency

Unit IV

(12)

Consumer Protection Act 1986: Definition – Consumer Protection Council Redressal forum – District, State and National – Manner of complaining and procedure – Jurisdiction (Original and Appellate) – Time or Limitation for Original application and for appellate forum

Unit V

(10)

Competition Act 2002: Short titles – definitions – duties, powers and functions of commission – penalties – competition advocacy

Text Book

1. N.D. Kapoor, Elements of Mercantile Law- S.Chand and company, 2014.

Reference Books:

1. S.P.Sharma, Business Law, International Publishing House Pvt., Ltd., 2012.
2. M.C.Kuchhal and VivekKuchhal, Business Law, S.Chand and company, 2018.
3. P.C.Tulsian& Bharat Tulsian, Business Law, McGraw Hill Education, 2017
4. Pillai&Bhagavathi, Business Law, S. Chand and company, 2011.
5. K.C. Carg and R.C. Chawla, Business Law, Kalyani Publishers, 2013.

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	Develop an understanding of business law in the global context	K1
CO2	Know the relevant legal terms of the contract Act	K2
CO3	Construct the relationship of ethics and law in agency	K3
CO4	Apply basic principles of law to the sale of goods	K4
CO5	Understand the rules, and regulations related to partnership and company form of business	K5

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

Mapping of COs with POS & PSOs

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	S	M	M	M	S
CO2	M	S	S	M	S
CO3	M	M	S	S	M
CO4	S	M	M	S	S
CO5	S	M	S	M	S

ENTREPRENEURSHIP DEVELOPMENT

Objectives

60 Periods

The course aims to

- Provide knowledge of entrepreneurship and also provide necessary inputs for the creation of the new ventures.
- Enable them to meet out challenges of starting new ventures and introducing new product and service ideas.
- Familiarize the students with the different stages of project preparation for business.
- Build entrepreneurship development activities undertaken by Indian government.
- Get an idea about factors influencing Women Entrepreneurs.

Unit I

(12)

Entrepreneurship: Meaning – Importance – Types of Entrepreneurs – Qualities of successful entrepreneurs – Entrepreneurship and small scale industry – Role of entrepreneurship in economic development Women entrepreneurs in India- Growth of women entrepreneurs – Problems of women entrepreneurs

Unit II

(12)

Promotion of a Venture - Opportunity analysis – External environment analysis – Economic, social, technological and competitive factors – legal requirements for establishment of a new unit and raising of funds – Venture capital – Sources.

Unit III

(14)

Entrepreneurial Development – Need for Entrepreneurial Development – Entrepreneurial Development Programmes (EDPs)-Objectives of EDPs- Phases of EDPs- Role and Relevance of EDPs. Institutional support to Entrepreneurs – Role of DIC, ITCOT, SIDCO, NSIC and SISI in Entrepreneurial Development – Institutional finance to Entrepreneurs: Financial assistance from THIC, SIDBI and Commercial Banks.

Unit IV

(12)

Small Scale Industry: Meaning – Characteristics – Role of small scale and Cottage industries in Indian economy – Incentive to small scale industries – special incentives for selected categories of industries.

Unit V

(10)

Setting up of a Small scale Enterprise: Stages in the setting up of a small scale unit – Project appraisal – Guidelines for preparation of project feasibility reports - Break even analysis – Profit planning in small enterprises –Sickness in small units – Total Quality Management in SSI

Text Book

- Gupta,C. B. and Srinivasan N.P, Entrepreneurial Development-., S. Chand and Sons, 2013.

Reference Books:

1. Vasant Desai, Entrepreneurial Development Himalaya Publishing House, 2014
2. Dr. V.R. Palanivelu, Entrepreneurial Development-, Himalaya Publishing House, 2012
3. Saravanavel, P., Entrepreneurship Development- Margham Publication, 2020

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	define who is an Entrepreneur and what his or her characteristic features are, what skills made them successful	K1
CO2	foster the students in the areas of entrepreneurial growth and equip them with different entrepreneurial development programmes.	K2
CO3	identify the different institutions that supporting entrepreneurs	K4
CO4	discriminate the benefits Regulations governing SSI	K5
CO5	understand the concepts of Women Entrepreneurs	K2

K1 - Remember; K2 - Understand; K4 - Analyze; K5 - Evaluate

Mapping of COs with POs

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	S	M	M	M	S
CO2	S	S	S	M	M
CO3	M	M	S	S	M
CO4	S	S	M	S	M
CO5	M	S	S	S	M

IT FOR MANAGERS

Unit I

Fundamentals of computers- Evolution of Computing Machines, Input/output devices, Microprocessors, binary number system, generation of computers and programming languages – Algorithms and Flowcharting - Hardware and Software, Classification of software - Operating systems, Computer Block diagram.

Unit II

Networking of computers. LAN, WAN, Enterprise - wide networks, Internet technologies WWW and Internet uses. E- mail, Electronic payment systems, Websites and their uses. WAP, VPN, E-commerce.

Unit III

Information Systems for Management Decision Support Concepts of Data, Information and knowledge. Concepts of Database Management Systems, Processing of data using computers. Storage and Retrieval of massive data on computers. MIS, Phases in software Systems Life Cycle.

Unit IV

Application of Information systems in Use in Business Use of Information systems in Business and their advantages. Application areas, problems Packages for Accounting and Finance, Decision Support Systems, Knowledge Based Systems., EIS, Cybercrimes and cyber laws. Computer viruses

Unit V

Computerisation - Prospects and Problems - Information Technology as a strategic tool for achieving competitive edge in Business and Industry. Infrastructure Requirement, Selection of Hardware and Software, Implementation and transition problems. skills- upgradation and re-deployment of staff as result of computerization. Implementing issues, opportunities, challenges, problems and managing changes.

Text Book:

David, van Over: Foundations of Business Systems, Forth Worth, Dryden 1992.

Reference:

Computers, Technology, Applications and Social Implications (with BASIC & PASCAL),.

J. Daniel Couger & Fred R.McFadden, Wiley, A First course in Data Processing.

John Moss Jones, Automating Managers: the implications of IT for Managers, Pinter, London

Operating Manuals of MS DOS, WINDOWS, UNIX, MS Office etc

Various Computer magazines like Computer World, PC Quest etc.

Estrada Susan, Connecting to Internet, O.Reiley, 1993..

CYBER SECURITY

Course objectives:

1. Learn the foundations of Cyber security and threat landscape.
2. To equip students with the technical knowledge and skills needed to protect and defend against cyber threats.
3. To develop skills in students that can help them plan, implement, and monitor cyber security mechanisms to ensure the protection of information technology assets.
4. To expose students to governance, regulatory, legal, economic, environmental, social and ethical contexts of cyber security.
5. To expose students to responsible use of online social media networks

Unit -1 – Introduction to Cyber security:

Defining Cyberspace and Overview of Computer and Web-technology, Architecture of cyberspace, Communication and web technology, Internet, World wide web, Advent of internet, Internet infrastructure for data transfer and governance, Internet society, Regulation of cyberspace, Concept of cyber security, Issues and challenges of cyber security.

Unit – 2 - Cybercrime and Cyber law:

Classification of cybercrimes, Common cybercrimes- cybercrime targeting computers and mobiles, cybercrime against women and children, financial frauds, social engineering attacks, malware and ransomware attacks, zero day and zero click attacks, Cybercriminals modus-operandi , Reporting of cybercrimes, Remedial and mitigation measures, Legal perspective of cybercrime, IT Act 2000 and its amendments, Cybercrime and offences, Organisations dealing with Cybercrime and Cyber security in India, Case studies.

Unit – 3 - Social Media Overview and Security:

Introduction to Social networks. Types of Social media, Social media platforms, Social media monitoring, Hashtag, Viral content, Social media marketing, Social media privacy, Challenges, opportunities and pitfalls in online social network, Security issues related to social media, Flagging and reporting of inappropriate content, Laws regarding posting of inappropriate content, Best practices for the use of Social media, Case studies.

Unit – 4 - E - C o m m e r c e and Digital Payments

Definition of E- Commerce, Main components of E-Commerce, Elements of E-Commerce security, E-Commerce threats, E-Commerce security best practices, Introduction to digital payments, Components of digital payment and stake holders, Modes of digital payments- Banking Cards, Unified Payment Interface (UPI), e-Wallets, Unstructured Supplementary Service Data (USSD), Aadhar enabled payments, Digital payments related common frauds and preventive measures. RBI guidelines on digital payments and customer protection in unauthorised banking transactions. Relevant provisions of Payment Settlement Act,2007,

Unit -5 - Digital Devices S e c u r i t y ,Tools and Technologies for Cyber Security

End Point device and Mobile phone security, Password policy, Security patch management, Data backup, Downloading and management of third party software, Device security policy, Cyber Security best practices, Significance of host firewall and Ant-virus, Management of host firewall and Anti-virus, Wi-Fi security, Configuration of basic security policy and permissions.

References:

1. Cyber Crime Impact in the New Millennium, by R. C Mishra , Auther Press. Edition 2010.
2. Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd. (First Edition, 2011)
3. Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform. (Pearson , 13th November, 2001)
4. Electronic Commerce by Elias M. Awad, Prentice Hall of India Pvt Ltd.
5. Cyber Laws: Intellectual Property & E-Commerce Security by Kumar K, Dominant Publishers.
6. Network Security Bible, Eric Cole, Ronald Krutz, James W. Conley, 2nd Edition, Wiley India Pvt. Ltd

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
C01	After completion of this module, students would be able to understand the concept of Cyber security and issues and challenges associated with it.	K1
C02	Students, at the end of this module, should be able to understand the cybercrimes, their nature, legal remedies and as to how report the crimes through available platforms and procedures.	K2
C03	On completion of this module, students should be able to appreciate various privacy and security concerns on online Social media and understand the reporting procedure of inappropriate content, underlying legal aspects and best practices for the use of Social media platforms.	K4
C04	After the completion of this module, students would be able to understand the basic concepts related to E-Commerce and digital payments. They will become familiar with various digital payment modes and related cyber security aspects, RBI guidelines and preventive measures against digital payment frauds.	K5
C05	Students, after completion of this module will be able to understand the basic security aspects related to Computer and Mobiles. They will be able to use basic tools and technologies to protect their devices	K3

Mapping of COs with POs

CO/ PO	P01	P02	P03	P04	P05
C01	S	M	M	M	S
C02	S	S	S	M	M
C03	M	M	S	S	M
C04	S	S	M	S	M
C05	M	S	S	S	M

Course Objectives:**60 Periods**

1. To enlighten the students' knowledge on Banking Regulation Acts. Understand the features of Indian Banking System
2. To Know the significant contribution of different types of banks
3. Appreciate how important banking services for the economy

UNIT I [12 Periods]

Banking Regulation Act, 1949 – Salient features-[Definition of Banking, Licensing, Opening of branches, Functions of Banks, Inspection] – Reserve Bank of India- functions-credit control mechanism.

UNIT II [12 Periods]

Types of banks - Unit Banking – Branch Banking – Indian Commercial Banks, Nationalization of Major Commercial Banks – Functions of commercial banks – Accepting Deposits – Lending of Funds - E-Banking – ATM Cards, Debit cards, Personal Identification Number – Online enquiry and update facility – Electronic Fund Transfer – Electronic Clearing System – credit creation.

UNIT III [12 Periods]

Opening of an Account- Types of Deposit Account – Types of customers(Individuals, firms, Trusts, and Companies) – Importance of customer relations – Customer grievances and its redressal measures– Ombudsman.

UNIT IV [12 Periods]

Principles of lending – Types of Borrowings – Precautions to be taken by a banker

UNIT V [12 Periods]

Negotiable instruments: Promissory Note – Bills of Exchange, Cheque, Draft – Definitions, Features – Crossing – Endorsement – Material Alteration – Paying Banker – Rights and Duties – Statutory Protection – Dishonour of Cheques – Role of collecting banker.

Text Book:

1. Banking Theory, Law & Practice – B.Santhanam, Margham Publications

Reference Books:

1. Banking and Financial Dr.K.Nirmala Prasad, J.Chandradoss, System in India – Himalaya Publishing House 2. KPM.Sundaram&Varshney - Banking Theory, Sultan Chand 3. M.Radhasamy&S.Vasudevan - Text of Banking Gomez - Banking & Finance 4. Desai Vasanth - Indian Banking, Nature & Problem

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Demonstrate knowledge among the students with theoretical structures about banking.	K2
2	Train and equip the students with the skills of modern banking.	K1
3	Identify the students will be taken for trainings to banks and insurance companies.	K2
4	Develop and inculcate the traits of professionalism amongst the students	K3
5	Professional attire, professional communication skills and professional discipline will be inculcated	K4
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping of COs with POs

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	M	M	S	S
CO3	S	S	S	S	S
CO3	M	S	S	M	S
CO4	S	S	S	S	M
CO5	S	M	M	S	S

BUSINESS STATISTICS

Course Objectives:

The Course aims to

1. Understand the concept of population and sample.
2. Use a frequency distribution to make a decision.
3. Understand and to calculate various types of averages and variations.
4. Use regression analysis to estimate the relationship between two variables.

Unit I

(14 Periods)

Statistics – Definition – Functions, Scope and Limitations of statistics - Statistical Enquiry – Stages in conducting a statistical survey – Primary data Vs secondary data – Sources of secondary data – Classification, Tabulation and Presentation of data. Measures of Central Tendency - Average – Meaning – Characteristics of a typical average – Computation of Mean, Median, Mode, Geometric Mean, Harmonic Mean and Weighted Arithmetic Mean

Unit II

(12 Periods)

Measures of Dispersion: Dispersion – Meaning – Properties of a good measure of dispersion – Absolute versus relative measure of dispersion – Computation of Range, Quartile Deviation, Mean Deviation, Standard Deviation and Co-efficient of Variation- Skewness– Meaning – Variation versus Skewness – Measures of Skewness

Unit III

(10 Periods)

Correlation Analysis: Definition – Types of Correlation – Methods of Studying Correlation – Spearman's Rank Correlation Co-efficient

Unit IV

(12 Periods)

Regression Analysis: Definition – Correlation Vs Regression – Regression lines and Regression Equations – Computation of correlation co-efficient from regression co-efficient.

Unit V

(12 Periods)

Index Numbers: Definition – Characteristics of Index numbers – Uses – Types of index numbers – Construction of Price Index numbers– Unweighted Index numbers – Weighted Index numbers – Tests of adequacy of Index number formulae

Text Book:

1. Business Statistics: S.P. Gupta & M.P. Gupta Revised Edition - 2007. S. Chand & Company Ltd., Ram Nagar, New Delhi – 110 055.

Reference Books:

1. Business Statistics – R.S.N. Pillai and Bagavathi Revised edition 2008. S. Chand & Company Ltd., Ram Nagar, New Delhi – 110 055. 2. Business Statistics - K.Alagar New Edition - May 2009, Tata McGraw hill publications 7, West Patel Nagar, New Delhi -8.

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	know the basic concepts of statistics	K1
CO2	apply the data presentation tools of statistics	K3
CO3	evaluate the measures of statistics	K5
CO4	understand and compute the sampling distributions	K2
CO5	summarize methods of correlation analysis	K4

K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate;

Mapping of COs with POs

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	M	S	S	M	M
CO2	S	S	S	M	M
CO3	M	M	M	M	M
CO4	M	S	S	M	M
CO5	M	M	S	M	M

TOTAL QUALITY MANAGEMENT

Course Objectives:

The course aims to

- Make them understand the philosophy and core values of Total Quality Management (TQM).
- Make them understand the voice of the customer and the impact of quality on economic performance and long-term business success of an organization;
- Educate them about the best practices for the attainment of total quality
- Help the students understand the relationship between business strategy, business performance and quality management.

Unit I (12 Periods)

Introduction To Total Quality Management –Concept of TQM –Quality and Business performance – service Quality Vs. product Quality altitude and involvement of Top management communication – culture-Management systems

Unit II (10 Periods)

Information Analysis and Information Technology – Strategic quality planning – Human resources Development & Management

Unit III (12 Periods)

Management of process quality -History of quality of control –product inspection Vs process control –statistical quality control -problem analysis –pare to analysis - Human side of process control.

Unit IV (12 Periods)

Customer focus and satisfaction –a quality focus-getting employee involvement -measure of customer satisfaction –service quality –customer retention –profitability –bench marking-essence of bench marking – benefits of strategic bench marking process –pitfalls in bench marking

Unit V (14 Periods)

Organizing for TQM-Systems approach- The people dimension-Small groups and Employment teams for TQM-Measuring productivity –White collar productivity -Activity analysis –reengineering –The cost of quality – Activity based costing – ISO 9000 -Universal Standards of Quality

Text Book

1. Total Quality Management: Text Cases & Readings - Joel E.Ross, 2nd Edition, Vanity Books International, New Delhi.
2. Total Quality Control, Revised (Fortieth Anniversary Edition), Volume 1 (Armand V. Feigenbaum)

Reference Book

1. Total Quality Management – Principles, Practices and Cases – D.D.Sharma 2003, Sulthan Chand & Sons, New Delhi

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	understand the basic concepts of TQM	K2
CO2	know the Strategic quality planning	K1
CO3	evaluate the traditional tools and new management tools of quality	K5
CO4	apply the Quality Function Development	K3
CO5	understand the Quality auditing IMS	K2

K1 - Remember; K2 - Understand; K3 - Apply; K5 - Evaluate;

Mapping of COs with POs

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	S	M	M	M	M
CO2	S	M	S	M	S
CO3	S	S	M	S	M
CO4	M	S	S	S	M
CO5	S	S	M	M	S

STRATEGIC MANAGEMENT

Course Objectives:

The course aims to

- Expose students to various perspectives and concepts in the field of Strategic Management
- Enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- Help students develop skills for applying these concepts to the solution of business problems
- Help students master the analytical tools of strategic management

Unit1: Strategic Management

Strategic Management: Concepts- Difference between strategy and tactics-Three levels of strategy, Strategic Management Process- Benefits, TQM and strategic management process, Social responsibility, Social audit.

Unit 2: Strategic Formulation

Strategic Formulation: Corporate Mission: Need –Formulation, Course Objectives Classification-Guidelines, Goals: Features- Types, Environmental Scanning- Need- Approaches- SWOT analysis-ETOP-Value chain analysis.

Unit 3: Choice of strategy

Choice of strategy: BCG matrix-The GE nine cell planning grid- Corporate level generic strategies: Stability, Expansion, Retrenchment, Combination strategies.

Unit 4: Strategic Implementation

Strategic Implementation: Role of top management-Process- Approaches, Resource allocation-Factors -Approaches, Mckinsey's 7's framework, Strategic Positioning- Four routes to competitive advantage.

Unit 5: Strategic Evaluation

Strategic Evaluation: Importance- Criteria- Quantitative and Qualitative factors, Strategic control: Process-Criteria-Types, Essential features of effective evaluation and control systems.

Text Book:

1. Strategic Management - Vijaya Kumar P, Cengage learning, New Delhi,201

Reference Books:

1. Strategic Management - John A Pearce II, Amita Mital, TMH, New Delhi, 2012.
2. Cases Studies in Strategic Management - Sanjay Mohapatra, Pearson, New Delhi, 2012
3. Strategic Management – Adrian Haberberg& Alison, Oxford University Press, New Delhi, 2010
4. Strategic Management and Business Policy – Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna, Excel Books, New Delhi, 2012

Expected Course Outcomes:

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

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO1	synthesize knowledge from other business courses into a comprehensive understanding	K1
CO2	provide a basic understanding of the nature and dynamics of the strategy formulation processes.	K2
CO3	encourage students to think critically and strategically	K3
CO4	develop the ability to identify strategic issues and design appropriate courses of action.	K3
CO5	enable to evaluate the strategies based on the business	K5

K1 - Remember; K2 - Understand; K3 - Apply; K5 - Evaluate

Mapping of COs with POS

CO/ PO	PO1	PO2	PO3	PO4	PO5
CO1	M	M	M	S	S
CO2	M	M	M	S	M
CO3	M	M	M	S	S
CO4	S	S	S	M	S
CO5	S	S	S	M	M

PROJECT MANAGEMENT

Course Objectives:

The course has been designed to create an awareness of the need for systematic management of projects. This application-oriented course provides the skill in executing various projects, starting from project identification till project termination. The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own family businesses

Unit – 1

Introduction to project and projects. Characteristics and types of projects. Gaining importance, project life cycle and its phases. Project selection, non quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.

Unit – 2

Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal. Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation. Sensitivity analysis, Hiller's model, scenario analysis, simulation.

Unit - 3

Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications. Time cost relationship, crashing for optimum cost and optimum time. Resource leveling.

Unit -4

Introduction to project software and applications of MS Project.

Unit - 5

Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.

OPERATION RESEARCH

Course objective:

To study the changing business environment and the role played by operation Research concepts in decision making.

Unit I

Concepts of Operation Research –Meaning, Scope and Characteristics – Models in Operation Research. Linear programming problems(LPP): Formulation of LPP – Graphical solution of LPP model – Simplex methods of solving LPP, Merits and demerits of Linear Programming Problems.

Unit II

Transportation model – Definition – Formulation and basic feasible solutions of transportation model – different methods of solving transportation model – North west corner rule – Least cost method – Vogel’s approximation method (VAM) . Assignment model and Assignment algorithm – Formulation and solution for minimization and maximization problems

Unit III

Network analysis – Critical Path Method(CPM) – Work breakdown structure, Construction of network – Identification of critical path –Calculation of floats(Total, Free & Independent floats) and merits and demerits of CPM.PERT (Programme Evaluation Review Techniques) – Calculation of estimated time – Standard deviation & Variance

Unit IV

Sequencing Problems –Definition-Sequence for n jobs on 2 machines (Johnson’s Method)- Sequence for n jobs on 3 machines- Processing of two jobs on n machines -Processing of n jobs on m machines.

Unit V

Decision theory – Introduction, steps, Types of decision making environments. Decision Tree Analysis. Risk and Uncertainty in decision making – Minimax, Maximini and Regret criteria – Hurwitz and Laplace criteria in business decision –making. Game Theory : Meaning and Characteristics, Pure and mixed strategies – Saddle Point, Dominance Property Rule , Graphical method and different methods of solving game theory.

Text Books:

1. Vittal PR - Introduction to Operation Research
2. VK Kapoor - Introduction to Operation Research
3. Premkumar Gupta and Hira DS -Operation Research

Reference Books:

1. Sharma SD - Operation Research
2. Kanti Swarup, Gupta RK and Manmohan - Operation Research

COURSE OUTCOMES:

At the end of the course, the students will be able to:

Number	Course outcome	Knowledge Level (According to Bloom's Taxonomy)
CO – 1	Formulation a Linear programming problem	K1
CO – 2	Solve the formulation of Linear programming	K2
CO – 3	Evaluate the initial solution for Transportation Model	K3
CO – 4	Evaluate the solution for Assignment Problem	K3
CO – 5	Minimize the waiting hours of simultaneous projects undertaken	K5

Mapping of COs with POS

CO/ PO	PO1	PO2	PO 3	P O4	PO5
CO1	M	M	M	S	S
CO2	M	M	M	S	M
CO3	M	M	M	S	S
CO4	S	S	S	M	S
CO5	S	S	S	M	M

DIGITAL MARKETING

UNIT – I

Online Market space- Digital Marketing Strategy for the digital world- Components - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey.

UNIT – II

Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations and buzz. Successful /benchmark Social media campaigns. Engagement Marketing-Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.

UNIT – III

Search Engine optimisation - Keyword Strategy- SEO Strategy - SEO success factors - On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement

UNIT – IV

E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with Social Media and Mobile- Measuring and maximizing email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.

UNIT – V

The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation.

Text Books

1. Fundamentals of Digital Marketing by Puneet SinghBhatia;Publisher: Pearson Education; First edition (July 2017);ISBN-10: 933258737X;ISBN-13: 978-9332587373.
2. Digital Marketing by Vandana Ahuja ;Publisher: Oxford University Press (April 2015)3. ISBN-10: 0199455449;ISBN-13: 978-0199455447
3. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler;Publisher: Wiley; 1st edition (April2017);ISBN10: 9788126566938;ISBN13: 9788126566938;ASIN: 8126566930

Reference Books

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging theDigital Generation, Kogan Page Limited.
2. Pulizzi,J Beginner's Guide to Digital Marketing , Mcgraw Hill Education.
3. Barker, Barker, Bormann and Neher(2017), Social Media Marketing: A Strategic Approach, 2E South-Western ,Cengage Learning.

COURSE	OUTCOMES:	BT	Mapped
On completion of the course, the students will be able to			(Highest Level)
understanding digital marketing in the development of the business firms			Understanding (K2)
analyzing different types display advertisement and its metrics to the improvement in sales of the business firm			Analyzing (K4)
understanding SEO concepts resulted into gain knowledge about SEO			Understanding (K2)
applying innovative idea to attract the customer through social media advertisements			Applying (K3)
assess social media analytics in business			Evaluating (K5)

COs/Pos	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1		
CO2	2	3	1		
CO3	2	3	2		
CO4	3	2	2	2	
CO5	3		2	2	1

CORPORATE FINANCE

Course Objectives:

- To imbibe basic concepts which enable the financial decision making and analyse capital structure.
- To understand the working capital financing and constituents of working capital management.
- To analyze different sources of funding and evaluate financial health of firm.

UNIT I FINANCIAL GOALS OF THE FIRM (9)

Financial Management – Introduction to finance, objectives of financial management – Firm Value and equity value– profit maximization and wealth maximization - Changing role of finance managers - Organization of finance function.

UNIT II TIME VALUE OF MONEY (9)

Present and future value of single payments, annuities, annuities due, and perpetuities - Growth in annuities and perpetuities - Risk & Return: Concepts of Risk and Return – Diversifiable and Non-Diversifiable risk - Risk & return of single asset, risk and Return of a portfolio

UNIT III CAPITAL BUDGETING (9)

Capital budgeting methods and their limitations - Comparing projects with varying lives with varying cash flows - Capital budgeting decision rules. Financing Decision: Sources of long-term funds, Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital. Cost of retained earnings.

UNIT IV CAPITAL STRUCTURE (9)

Capital structure decisions - Operational and financial leverage - Business risk and its effect on the use of financial leverage - Determination of the optimal capital structure, factors affecting capital structure - Corporate finance in practice –Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis.

UNIT V WORKING CAPITAL MANAGEMENT (9)

Introduction to Working Capital Policy, Working Capital Estimation, Credit Management, Cash and Liquidity Management, Inventory Management, Financial Reports, Intangible Asset companies, Corporate financial modelling

Total: 45 Periods

Text books:

1. Prasanna Chandra; Financial Management Theory and Practice; Tata McGraw Hill; 7th Edition
2. I.M. Pandey – Financial Management (Vikas), 9/e,
3. Brigham & Houston – Fundamentals of Financial Management, Thomson Cengage Learning,
4. M.Y. Khan & P.K. Jain – Financial Management (TMH), 5/e
5. Damodaran, Corporate Finance – John wiley& Co., 2/e, 2004
6. Vanhorne, Financial Management & Policy, Pearson / PHI, 11/e, 2002.

Reference books:

1. Charles T Horngren –Introduction to Management Accounting - Pearson/PHI
2. P C Tulsian – Practical Costing- Vikas Publishers
3. Jawaharlal -Cost Accounting – TMH
4. Robert N Anthony & Vijay Govindrajana –Management Control system-(TMH)
5. Khan & Jain- Cost Accounting-(TMH)
6. P. Saravanavel-Management Control System- (HPH)

Course Outcomes	Bloom's taxonomy
CO1: Describes and explains the financial goal of the firm.	Analyzing (K4)
CO2: Considers the practical implications of Time value of money.	Applying (K3)
CO3: Discusses the applicability of Capital Budgeting	Analyzing (K4)
CO4: Analyzes the salient features of optimal capital structure.	Evaluating (K5)
CO5: Elaborates about the concept of Working Capital management.	Creating (K6)

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	3	2	2
CO2	3	3	2	3	2	3
CO3	3	2	1	2	2	2
CO4	3	2	3	3	2	3
CO5	3	3	1	3	2	3

CONSUMER BEHAVIOUR

Course Objectives:

- To familiarize the different facets of consumer behaviour.
- To create awareness of the theories of motivation and perception as applied to consumer behavior.
- To study the Purchasing Process and Post-purchase behavior of consumers

UNIT I CONSUMER BEHAVIOUR INTRODUCTION (12)

Introduction to consumer Behavior – Concepts and need for studying consumer behavior - Development of Marketing Concept- Understanding the Research framework in Consumer Behaviour and the use of Consumer Characteristics in Market segmentation

UNIT II INTERNAL INFLUENCING ON CONSUMER BEHAVIOUR (8)

Factors influencing Consumer Behaviour: Internal Influences on consumer behavior – Motivation, Perception – Attitudes and Beliefs - Learning and Experience - Personality & Self Image

UNIT III EXTERNAL INFLUENCING ON CONSUMER BEHAVIOUR (8)

External influences on Consumer Behaviour - Socio-Cultural, Cross Culture - Family group – Reference group, lifestyle, VALS

UNIT IV INNOVATIONS (10)

Diffusion of innovations – Innovation and Adoption of new Products - Consumer Satisfaction and Relationship Marketing- Customerisation - Enhancing Customer Satisfaction-Sources of customer dissatisfaction

UNIT V CONSUMER DECISION MARKETING PROCESS (7)

Consumer Decision Process: Problem recognition, information seeking process, information evaluation Process, Purchase process, and Post Purchase Process

TOTAL: 45 PERIODS

Text Books:

1. Sujua R. Nair, Consumer Behavior in Indian Perspective – Himalaya Publishing House
2. Leon G Schiffman, Leslie Lazar Kanuk, Consumer Behaviour, PHI, New Delhi
3. David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, MGH, New York
4. C.S. Gupta – Consumer Behaviour, TMGH

Reference Books:

1. Ramanuj Majumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010.
2. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, ninth edition, 2010.
3. Barry J.B., Eric G.H., Ashutosh M., Consumer Behaviour - A South Asian Perspective, Cengage Learning, 2016.
4. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

Course Outcomes	Bloom's taxonomy
CO 1: Identifies and understands the concept of consumer behavior in marketing and differential consumer behavior in the Indian context.	Analyzing (K4)
CO2: Applies the concept of individual influences on consumers	Applying (K3)
CO 3: Understands the differential consumer behavior in the Indian context	Understanding (K2)
CO 4: Evaluates the Innovation and adoption of new products	Evaluating (K5)
CO 5: Learns and understands the Purchasing Process and Post-purchase behavior of consumers.	Understanding (K2)

	P01	P02	P03	P04	P05	P06
C01	3	3	1	2	2	1
C02	1	2	1	2	2	2
C03	3	3	3	1	3	3
C04	3	2	2	2	2	2
C05	3	3	3	2	3	3

COMPENSATION MANAGEMENT

Course Objectives:

- To promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services
- To impart skills in designing analyzing and restructuring reward management systems, policies and strategies.
- To understand the various dimensions of Compensation Management.

UNIT I INTRODUCTION

(9)

Definition of Compensation – Compensation Objectives - Classification – Forms of Pay – Compensation Strategies – Steps in Formulating Compensation Strategy

UNIT II PAY STRUCTURE

(9)

Pay Differences among Levels – Criteria – Job and Person-based Structure – External and Organisational Determinants of Pay Structure – Strategic Choices in Pay Structure Determination – Equity Sensitivity – External Competitiveness – Pay Components

UNIT III PAY-FOR-PERFORMANCE

(9)

Role of Performance Appraisals in Compensation Decisions – Strategies for Measuring Job Performance - Types of Pay-for-Performance Plans – Team Incentive Plans - Long-term Incentive Plans Employee Benefits: Components of Wage and Benefits Structure

UNIT IV COMPENSATION FOR INTERNATIONAL ASSIGNMENTS

(9)

Key components of International Compensation – Approaches to International Compensation of Special Groups: Supervisors – Corporate Directors – Scientists and Engineers in High-Technology Industries – Sales Forces – Contingent Workers.

UNIT V UNION ROLE IN WAGE AND SALARY ADMINISTRATION

(9)

Wage System in India – Wage Incentive Schemes Managing Labor Cost: Controlling Salary Level – Ethics in Compensation.

TOTAL: 45 PERIODS

Text Books:

1. Berger, L.A. and Berger, D., The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design, McGraw-Hill.
2. Dowling, P.J., Festing, M. and Engle, A., International Human Resource Management, Cengage Learning.
3. Ellig, B.R., The Complete Guide to Executive Compensation, Tata McGrawHill Education.
4. Goel, D., Performance Appraisal and Compensation Management, 2nd Edition, PHI.
5. Henderson, R.I., Compensation Management in a Knowledge-based World, Pearson.
6. Martocchio, J.J., Strategic Compensation: A Human Resource Management Approach, Pearson.

Reference Books:

1. Milkovich, G.T., Newman, J.M. and Venkataraman, C.S., Compensation, Tata McGraw-Hill Education
2. Milkovich, G.T., Newman, J.M. and Gerhart, B., Compensation, Tata McGraw-Hill Education
3. Michael A. Armstrong and Helen Murlis, Reward Management: A Handbook of Remuneration Strategy and Practice, London Kogan Page.
4. B D Singh, Compensation and Reward Management Excel Books. New Delhi
5. Henderson, Compensation Management in a Knowledge Based World New Pearson Education, New Delhi
6. Bhattacharya, Compensation Management, Oxford Press.

Course Outcomes	Bloom's Taxonomy
CO1: Describes compensation strategy	Understand (K2)
CO2: Evaluates Pay structure, job-based structure and person-based structure	Evaluation (K5)
CO3: Analyses Compensation for international assignments and compensation of special groups	Analyzing (K4)
CO4: Designs and develops a compensation system for employees in modern organizations	Creating (K6)
CO5: Determines individual and team pay based on various parameters.	Analyzing (K4)

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	1	2	1
CO2	2	2	2	3	2	1
CO3	3	3	2	3	3	3
CO4	2	3	1	2	3	2
CO5	3	2	3	2	3	2

Performance Management

Course Objectives:

- To understand the execution of performance management system efficiently by using various strategies in the organizations.
- To learn about performance management system and its linkages with other HR practices.
- To identify the various situations to be handled in performance management by using modern technology

Unit I Introduction(9)

Introduction – Objectives of Performance Appraisal – Job Analysis – Methods of Appraisal – Performance Management systems – Performance Appraisal vs Performance Management – Integrating with other HR & development activities

Unit II Performance Management (9)

Definition - Performance Management Process - Performance Planning- Theories of goal setting, principles and process of setting performance criteria

Unit III Methods of Measuring Performance (9)

Measuring Performance - Determining accountabilities, Objectives and performance standards, Methods of Measuring Results, Methods of Measuring Behaviours

Unit IV Rewards and Recognition (9)

Traditional pay plans, Contingent pay plans, team performance – definition- importance- types and implication- purpose and challenge of team performance management- rewarding team performance

Unit V Strategies for Performance Management (9)

Competency Mapping - Benchmarking.

Total: 45 Periods

Text Books

1. T V Rao, “Performance Management”, 2nd Edition, Sage Publications, New Delhi, 2015.
2. Aguinis, Herman, “Performance Management”, 3rd Edition, Pearson Education, Noida, 2013.
3. T.V.Rao: 360 Degree Feedback and Assessment and Development Centres, Excel, 2005.
4. Kandula: Performance management, PHI, 2009.
5. A.M. Sarma, “Performance Management System”, First Edition, Himalaya Publishing, Mumbai, 2016.

Reference Books

1. Michael Armstrong: Performance Management, Kogan Page, 2007.
2. A.S.Kohli, T.Deb: Performance Management, Oxford Higher Education, 2008.
3. Dinesh K Srivastava: Strategies for Performance Management, Excel, 2005.
4. Prem Chedda: Performance Management Systems, MacMillan, 2008.
5. Kohli.A.S, Deb.T, “Performance Management”, 7th Edition, Oxford University Press, New Delhi, 2012.
6. Ram Kumar Balyan, Vikramender Singh Balyan, SumanBalyan, “Performance Management (Text and Cases)”, 1st Edition, Himalaya Publishing, Mumbai, 2017.

Course Outcomes	Bloom's taxonomy
CO1: Demonstrates the different dimensions of performance management.	Applying (K3)
CO2: Devises a method to conduct performance appraisal to the employees in the organization.	Creating (K6)
CO3: Assess performance management system and its linkages with other HR practices.	Evaluating (K5)
CO4: Executes performance management system efficiently by using various strategies in the organizations.	Applying (K3)
CO5: Identifies the various situations to be handled in performance management by using modern technology	Analyzing (K4)

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	3	3
CO2	3	3	3	2	3	2
CO3	3	3	2	3	2	3
CO4	2	3	2	2	3	3
CO5	2	3	2	3	3	2

MATERIALS MANAGEMENT

Course Objectives:

- To equip the students about materials management and its systems and procedure
- To make the student in understanding price, forecasting, special purchase systems, public buying and online purchasing.
- To emphasis on the working capital management concepts with respect to inventory control.

UNIT I INTRODUCTION (7)

scope of materials management – primary and secondary – objectives – integrated materials management – relation with other functional areas of organization – organizing for materials management – basis for forming organizations

UNIT II MATERIALS AND INVENTORY CONTROL (12)

Materials identification – classifying of materials – codification of materials – standardization – simplification and variety reduction of materials - Inventory control – techniques – FSN, VED, ABC – working capital management with reference to inventory.

UNIT III STORES MANAGEMENT (9)

Management of stores – location – different types of stores – methods of storing – safety and security of materials – stores equipment – Stores issues and receipts – procedures – stores organization.

UNIT IV OBSOLETE AND SCRAP MATERIALS (9)

Management of surplus, obsolete and scrap materials – reasons for accumulation of surplus obsolete and scrap materials – methods of disposal – regulations and procedures

UNIT V PURCHASE, PLANNING AND CONTRACTING (8)

Planning of purchasing materials – MRP – norms of vendor rating – JIT – selection and development – purchasing procedures and methods – out sourcing – sub contracting – reasons for subcontracting – criteria for selecting sub-contractors – rating – factors affecting subcontract rate fixing- internal and external subcontract.

TOTAL: 45 PERIODS

Text Books:

1. P. Gopalakrishnan, "Materials Management ", PHI, Latest Edition
2. A.K. Datta," Integrated Materials Management", PHI, Latest Edition
3. Dobbler, Burt D.N, "Purchasing and Supply Management", TMI, 7/e, 2004.
4. J. R. Tony Arnold, Stephen N. Chapman, Introduction to Materials Management, Prentice Hall, Latest Edition.

Reference Books:

1. Varma M M," Materials Management", Sultan Chand and Sons, Latest Edition.
2. Leenders Fearon, "Purchasing and Materials Management", Universal Book Stall, Latest Edition.
3. K.S. Menon, "Purchasing and inventory Control", Wheeler Publishers, Latest Edition.
4. Max Muller, Essentials of Inventory Management, Harper Collins Publishers, 2011.

Course Outcomes	Bloom's Taxonomy
C01: Understanding basics of materials management	Understanding (K2)
C02: Ability to apply working capital management concepts with respect to inventory.	Understanding (K2) Analyzing (K4)
C03: Understanding the process of stores in organizations.	Understanding (K2) Applying (K3)
C04: Understanding the process of surplus obsolete and scrap materials Management.	Understanding (K2)
C05: Understanding purchasing practices	Understanding (K2) Creating (K6)

	P01	P02	P03	P03	P04	P05
C01	3	3	3	1	3	3
C02	3	2	1	2	2	1
C03	3	3	2	1	3	2
C04	2	1	3	3	3	1
C05	3	3	1	2	2	3

INDIRECT TAXES

Course Objectives:

- To provide students the basic understanding of Indian taxation system and customs duty
- To familiarize the students on GST registration and implementation at state and central level
- To make students understand the procedure for CGST and SGST

UNIT I TAX SYSTEM (9)

Canons of Taxation - Indian Tax System – Indirect Tax Review and New Goods and Services Tax Policy

UNIT II CUSTOMS DUTY (9)

Basic Concepts of customs duty – Types – Valuation – Customs Procedure, Import and Export Procedure – Powers of income tax/ assessing officer – Levy and Exemption - Penalties and Offences – Export Promotion Scheme - Export Oriented Units – Special Economic Zone – Duty Drawback

UNIT III GOODS AND SERVICES TAX (GST) (9)

GST Meaning– Salient Features– Constitutional Amendments - Subsuming of Taxes – Benefits of Implementing GST (Dual Model) – Structure - Central – State – Integrated – Union Territory

UNIT IV SUPPLY OF GOODS AND SERVICES (9)

Principal and Composite supply – Mixed supply – Outward - Registration under GST: Procedure for Registration – Compulsory Registration – Deemed Registration – Exemption from GST Registration

UNIT V PROCEDURE UNDER GST (9)

CGST and SGST –IGST - Procedures for Filing of Returns under GST: Payment procedure under GST (Subject to Revision) - Input Tax Credit - Outcomes of GST

TOTAL: 45 Periods

Text Books:

1. Gupta S.S, GST Laws and Practices, Taxman's Publications, New Delhi, 2017
2. Gurukripa, GST Self Learning, Gurukripa Publications. Chennai, 2017
3. Balachandran V., Indirect Taxation, Sultan Chand &Kalyani Publishers, 16th edition, New Delhi, 2014

Reference books:

1. Radhakrishnan R., Indirect Taxation , Kalyani Publishers, 2013
2. Radha and Dr.Parameswaran, Business Taxation, Prasanna Publishers, Chennai, 2011

Course Outcomes: After completing the course, student will be able to understand and explain

Course Outcomes	Bloom's taxonomy
CO1: Explain the New Goods and Services Tax Policy in India	Understanding (K2) Applying (K3)
CO2: Outline about the Customs Duty and its Procedures	Applying (K3) Analyzing (K4)
CO3: Identify the Benefits of Implementing Goods and Services Tax	Analyzing (K4) Evaluating (K5)
CO4: Communicate the Procedures involved in Registration of GST and its Exemptions	Evaluating (K5) Analyzing (K4)
CO5: Students to have a basic understanding of Launching a new venture	Evaluating (K5)

	P01	P02	P03	P04	P05
C01	2	3	3	2	2
C02	2	2	2	2	2
C03	1	2	3	3	1
C04	2	3	1	2	2
C05	2	3	1	3	2

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Objectives:

- To develop the fundamental knowledge on Change Management
- To acquire the skills required to manage any change effectively
- To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.

UNIT I INTRODUCTION (9)

Need for change, types of change, drawbacks, change process and its stages, role of organizational change consultant.

UNIT II SYSTEMS VIEW OF AN ORGANIZATION (9)

Organizational structure and systems, types of organizational structure, systems theory, systems analysis and systems thinking, business process approach, organizational design models, role of critical success factors in organizational design, organizational lifecycle model.

UNIT III CULTURE AND ORGANIZATION (9)

Proactive and reactive technological cultures, transition from reactive to proactive technological culture, aspects of organizational culture, differences in organizational cultures, dimensions of cultures and their influence on organizations.

UNIT IV ORGANISATIONAL DEVELOPMENT (9)

Definition and concepts of OD, need for OD in organizations, history or evolution of OD, OD in different types of organizations, important triggers for OD.

UNIT V EMPLOYEE ATTITUDES (9)

Employee attitudes in the organizational change process, strategies for attitudinal change, attitude measurement, HRD initiatives and attitudinal change, use of scaling techniques to map attitude, attitude surveys.

TOTAL: 45 PERIODS

Text Books

1. Organizational Change and Development by Dipak Kumar Bhattacharyya published by Oxford University Press
2. Organization Development and Change, Cummings & G. Worley, South Western Cengage Learning.
3. Organizational Change, Jean Helms Mills, Kelly Dye and Albert J.Mills published by Routledge.
4. Practicing organization development: a guide for consultants by William J. Rothwell, Roland Sullivan. Library of Congress Cataloging in Publication Data.
5. Organizational, Design, and Change-Gareth R. Jones, Pearson Education
7. Management of Organizational Change – K Harigopal – Response BOOKS

Reference Books:

1. French & Bell: Organisational Development, McGraw-Hill.
2. Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development: Behavioral Science Interventions for Organizational Improvement.
3. Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies in Organisational Design and Development, Vikas Publishing House.
4. Thomas G. Cummings, Christopher G. Worley: Organisation Development and Change, Thomson Learning.
5. S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications
6. Organization Development, behavioral science interventions Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI

Course Outcomes	Bloom's Taxonomy
CO1: Knows the fundamentals of organizational development	Analyzing (K4)
CO2: Understands the fundamentals of organizational design and structure	Understand (K2)
CO3: Changes process, types, and models of change in organizations	Evaluation (K5)
CO4: Appreciates the dynamics and models of changes in business organizations.	Applying (K3)
CO5: Investigates and implements change process in business organizations.	Creating (K6)

	P01	P02	P03	P04	P05
CO1	2	3	2	1	3
CO2	3	2	2	3	2
CO3	2	1	2	2	3
CO4	3	2	3	3	2
CO5	1	3	3	2	1

Merchant Banking

Course Objectives

- To examine and understand the role and functions of merchant banker.
- To interpret and understand the merchant banking regulatory frameworks.
- To evaluate the various fund-based management services

Unit I Introduction

(9)

Introduction – An overview of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges – Functions of Merchant Banking

Unit II Raising Funds

(9)

Raising Funds from Capital and Money Markets – Issue Pricing – Pricing – Preparation of Prospectus - Selection of Bankers – Underwriting Arrangements – Dealing with Bankers to the Issue – Underwriters - Registrars and Brokers – Code of Conduct for Merchant Bankers

Unit III Offer for Sale

(9)

Offer for Sale – Book Building – Green Shoe Option - Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc.,

Unit – IV Mergers and Acquisition

(9)

Mergers and Acquisition – Credit Rating

Unit – V Leasing and Hire Purchasing

(9)

Leasing and Hire Purchasing – Basics of Leasing and Hire Purchasing – Financial Evaluation – Tax Implications – Marketing of Financial Services

Total: 45 Periods

Text Books

1. M.Y. Khan – Financial Services – Tata McGraw Hill
2. Bhalla V.K. – Management of Financial Services – Anmol, New Delhi
3. J.C. Verma – A manual of Merchant Banking Bharath Publishing house, New Delhi
4. H.R. Machiraju - Merchant Banking & Allied Financial Services

References

1. H.R.Machiraju., “Merchant Banking”, 4th Edition, New Age International, New Delhi, 2019.
2. Madhu Vij, Swati Dhawan, “Merchant Banking and Financial Services”, 2nd Edition, McGraw Hill Education, New Delhi, 2017.
3. Khan M Y., “Financial Services”, 10th Edition, McGraw Hill Education, New Delhi, 2019.
4. NISM, “Merchant Banking”, 1st Edition, Taxmann, New Delhi, 2019.
5. Dr. K. Ravichandran., “Merchant Banking and Financial Services”, 2nd Edition, Himalaya Publishing, Mumbai, 2019.

Course Outcomes	Bloom's taxonomy
CO1: Examines the role and functions of merchant banker	Analyzing (K4)
CO2: Illustrates public issue activities of merchant banker	Applying (K3)
CO3: Interprets the merchant banking regulatory frameworks	Applying (K3)
CO4: Evaluates the various fee-based management services	Evaluating (K5)
CO5: evaluate the various fund-based management services	Evaluating (K5)

	PO1	PO2	PO3	PO4	PO5
CO1	2	2	3	3	2
CO2	3	2	3	3	3
CO3	3	3	3	3	2
CO4	3	3	2	2	2
CO5	2	3	2	3	3

Sales Promotion

Course Objectives

- To understand the role of advertising and promotion that effects business world
- To explain use of advertising and sales promotion as a marketing tool.
- To import knowledge on appropriate selection of media
- To Synthesize information regarding testing the effectiveness of advertising and sales promotion

Unit I Introduction to Advertising

(9)

Advertising: Meaning-importance-objectives-media-forms of media-press Newspaper trade journal-Magazines-outdoor advertising-poster-banners - neon signs, publicity literature booklets, folders, house organs-direct mail advertising-cinema and theatre programme-radio and television advertising-exhibition-trade fair-transportation advertising.

Unit II Advertising agencies

(9)

Advertising agencies-advertising budget-advertising appeals - advertising organisation- social effects of advertising-advertising copy - objectives-essentials - types-elements of copy writing: Headlines, body copy - illustration-catch phrases and slogans-identification marks.

Unit III Advertising layout

(9)

Advertising layout- functions-design of layout-typography printing process-lithography-printing plates and reproduction paper, and cloth- size of advertising-repeat advertising-advertising campaign- steps in campaign planning.

Unit IV Sales force Management

(9)

Sales force Management-Importance-sales force decision-sales force size-recruitment & selection-training-methods-motivating salesman Controlling - compensation & incentives-fixing sales territories-quota - Evaluation.

Unit V Sales promotion

(9)

Sales promotion: Meaning-methods-promotional strategy-marketing communication and persuasion-promotional instruments: advertising -techniques of sale promotion-consumer and dealers promotion. After sales service-packing - guarantee - Personal selling- Objectives - Salesmanship-Process of personal selling-types of salesman.

Total: 45 Periods

Text Books

1. Chunnawala and Chaitya– Advertising Theory and Practice – Himalaya publication Ltd.
2. Rajeev Batra, John G. Myers, David A. Aaker, Advertising Management, PHI, New Delhi.
3. William F.Aakera, Contemporary Advertising, MGH, New York.
4. Borden, William H Advertising, New York, John Wiley.

Reference Books

1. Hard Norman, The Practice of Advertising, Oxford, Butter worth Heinemann.
2. Beelh, George E and Beleh, Michael A Introduction to Advertising and Promotion Chicago, Irwin.
3. Frank Jefkins “Advertising”, Printice Hall Pearson Education.
4. Jaishri & Jethwaney, shriti jain – Advertising Management – Oxford Publication.

Course Outcomes	Bloom's taxonomy
CO1: Identifies advertising mediums, both traditional, new and experimental	Understanding (K2)
CO2: Interpret the function of Advertising Agencies	Applying (K3)
CO3: Understands the principles of advertising layout and campaign	Understanding (K2)
CO4: Analyze various sales promotion strategies and techniques	Analyzing (K5)
CO5: Select appropriate Sales force	Evaluating (K5)

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3

Services Marketing

Course Objectives:

- To appreciate the challenges involved in managing the services and analyse the strategies to deal with these challenges
- To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

UNIT I INTRODUCTION (9)

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Difference between services and tangible products– Unique characteristics of services– Challenges and issues in Services Marketing.

UNIT II CUSTOMER FOCUS (9)

Classification of services –Consumer Behaviour in Services – Customer Expectations and Perceptions of Service – Customer Satisfaction – Managing Customer Mix - targeting - Positioning the service

UNIT III SERVICE DESIGN AND DEVELOPMENT (9)

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality –Service Quality function development.

UNIT IV SERVICE DELIVERY (9)

Building customer relationship – relationship marketing and retention strategies - Service Channel – Pricing of services, methods – Service marketing triangle –managing Demand and Supply of Service.

UNIT V SERVICES MARKETING STRATEGIES (9)

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics– Educational – Marketing of Online Services– Entertainment & public utility Information technique Services.

Total: 45 periods

Text books:

1. Christopher H. Lovelock and Jochen Wirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi, 8th edition, 2016.
2. John.E.G. Bateson, K. Douglas Hoffman, Services Marketing, South Western Cengage learning, 4th Edition, 2011.
3. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
4. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.

References Books:

1. Christian Gronroos, Services Management and Marketing a CRM in Service Competition, 3rd Edition, Wiley, 2007.
2. R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited, 4th Edition 2014, New Delhi.
3. Vinnie Jauhari & kirti Dutta (2017), Services Marketing, Text and cases, 2nd edition

Course Outcomes	Blooms Taxonomy
C01: Compares the service sector growth and distinguish goods vs. services	Analyzing (K4)
C02: Identifies the gaps model of service and know customer behaviours, expectations and perceptions	Understanding (K2)
C03: Appraises the importance of customer relation, Service promises and guarantees	Evaluating (K5)
C04: Examine the service standards, blueprint and physical evidence in service delivery	Applying (K3)
C05: Recognizes the importance of using technology in services	Understanding (K2)

	P01	P02	P03	P04	P05
C01	3	2	2	1	3
C02	3	3	1	1	3
C03	3	3	2	2	1
C04	2	3	2	1	2
C05	3	2	3	2	1

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objectives:

- To think strategically and integrate the activities of HR with the organization's goals.
- To understand the fundamental concepts of strategic human resource management, including its distinction from traditional HR or personnel management
- To know the importance of HR planning and the various aspects of the human resource flow management

UNIT I INTRODUCTION (9)

Human Resources Implications of Organisational Strategies – Importance of Strategic Human Resources Planning – Characteristics of an Effective HR Strategy – Environmental Influences on Human Resource Management.

UNIT II JOB ANALYSIS (9)

Role of Job Analysis – Methods and Time Standards – Problems Associated with Job Analysis – Job Analysis Process – Competency Modeling. HR Forecasting: Transaction based Forecasting – Event-based Forecasting – Process based Forecasting – Forecast Outcomes.

UNIT III SUCCESSION MANAGEMENT (9)

Evolution of Succession Management – Succession Management Process – Limitations of Succession Management - Downsizing and Restructuring: Complexity of Downsizing Decision –Consequences of Downsizing – Importance of Human Resource Management in Managing the Downsizing Process.

UNIT IV MERGERS AND ACQUISITIONS (9)

Types of Mergers and Acquisitions – Reasons for Merging – Methods used for Mergers – Financial and Human Impact of Mergers – Impact of Mergers on Human Resource Planning, Selection, Compensation, Performance Appraisal, Training and Development and Labour Relations.

UNIT V OUTSOURCING (9)

Reasons for Outsourcing – Advantages – Risks and Limitations – Criteria for Effective Management of Outsourcing Relationship - Evaluation of HR Programmes and Policies.

TOTAL: 45 PERIODS

Text Books:

1. Rajib Lochan Dhar (2012): Strategic Human resource Management Excel Books New Delhi.
2. Mabey, Christefer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi.
3. Salaman, Graeme: Human Resource Strategies, Sage Publications, New Delhi.
4. Monappa, Arun and Engineer, Mahrukh: Liberalisation and Human Resource Management, Response Books, New Delhi.
5. Srivastava, R.M, International Strategic Management, Himalaya Pub., House, Mumbai
6. Deutsch, Arnold R, The Human Resource Revolutions, Mc Graw-Hill Co., New Delhi.

Reference Books:

1. Belcourt, M. and McBey, K., Strategic Human Resource Planning, Cengage Learning
2. Das, P., Strategic Human Resource Management, Cengage Learning.
3. Greer, R., Strategic Human Resource Management: A General Management Approach, Pearson.
4. Phillips, J.M. and Gully, S.M., Staffing Forecasting and Planning, Society for Human Resource Management
5. Rothwell, W.J. and Kazanas, H.C., Planning and Managing Human Resources, Jaico Publishing House.
6. Truss, K., Mankin, D. and Kelliher, K., Strategic Human Resource Management, Oxford University Press

Course Outcomes	Bloom's Taxonomy
CO1: Analyses Organization strategies and Effectiveness of HR strategy	Analyzing (K4)
CO2: Describes Job analysis and HR forecasting	Understanding (K2)
CO3: Evaluates Succession management, downsizing and restructuring	Evaluation (K5)
CO4: Evaluates various environmental conditions in which HR activities can be performed effectively.	Evaluating (K5)
CO5: Assesses environmental and sustainability considerations in SHRM for effective decision-making and practice.	Analyzing (K4)

	P01	P02	P03	P04	P05	P06
C01	3	3	3	2	3	3
C02	3	3	2	3	3	2
C03	3	2	3	3	3	2
C04	2	2	2	3	2	3
C05	3	3	2	3	3	2

INVESTMENT MANAGEMENT

Course Objectives:

- To enhance the knowledge of the students in understanding various securities for investment and the investment process.
- To analyse the risk – return relationship involved in the security investment.
- To recognize the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio.

UNIT I INTRODUCTION TO INVESTMENT AND SECURITIES (9)

Investment Objectives- Investment Process- Speculation, Investment and Gambling- Investment Alternatives- Sources of Investment Information- Securities Markets in India.

UNIT II RISK AND RETURN (9)

Components- Elements-Measures of Risk-Capital Asset Pricing Model- Security Market Line, Arbitrage Pricing theory.

UNIT III CAPITAL MARKET (9)

Primary Market – Participants- Listing Formalities and Procedure- Secondary Market - Buying and Selling Mechanisms- Margin and Settlement of Shares- Regulating Framework, SEBI – Functions, Guidelines and Regulations.

UNIT IV FUNDAMENTAL AND TECHNICAL ANALYSIS (9)

Fundamental Analysis: Economic Analysis – Forecasting Model, Industry Analysis, Company Analysis – Measuring Earnings

Technical Analysis: Need and Importance-Fundamental Vs Technical-Tools of Technical Analysis

UNIT V PORTFOLIO ANALYSIS (9)

Approaches in Portfolio Construction-Portfolio Theory-Markowitz Model-Portfolio Performance Evaluation – Sharpe, Treynor’s and Jensen’s Measure-Portfolio Revision.

Total: 45 Periods

Text Books:

1. Punithavathy Pandian., “Security Analysis and Portfolio Management”, 2nd Edition, Vikas Publishing, New Delhi, 2013.
2. M Ranganatham, R Madhumathi, “Security Analysis and Portfolio Management”, 2nd Edition, Pearson Education, Noida, 2015.
3. K Sasidharan, Alex k Mathews, “Security Analysis and Portfolio Management”, 2nd Edition, McGraw Hill Education, New Delhi, 2015.
4. V.K. Bhalla., “Investment Management: Security Analysis and Portfolio Management”, 19th Edition, S. Chand Publishing, New Delhi, 2018.
5. Prasanna Chandra, “Investment Analysis and Portfolio management” 5th Edition, McGraw Hill Education, New Delhi, 2017.

Reference books:

1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2ndEd.)
2. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 9/e, John Wiley & Sons, 2001.
3. Bhatt- Security Analysis and Portfolio Management (Wiley, 1st Ed)
4. Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
5. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 10th Ed)

Course Outcomes	Bloom's taxonomy
CO1: Evaluates the various alternatives available for investment.	Evaluating (K5)
CO 2: Assesses the risk and return of securities.	Evaluating (K5)
CO3: Performs macroeconomic, industry, fundamental analysis;	Evaluating (K5)
CO 4: Performs technical analysis	Analyzing (K4)
CO 5: Develops a portfolio of stocks and perform portfolio analysis	Analyzing (K4)

	P01	P02	P03	P04	P05
C01	2	3	3	3	2
C02	2	3	3	3	1
C03	2	3	3	3	2
C04	2	3	2	1	2
C05	2	3	1	3	3

Marketing Analytics

Course Objectives:

- To understand the basic concepts of Marketing Analytics
- To study various tools to have marketing insights in various marketing areas through empirical data
- To interpret the marketing data for effective marketing decision making
- To draw inferences from data in order to answer descriptive, predictive, and prescriptive questions relevant to marketing managers

UNIT I INTRODUCTION TO MARKETING ANALYTICS (9)

Meaning, characteristics, advantages and disadvantages of marketing analytics, Market data sources (Primary and Secondary) The new realities of marketing decision making - Market Sizing: Data sources, Stakeholders.

UNIT II CUSTOMER ANALYTICS (9)

Segmentation and Targeting: Deriving market segments and describing the segments – Targeting - The concept of product positioning - Conducting a positioning study - Customer Lifetime Value - Estimating Chance that customer is still active, Using Customer Value to value a business

UNIT III MARKET BASKET ANALYSIS (8)

Computing two way and three way lift - Allocating Retail Space and Sales Resources: Identifying the sales to marketing effort relationship & its modeling.

Advertising Analysis: Measuring the Effectiveness of Advertising, Optimizing advertising, Pay per Click (PPC) Online Advertising.

UNIT IV PRICING ANALYTICS (10)

Estimating Demand Curve: Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Using Pricing subjectively to estimate Demand Curves, Pricing Multiple Products - Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Profit Maximizing strategies using Nonlinear Pricing Strategies,

UNIT V SALES FORECASTING CONJOINT ANALYSIS (9)

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 decomposition preference model, Steps in conjoint analysis, Uses of conjoint analysis.

TOTAL: 45 PERIODS

Text Books

1. Wayne L. Winston, "Marketing Analytics: Data-Driven Techniques with Microsoft Excel", 1st Edition, Wiley, New Delhi, 2018.
2. Stephen Sorger, "Marketing Analytics: Strategic Models and Metrics", 1st Edition, Admiral Press, UK, 2016.
3. Tommy Blanchard, "Data Science for Marketing Analytics", 1st Edition, Packt Publishing, UK, 2019.

Reference Books

1. Mike Grigsby, "Marketing Analytics", 2nd Edition, Kogan Page, UK, 2018
2. David A. Aaker, V. Kumar, Robert P. Leone, George S. Day., "Marketing Research", 1st Edition, Wiley, New Delhi, 2019

Course Outcomes	Bloom's taxonomy
CO 1: Selects suitable analytic tools to target and retain profitable customers and avoid high-risk customers	Evaluating (K5)
CO2: Identifies new product features and forecast new product sales using analytic tools	Applying (K3)
CO 3: Uses analytic tools for various pricing decisions	Applying (K3) Analyzing (K4)
CO 4: Justifies the use of analytic tools like market basket analysis in real life scenarios	Evaluating (K5)
CO 5: Uses metrics for measuring effectiveness of traditional and social media promotion measures	Applying (K3)

	P01	P02	P03	P04	P05	P06
C01	3	3	2	2	2	1
C02	2	2	1	1	2	2
C03	3	2	2	1	2	3
C04	3	2	2	2	2	2
C05	3	2	2	2	3	2

COST ACCOUNTING

Course Objectives:

- To enable students to classify costs and prepare Cost Sheet.
- To enable students to reconcile results as per Cost and Financial Accounts.
- To enable students to discuss the concepts related to job, batch and Process Costing and enable them to make Process Accounts and Statements

Unit: 1 INTRODUCTION (9)

Introduction: Nature and scope of cost accounting: Cost concepts and classification: Methods and techniques: Installation of costing system- cost sheet.

Unit: 2 ACCOUNTING FOR MATERIAL (9)

Material purchase- Inventory Levels – EOQ – Reorder Level - Maximum Level – Minimum Level – Average Stock Level – Emergency Level - Bin Card- Pricing of material issues: FIFO – LIFO – HIFO - SAM – WAM – Standard Price Method – Inflated Price Method – Base Stock Method – Specific Price Method - Treatment of material losses

Unit: 3 ACCOUNTING FOR LABOUR (9)

Labour cost control procedure: labour turnover: Idle time and overtime Methods of wage payment-time and piece rates – incentive schemes

Unit: 4 ACCOUNTING FOR OVERHEADS (9)

A brief introduction of Allocation and apportionment of overheads – Primary Distribution and Secondary Distribution – absorption of overheads – Machine Hour Rate

Unit: 5 COST ASCERTAINMENT (9)

Unit costing: Job, batch and contract costing: Operating costing: Process costing [excluding inter-process profits, and joint and by products].

TOTAL: 45 PERIODS

Text Books:

1. Arora M.N: Cost Accounting-Principles and practice: Vikas New Delhi.
2. Jain S.P. and Narang K.L. Cost Accounting: Kalyani New Delhi.
3. William N. Lanen, Shannon Anderson and Michael W. Maher, Fundamentals of Cost Accounting, McGraw-Hill Publishing Company.
4. William K. Carter, Cost Accounting, Dame Publications, Inc.

Reference Books:

1. Anthony Robert, Reece, et al: Principles of Management Accounting Richard D.Irwin Inc, Illinois.
2. Homgren, Charles, Foster and Datar: Cost accounting-A Managerial Emphasis; Prentice-Hall of India, New Delhi.
3. Rathinam P.V, Costing Advisor, Kitab Mahal, New Delhi.
4. Colin Drury, Management and Cost Accounting, Cengage Learning.

Course Outcomes	Bloom's Taxonomy
CO1: Identifies the Nature and scope of cost accounting	Understanding (K2)
CO2: Explains the concept of Accounting for Overheads	Understanding (K2)
CO3: Applies the Different Techniques in Inventory Control	Applying (K3)
CO4: Analyzes results as per Cost and Financial Accounts	Analyzing (K4)
CO5: Evaluates the various Methods of Wage Payments	Evaluating (K5)

	P01	P02	P03	P04	P05	P06
CO1	3	2	2	1	3	1
CO2	3	3	3	3	2	3
CO3	2	3	2	2	1	2
CO4	3	2	3	2	3	3
CO5	3	2	3	2	2	3

Human Resources Planning and Development

Course Objectives:

- To familiarize the basic concepts of Human Resource Planning (HRP)
- To know the HRP instruments of the organization.
- To assess the need for workforce development.

UNIT I HUMAN RESOURCES PLANNING (9)

Overview of Human Resources, - HRP concepts - Importance - Type of HR Plan - Historical Evolution, Integrated HR - Function, HR Issues.

UNIT II HR INSTRUMENTS (9)

HR Instruments, HRM and Diversity Issues, HR Planning at Enterprise Level, Need for Systematic planning, Planning Process, Operating Environment - Internal and External.

UNIT III HUMAN RESOURCES DEVELOPMENT (9)

HRD, Concept System, Role of HRD, Professionals, HRD Climates and its elements.

UNIT IV HUMAN RESOURCE DEVELOPMENT PROCESS (9)

Assessing the need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating the effectiveness of HRD programs.

UNIT V HRIS, AUDIT AND HR ACCOUNTING (9)

HRIS importance, Types, Sources and Procedure of maintaining HRIS, Human Resource Reporting, HR audit and HR accounting

TOTAL: 45 PERIODS

Text Books:

1. Pattanayak - Human Resource Management - PHI
2. Manpower - Planning and Development - Excel Publisher
3. Kandula - Strategic Human Resource Development - PHI.
4. Bhattacharya, DipakKumar - Human Resource Planning, ExcelBooks
5. T.V.Rao Human Resource Development Oxford IBH Publication
6. Aswathapa, Human Resource, and Personnel Management Text &Cases, TMH.

Reference Books:

1. Belkaoui, A R and Belkaoui, J M Human Resource Valuation; A Guide to strategies and Techniques
2. Arthur, M. Career Theory Handbook Englewood cliff, Prentice Hall Inc 1991
3. Desimone & Harries - Human Resource Development - Thomson Learning
4. Mankin, David (2009). Human Resource Development. Delhi: Oxford University
5. Rao, T.V. (2005). Future of HRD. Macmillan Publishers India.
6. C.B. Matoria, S.V. Gankar, Human resource management, Himalaya Publishing House, Mumbai, 2006.

Course Outcomes	Bloom's taxonomy
CO 1: Understands the components of Human Resource Planning	Understanding (K 2)
CO2: Learns the skills of developing a detailed plan for needs and different level of HRP programs in the HRM	Analyzing (K 5)
CO 3: Understands the evolution and concept of HRD.	Applying (K 3)
CO 4: Learns the HRD process and Implementation of HRD program in the organization.	Applying (K3)
CO 5: Understands the contemporary realities of HRD and its interface with technology.	Understanding (K1)

	P01	P02	P03	P04	P05	P06
C01	3	2	3	2	2	1
C02	3	2	3	3	2	2
C03	2	3	3	3	2	3
C04	3	2	3	2	1	2
C05	2	3	2	3	3	1

Strategic Cost Management

Objectives

- To understand the basic concepts in cost management in an organization.
- To measure and evaluate costs for decision making purposes.
- To design, implement, analyze and evaluate cost management strategies.

Unit I INTRODUCTION

(9)

Concept of Strategic Cost Management - Views of Cooper & Slagmulder, Welfie & Keltyka, Horvath & Brokemper, and Others on Strategic Cost Management.

Unit II TRADITIONAL COST MANAGEMENT VS STRATEGIC COST MANAGEMENT

(9)

Concerns and Objectives of Strategic Cost Management - Traditional Cost Management vs. Strategic Cost Management.

Unit III STRATEGIC POSITIONING ANALYSIS

(9)

Underlying Themes of Strategic Cost Management – Value Chain Analysis - Strategic Positioning Analysis and Cost Driver Analysis.

Unit IV STRATEGIC COST ANALYSIS

(9)

Strategic Cost Analysis- Target Costing- Life Cycle Costing and Kaizen Costing.

Unit V COST CONTROL

(9)

Cost Control - Cost Reduction, Cost Management and Cost Comparison.

TOTAL: 45 PERIODS

TEXT BOOKS

1. Barry J. Briinker, Guide to Cost Management, John Wiley & Sons, New York, 2000
2. Pober S. Kaplan and Anthony A. Atkinson, Advanced Management Accounting, PHI, New Delhi, 1996, 22nd Ed
3. Blocher, Chen, Lin, Cost Management MGH, New York, 1999.

REFERENCE BOOKS

1. John K. Shank & Vijay Govindarajan, Strategic Cost Management – The New Tool for Competitive Advantage, The Free Press, Newyork.
2. Ravi M. Kishore, Strategic Cost Management, 5th Edition, Taxmann.
3. CMA Kalyani Karna, Strategic Cost Management, **Corporate Plus Publications Pvt Ltd.**

Course Outcomes	Bloom's Taxonomy
CO1: Understands the basic concepts in cost management in an organization.	Understanding (K2)
CO2: Applies various cost and management Accounting concepts in an organization.	Applying (K3)
CO3: Measures and evaluates costs for decision making purposes.	Analyzing (K4)
CO4: Designs and implements cost management strategies.	Creating (K6)
CO5: Analyzes and evaluates cost management strategies.	Evaluating (K5)

	P01	P02	P03	P04	P05
CO1	3	3	3	3	2
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3

Human Resource Analytics

Course Objectives:

- To design right analytics tools and to understand data and develop meaningful decision criteria.
- To measure HR efficiency, effectiveness and investigate its impact on business.
- To recognize the importance of people analytics and defend its role in managing business.

Unit I UNDERSTANDING HR ANALYTICS & ANALYSIS STRATEGIES

HR Analytics - Defined - Predictors, Prediction and Predictive Modelling - Seven Pillars of People Analytics.

Analysis Strategies - LAMP Framework - Descriptive Reports to Predictive Analytics - Statistical Significance. Data Integrity - Data Types - Types of Variables - Types of statistical test.

Unit II TALENT ACQUISITION & WORKFORCE PLANNING ANALYTICS

Talent Acquisition - Pre-interview Assessment Criteria – On boarding and Cultural fit - Stages, OPEN Analytical Framework for Effective on boarding. Sample analysis using Excel

Workforce Planning Analytics - Key components - Dos and Don'ts – Workforce metrics.

Unit III PERFORMANCE ANALYTICS & EMPLOYEE ENGAGEMENT

Performance Analytics - Performance Measures – Benefits - Predictive Analytics and Graph Theory to Optimize Career Pathways and Employee Promotion. Model performance analysis with Excel

Employee Engagement - Meaning- Measuring Employee Engagement - Employee Engagement Surveys & Measures. Survey result analysis using Excel

Unit IV TALENT RETENTION ANALYTICS & EMPLOYEE ABSENTEEISM

Talent Retention Analytics - Retention Analytics - Protecting Most Valuable Asset - Implementing Proactive Talent Retention Models - Data for Talent Attrition Predictive Modeling.

Employee Absenteeism - Analytics and measures - Employee health and wellness measures.

Unit V LEVERAGING PEOPLE ANALYTICS & BIG DATA AND PEOPLE ANALYTICS

Leveraging People Analytics - Future of People Analytics - Rise of Employee Behavioral Data - People Analytics as a Specialized Department - Employee Data Privacy Backlash.

Big Data and People Analytics - What Is Big Data? - Big Data and People Analytics.

TOTAL: 45 PERIODS

Text Books:

1. JacFitzenz , The New HR Analytics, AMACOM.
2. Edwards M. R., & Edwards K, Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.
3. Human Resources kit for Dummies – Max Messmer.
4. Dipak Kumar Bhattacharyya, HR Analytics, Understanding Theories and Applications, SAGE Publications India.
5. Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education.
6. Pease, G., & Beresford, B, Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley.

Reference Books:

1. Phillips, J., & Phillips, P.P, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill,2014.
2. HR Scorecard and Metrics, HBR, 2001.
3. Dipak Kumar Bhattacharyya, “HR Analytics-Understanding Theories and Applications”, Sage Publications, New Delhi.
4. Bernard Marr, “Data-Driven HR: How to Use Analytics and Metrics to Drive Performance”, 1st Edition, Kogan Page, UK.
5. John Boudreau, Wayne Cascio, “Investing in People: Financial Impact of Human Resource Initiatives”, Pearson Education, Noida.
6. Martin R. Edwards, Kirsten Edwards, “Predictive HR Analytics: Mastering the HR Metric”, Kogan Page, UK.

Course Outcomes	Bloom’s Taxonomy
CO1: Measures HR efficiency, effectiveness and investigate its impact on business.	Applying (K3)
CO2: Design right analytics tools to understand data and develop meaningful decision criteria.	Creating (K6)
CO3: Recognize the importance of people analytics and defend its role in managing business	Evaluating (K5)
CO4: Analyze the value of Intangibles that HR helps builds for the organization given a particular business context.	Analyzing (K4)
CO5: Predict the issues using the available HR data and formulate the best strategies.	Evaluating (K5)

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	1	3
CO2	3	3	2	3	2
CO3	3	2	2	2	3
CO4	3	2	3	2	3
CO5	3	2	2	3	2

Insurance Principles and Practice

Course Objectives:

- To provide a basic understanding of the insurance mechanism, risk insurance, insurance market operations, and insurance contracts.
- An overview of major life insurance and general insurance products are discussed.
- To Evaluate other business insurances and practices of Health insurance in Indian climate.

Unit I Concept of Risk In Insurance & IRDA

Defining Risk and Uncertainty - Classification of risk - Management of risk – loss minimization techniques. Insurance - Meaning, nature and significance of Insurance, Insurance market, principles of insurance; Evaluation insurance business in India; Insurance Regulatory Development Authority (IRDA) – Recent Developments in the Insurance sector.

Unit II Life Insurance

Life Insurance - Law relating to life Insurance; General Principles of Life Insurance Contract - different products offered by life insurers- Premiums and bonuses - Assignment, Nomination and Surrender of policy - Policy claims; ULIPs; Postal Life Insurance; LIC -Role and functions.

Unit III General Insurance

General Insurance - Law relating to general insurance; different types of general insurance; general insurance Vs life insurance; Proposal form- Cover notes – Endorsement. Underwriting policy; Role of Actuary; Renewal procedure; Claims – Surveyors and loss assessors. Reinsurance - Function of General Insurance Corporation of India.

Unit IV Fire & Marine Insurance Claims

Fire insurance - various types of fire policy; coverage's; subrogation; double insurance; contribution; proximate cause; claims of recovery. Marine Insurance - Law relating to marine insurance; scope and nature; types of policy; insurable interest; disclosure and representation; insured perils; proximity cause; voyage; warranties; measurement; subrogation; contribution; under insurance.

Unit V Miscellaneous Insurance

Miscellaneous Coverages - Motor Insurance - Liability only policy - Package policy. Nature, terms and conditions of Health Insurance - Personal Accident insurance - Burglary insurance - Legal Liability insurance- Engineering insurance - Rural insurances - Micro insurance.

TOTAL: 45 PERIODS

Text Books

1. M. N., Mishra, "Insurance Principles and Practice", S. Chand and Company Limited, New Delhi (2004).
2. Periasamy, P., "Principles and Practices of Insurance", Himalaya Publishing House, Mumbai (2005).

Reference Books

1. Gupta, P.K., "Insurance and Risk Management", Himalaya Publishing House, Mumbai (2004).
2. P S Palande, R S Shah, M L Lunawat, "Insurance in India: Changing Policies and Emerging Opportunities", SAGE Publishers.

Course Outcomes	Bloom's Taxonomy
CO1: Examine the risk and relevance involved in insurance industry and to suggest the importance of insurance.	Remembering (K1)
CO2: Explain the importance of life insurance, terms and conditions of insurance, contract and products.	Understanding (K2)
CO3: Insight the knowledge of general insurance practice, laws, terms and conditions, claim and procedure of insurance.	Applying (K3)
CO4: Differentiate the fire and marine insurance, general insurance, loss and recover. To study the terms and conditions of insurance.	Analyzing (K4)
CO5: To Evaluate other business insurances and practices of Health insurance in Indian climate.	Evaluating (K5)

COs	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	3	2
CO2	2	3	2	3	3
CO3	3	3	3	3	3
CO4	3	2	3	2	3
CO5	3	3	3	3	2

Global Business Management

Course Objectives:

- To understand the fundamental concepts of international trade.
- To enhance the students to know about various export documents.
- To assist the students in proper utilisation and evaluation of the export financing.

Unit:1 INTRODUCTION TO INTERNATIONAL TRADE

Need and relevance-international trade – current pattern of India’s foreign trade and world trade-India’s trade-trends-composition-volume and direction-traditional and nontraditional products-brief background of import trade-future.

Unit:2 EXPORT PROMOTION AND POLICY

Indian institutional assistance for export promotion – export policy – features – policy measures – infrastructure set up and aids – export promotion council – commodity boards – board of trade – trade development authority – FIFO, IIFT, Export inspection council, STC, Export houses.

Unit:3 EXPORT PROCEDURE AND DOCUMENTS

Export procedures-offer and receipt of confirmed orders – production – shipping and banking procedure – negotiation-documents for export trade –export incentives.

Unit:4 EXPORT FINANCING

Export financing – procedure for pre-shipment finance-post shipment finance-terms of payment in international trade-letter of credit-features and types-medium and long term loans. ECGC-functions and policies.

Unit:5 AGENCIES OF INTERNATIONAL TRADE

International agencies and agreement – IMF-World Bank – functions and features – WTO features-import policy features.

TOTAL: 45 PERIODS

Text Books:

1. TAS Balagopal - Export Management, 22nd Edition, Himalaya Publishing House.
2. P.Boominathan - Global business Management-Thakur Publishers.
3. D C Kapoor- Export Management, Vikas Publishing House Pvt Ltd.

Reference Books

1. S K Varghese - Foreign Exchange and Financing of Foreign Trade, Vikas Publishing House Pvt Ltd.
2. Y R Ullal - Export Management.
3. Francis Cherunilam - International Trade and Export Management, Himalaya Publishing House.

Course Outcomes	Bloom's Taxonomy
CO1: Understands the fundamental concepts pattern of international trade.	Remembering (K1)
CO2: Developing knowledge on Indian institutional assistance for export promotion.	Understanding (K2)
CO3: Knowing export procedures and incentives.	Applying (K3)
CO4: Develop skill in obtaining export finance.	Analyzing (K4)
CO5: Evaluating international agencies.	Evaluating (K5)

COs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	S	3	3
CO3	2	3	S	3	3
CO3	3	3	S	2	3
CO4	3	3	M	3	3
CO5	3	3	S	3	2

Office Management – Open Elective

Credits: 3

UNIT I

Introduction: Meaning, functions and importance of office management; office management and organization - Principles of office management and organization - Principal departments of modern office - Centralization vs. decentralization of office services.

UNIT II

Office Manager: Qualifications and qualities of office manager. The status of office manager in total organization - The authorities and responsibilities of an office manager - Office accommodation: Selection of site. Office layout: Environment and working conditions

UNIT III

Office Communication: Various means of communication- Their use, merits and limitations. Selection of means of communication - Correspondence through Internet
Correspondence: Routine of handling mail - Importance of correspondence in business and Govt. offices - Essentials of good business and official correspondence - Various forms of correspondence

UNIT IV

Office Records: Filing and Indexing. Retention and weeding out of papers
HRM for office Management: Recruitment, Selection and Training of office staff. Office supervision - duties and responsibilities of supervisory staff
Motivation- Financial and non-financial incentives to subordinates
Planning and Scheduling Office Work: Office routine, flow of work and office manual.
Stationery and forms: The design and control of office forms. Control over stationery, forms and supplies

UNIT V

Office Automation: Uses and abuses of labour saving appliances. A study of various types of commonly used appliances i.e. typewriter, duplicator, accounting machines, calculator, fax, telephone, electronic cash register, coin sorter, photocopier, computer (input- output and storage units), scanner, printer, internet and world wide web, paper shredder, water dispenser, coffee maker, whiteboard, time and date stamps etc.

Text books

1. Office Management, V Balachandran & V Chandrasekaran, Vijay Nicole Imprints
2. Office Management, R.S.N. Pillai & Bagavathi, S Chand
3. Office Management, R.C. Agarwal & Piyush Shalya, SBPD Publishing House

Reference book

Office Management, Prasanta K. Ghosh, S Chand

Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	CO1: Remember the functions and importance of office management	K1
2	CO2: Understand the authorities and responsibilities of office manager.	K2
3	CO3: Develop the understanding of various methods of office communication	K6
4	CO4: Analyze the recent trends in recruitment and selection in the office administration.	K4
5	CO5: Evaluate the difference between traditional and automated office administration.	K5
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	S	S	S	S	M
CO2	M	S	M	S	S
CO3	S	S	M	M	S
CO4	S	M	S	S	S
CO5	S	S	S	S	M

*S-Strong; M-Medium; L-Low