



**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)  
MASTER 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)**

MBA programme curriculum is designed to prepare the 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

MS\PEO	PEO1	PEO2	PEO3
MS1	3	3	3
MS2	3	2	3
MS3	2	2	2

1 – Slight, 2 – Moderate, 3 – Substantial

### Mapping of Course Outcomes (COs) with Programme Outcomes (POs)

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

1 – Slight, 2 – Moderate, 3 – Substantial

### Programme Outcomes (POs)

#### Management Graduates will be able to:

**PO1: Business Environment and Domain Knowledge:** Graduates are able to improve their knowledge about the fundamentals of business, its functioning and current strategies adopted across industries.

**PO2: Critical thinking, Business Analysis, Problem Solving and Innovative Solutions:** Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in functional areas such as marketing, finance, operations and human resources.

**PO3: Leadership and Teamwork:** Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

**PO4: Effective Communication:** Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

**PO5: International Exposure and Cross-Cultural Understanding:** Graduates are expected to demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.

**PO6: Social Responsiveness and Ethics:** Graduates are expected to demonstrate awareness of ethical issues, identify the contemporary social needs and explore the opportunities for social entrepreneurship.

### Mapping of PEOs with POS

Programme Educational Objectives	Programme Outcomes					
	PO1	PO2	PO3	PO4	PO5	PO6
<b>I</b>	3	2	3	2	1	2
<b>II</b>	1	2	3	1	3	3
<b>III</b>	3	3	3	2	3	2

### Regulations 2025

#### Choice Based Credit System

#### Preliminary Definitions and Nomenclature

In these regulations-

- “**Viswa Mahavidyalaya**” refers to Sri Chandrasekharendra Saraswathi Viswa Mahavidyalaya (SCSVMV)
- “**Vice Chancellor**” refers to Vice Chancellor of Viswa Mahavidyalaya
- “**Registrar**” refers to Registrar of Viswa Mahavidyalaya
- “**Controller of Examinations**” refers to Controller of Examinations of Mahavidyalaya
- “**Dean**” refers to Dean of the faculty of management studies, commerce and HR
- “**Head**” refers to Head of the Department of Management Studies
- “**Programme**” means Degree Programme such as BBA & M.B.A.
- “**Specializations**” means a domain in which a student has specialized based on the choice of elective courses.
- “**Course**” means a Theory or Practical subject that is normally studied in a semester.
- “**Credit**” means a numerical value allocated to each course to describe the candidate’s workload required per week.
- “**Grade**” means the letter grade assigned to each course based on the marks range specified.
- “**Grade point**” means a numerical value (0 to 10) allocated based on the grade assigned to each course.
- “**CGPA**” means Cumulative grade point average.

#### Programme of Study

The two years MBA programme approved by All India Council for Technical Education; New Delhi is offered by the Department of Management studies of Sri Chandrasekharendra Saraswathi Viswa Mahavidyalaya.

### **Admission Requirements:**

Any recognized UG Degree with minimum 50% aggregate marks. Desirable score in any National level entrance exam like ATMA / CAT/ JCET/ MAT/ JMAT/ XAT/ Test by SCSVMV

### **Structure of Programme**

The MBA 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 Functional Electives, Non-Functional Electives, Skill Enhancement Electives and Alternative Credit Courses.

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

### **Skill Enhancement Electives**

To mould the students as per the requirement of the industry, the students are offered with Skill Enhancement Elective courses to update various skills. These courses will be offered during first three semesters. All skill enhancement elective courses are two credit practical courses with no end-term examinations and the assessment pattern is internal only.

### **Alternative Credit Courses:**

These are non-classroom non-traditional sources of learning where candidates are permitted to earn credits through courses such as Outbound Experiential Learning, SWAYAM Courses, National Stock Exchange (NSE), Indian Institute of Banking Finance (IIBF) and other online certification courses, Courses offered by Foreign Universities, and Other Agencies. For the Alternate credit courses, other than SWAYAM courses, NSE, IIBF and other online certificate courses the assessment pattern is same as that of a practical.

**Note: Students have the privilege to enroll in Alternative Credit Courses from the first semester onwards and must complete them before the fourth semester. The credit transfer will take place in the fourth semester.**

### **SWAYAM courses, NSE and other online certification courses**

Students are encouraged to take up the above online courses as alternative credit courses. For grading purpose, the marks / grades awarded in the course certificates by the respective bodies will be taken as such.

### **Definition of credit**

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

The medium of instruction, examinations and project report shall be English.

### **Duration of the Programme**

The Course duration shall be for TWO years consisting of FOUR semesters. In order to be eligible for the award of the degree the candidate shall successfully complete the course in a maximum period of FOUR years from the date of enrolment for the first semester of the course.

- Each semester shall consist of a minimum of 90 working days including continuous assessment test period.

### **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 MBA programme.

### **Examinations**

The University follows the 'Choice Based Credit System (CBCS)' for all its programmes.

### **Structure of the Course and Evaluation Pattern**

Internal Marks: 40

External Marks: 60

The duration of University examination for both theory and practical subjects shall be 3 hours. The maximum marks for each theory and practical course is 100. Continuous Internal Assessment (CIA) will be for 40 marks. The university theory examination will be conducted for 100 marks, which will be then converted to 60.

## Assessment and Examination Procedure for Awarding Marks

The MBA 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	40	60
2.	Summer Internship	100	---
3.	Capstone Project	100	100
4.	Practical	50	50

### 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 reduced 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 40 marks each and reduced to 15 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	15	Average of the two test marks
	Test – II	15	
2	Assignment / Case Analysis/ Seminar / Paper Presentation in Conference Comprehension / Activity based learning Class notes and Attendance	10	To be assessed by the Course Teacher based on any one type.
<b>Total</b>		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.

### Substitute Assessment

A student who has missed one or more of assessment tests of a course other than the examinations for genuine reasons as accepted by the Head of the Department may take a substitute assessment for any one of the missed assessments. A student who wishes to have a substitute assessment for missed assessment must apply to the Head of the Department within two weeks from the date of the missed assessment.

## **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**

The Project work is an important component of Post Graduate programmes. The Project Work has to be undertaken in the final semester.

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 Project work for M.B.A shall be pursued for a period of 12 weeks during the final semester, with an additional of maximum 2 weeks for report writing, the total project duration not exceeding 15 weeks.
- The Project work shall be carried out under the supervision of a staff member in the Department.
- A student may be permitted to work on projects in an Industrial / Research Organization, on the recommendations of the Head of the Department. In such cases, the student shall be instructed to meet the supervisor periodically once every week and attend the review committee meetings for evaluating the progress. In case the student is doing department project, the student has to report every day to the supervisor.
- The Project Report should be prepared according to the guidelines. This project report duly signed by the Supervisor(s) and the Head of the Department and shall be submitted to the Head of the Department within the specified date.
- The evaluation of the Project work will be based on the project report submitted and a Viva-Voce Examination by a team consisting of an internal examiner and External Examiner. The internal examiner shall be appointed by the Head of the department and external shall be appointed by the Controller of the Examinations from the panel of examiners submitted by the Head of the department.
- If the student fails to obtain 50% of the internal assessment marks in the Final Project work of M.B.A., the student will not be permitted to submit the report for that particular semester and has to re-enroll for the same in the subsequent semester.
- The deadline for submission of final Project Report is 30 days from the last working day of the semester in which project / thesis / dissertation is done.
- If a student fails to submit the project report on or before the specified deadline, student is deemed to have failed in the Project Work and shall re-enroll for the same in a subsequent semester.

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	Exr. 1 (INTERNAL)	Exr. 2 (EXTERNAL)
20	10	20	10	20	20	20	20	20	20	20

The Capstone project work shall be evaluated based on the project report submitted by the candidate and viva-voce examination by a three-member committee consisting of one external examiner who is either from industry or academic institution, one internal examiner and guide of the project work.

If a candidate fails to secure 50% of the end semester examination marks in the Capstone project work, he/she shall be required to resubmit the project report within 30 days from the date of declaration of the results and a fresh viva-voce examination shall be conducted within 30 days from the date of submission of the project report.

A copy of the approved project report after the successful completion of viva-voce examination shall be kept in the institution and department library.

### 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.

Duration Of Training /Internship	Credits
4 Weeks	2

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

<b>ASSESSMENT PATTERN</b>							
<b>Test / Bloom's Category*</b>	<b>Remembering (K1) %</b>	<b>Understanding (K2) %</b>	<b>Applying (K3) %</b>	<b>Analyzing (K4) %</b>	<b>Evaluating (K5) %</b>	<b>Creating (K6) %</b>	<b>Total %</b>
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

### **Supplementary Examination**

The supplementary examination will be conducted for the courses the candidate failed or absent as per the academic calendar.

### **Attendance Requirement**

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

### **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 (semester 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**

- I. Candidates shall register for the First Semester Examination after the admission in the P.G. course.
- II. 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.
- III. 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.

### **Provision for Break of Study**

1. A candidate is normally permitted to avail the authorised break of study under valid reasons (such as accident or hospitalization due to prolonged ill health or any other valid reasons) and to rejoin the programme in a later semester. He / She shall apply in advance to the Registrar, through the Head of the Department, stating the reasons, in any case, not later than the last date for registering for that semester examination. A candidate is permitted to avail the authorised break of study only once during the entire period of study for a maximum period of one year. However, in extraordinary situation the candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for the break of study.
2. The candidates permitted to rejoin the programme after break of study / prevention due to lack of attendance shall be governed by the rules and regulations in force at the time of rejoining.

If a candidate has not reported to the college for a period of one semester without any intimation, the name of the candidate shall be deleted permanently from the college enrollment. Such candidates are not entitled to seek readmission under any circumstances.

### **Flexibility to Add or Drop Courses**

1. A candidate has to earn the total number of credits specified in the curriculum of the MBA programme of study in order to be eligible to obtain the degree. However, if the candidate wishes, then the candidate is permitted to earn more than the total number of credits prescribed in the curriculum of the candidate's programme.
2. From the third Semester onwards, the candidates have the option of registering for additional elective courses or dropping of already registered additional elective courses within two weeks from the start of the semester. Add / Drop is only an option given to the candidates. Total number of credits of such courses during the entire programme of study cannot exceed six.

### **Student Mentor**

To help the students in planning their course of study and for general advice on the academic programme, the Head of the Department will attach a certain number of students to a member of the faculty who shall function as student Mentor for those students throughout their period of study. Such student Mentor shall advise the students, given preliminary approval for the courses to be taken by the students during each semester and obtain the final approval of the Head of the Department.

### **Class Committee**

A class committee consists of teachers of the class concerned, student representatives and a Senior Advisor, i.e. faculty member who does not handle any subject for the class. It is like the 'Quality Circle' (more commonly used in industries), with the overall goal of improving the teaching-learning process. The functions of the class committee include: i. solving the problems experienced by students in the classroom and in the laboratories in consultation with Head of the Department / Dean. ii. Clarifying the Regulations of the degree programme and the details of rules therein. iii. Informing the student representatives, the academic schedule including the mode and dates of assessments and the syllabus coverage for each assessment. iv. Informing the student representatives, the details of Regulations regarding weightage used for each assessment. v. Analyzing the performance of the students of the class after each periodic test and finding ways and means of improving the performance of the students. vi. Identifying the slow learners and helping them to come

up by guidance and/or by providing additional coaching. The class committee is normally constituted by the Head of the Department. The class committee shall be constituted within a week from the date of commencement of a semester. At least 4 student-representatives from the respective class (typically 2 boys and 2 girls) shall be included in the class committee. The Chairperson of the class committee normally Class In-charge may invite the Head of the Department, Senior Advisor, course teachers and students to the meeting of the class committee. The chairperson of the class committee is required to prepare the minutes of every meeting, submit the same to the Head of the Department and then to the DEAN within three working days of the meeting and arrange to circulate the same among concerned students and teachers. The first meeting of the class committee shall be held within fifteen days from the date of commencement of the semester. The nature and weightage of continuous assessments shall be informed in the first meeting, and the same shall be communicated to the students. Two or three subsequent meetings in a semester may be held at suitable intervals. During these meetings the student members representing the entire class, shall meaningfully interact and express their opinions and suggestions of the class students to improve the effectiveness of the teaching-learning process.

### **Discipline**

Every student is required to observe disciplined and decorous behavior both inside and outside the college and not to indulge in any activity which will tend to bring down the prestige of the University.

### **Revision of Regulation and Curriculum**

The University may from time-to-time revise, amend or change the regulations, scheme of examinations and syllabi as found necessary.

### **Valuation of Answer Scripts**

The answer scripts will be valued under double valuation process where both internal staff and external expert will value .If the difference of marks between the internal and external valuation is less than 15 then the average of the both will be considered for final marks .If the difference is 15 and more than 15 then the script will be valued by the third valuator (external).In such cases the final mark will be calculated by taking the average of the nearest two evaluation marks among the three valuations. There will be no further revaluations or re totaling.

The percentage of marks obtained in the subject will be converted into grade point and grade will be assigned to each grade point as given below.

The grade points obtained in each subject shall be multiplied by credits of the subject and total grade point shall be divided by total credits to arrive at grade point average.

### **Grading System**

<b>Percentage of Marks</b>	90-100%	80-89%	70-79%	60-69%	55-59%	50-54%	0-49%	Withdrawn	Absent
<b>GRADE</b>	S	A	B	C	D	E	F	W	AB
<b>GRADE POINT</b>	10	9	8	7	6	5	0	-	-

2	3	-
50-54%	0-49%	ABSENT
E	F	AB
5	0	-
2	3	-

The equivalence of CGPA to percentage of marks for the entire M.B.A. course shall be done according to the conversion formula as given below, wherever required.

CGPA Range	Percentage conversion formula	<u>Formula for CGPA</u> $CGPA = \frac{\sum(\text{credits} * \text{grade points})}{\sum(\text{credits})}$
5.0 – 6.49	$50 + 10 * (CGPA - 5.0) / 1.5$	
6.5 – 8.24	$60 + 15 * (CGPA - 6.5) / 1.75$	
8.25 – 10.00	$75 + 25 * (CGPA - 8.25) / 1.75$	

After successful completion of the courses, the degree will be awarded with the following classification based on CGPA.

- For the first class with distinction, the student must pass all the courses in the first attempt within TWO years from the time of admission, and obtained a minimum CGPA of 8.25.
- For the first class, the student must pass all the courses in the first attempt within TWO years from the time of admission, and obtained a minimum CGPA of 6.5.

When a candidate is deputed for a National/International Sports event during End semester examination period, supplementary examination shall be conducted for such a candidate on return after participating in the event within a reasonable period of time. Such appearance shall be considered as first appearance.

A candidate who has already appeared for a course in a semester and passed the examination is not entitled to reappear in the same course for improvement of letter grades / marks.

A candidate who has arrears in a course(s) has to pass the arrear course(s) within three attempts (excluding first attempt) failing which he/she will not be permitted to continue the MBA programme.



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Deemed to be University U/S 3 of UGC Act 1956, Accredited with “A” grade by  
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Enathur, Kancheepuram – 631 561  
Department of Management Studies

**CURRICULUM AND SYLLABI FOR I TO IV SEMESTERS**

**SEMESTER- I**

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
<b>Theory</b>								
1	S1CS1	Organizational Behavior and Development	C	3	0	0	3	3
2	S1CS2	Managerial Economics	C	3	0	0	3	3
3	S1CS3	Accounting for Managers	C	2	1	0	3	3
4	S1CS4	Legal Aspect of Business	C	3	0	0	3	3
5	S1CS5	Statistics for Managers	C	2	1	0	3	3
6	S1CS6	Basics of Digital Business	C	3	0	0	3	3
<b>Practical</b>								
7		Communication Skill-I	CP	0	0	2	2	1
8		Comprehensive Viva Voce						2
9		Advance Excel & Power BI	SE	0	0	4	4	2
				18	0	8	26	<b>23</b>

**SEMESTER- II**

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
<b>Theory</b>								
1	S2CS1	Research Methodology	C	3	0	0	3	3
2	S2CS2	Human Resources Management	C	3	0	0	3	3
3	S2CS3	Marketing Management	C	3	0	0	3	3
4	S2CS4	Production and Operation Management	C	3	0	0	3	3
5	S2CS5	Financial Management	C	2	1	0	3	3
6	S2CS6	Entrepreneurship	C	2	1	0	3	3
7	S2CS7	Cyber Security	C	3	0	0	3	3
<b>Practical</b>								
8		Non-Functional Elective - I	NF	3	0	0	3	3
9		Basic Statistical tools	CP	0	0	4	4	2
10		Communication Skill II	BCO	0	0	2	2	1
11		Comprehensive Viva Voce						2
12		Summer Internship						2
				24	2	4	30	<b>31</b>

**NOTE:** In the second-semester, students need to choose one elective from the Non-Functional Elective

**Summer internship – minimum of 4 weeks of internship Training diary has to be submitted**

### SEMESTER-III

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
<b>Theory</b>								
1		Strategic Management	C	3	0	0	3	3
2		International Business Environment	C	3	0	0	3	3
<b>Specialization –I</b>								
3		Elective I	E	3	0	0	3	3
4		Elective II	E	3	0	0	3	3
5		Elective III	E	3	0	0	3	3
<b>Specialization –II</b>								
6		Elective I	E	3	0	0	3	3
7		Elective II	E	3	0	0	3	3
8		Elective III	E	3	0	0	3	3
<b>Practical</b>								
9		Non-Functional Elective - II	NF	3	0	0	3	3
10		Advanced Statistical Tools	SE	0	0	4	4	2
11		Comprehensive Viva Voce						2
				27	0	4	31	<b>31</b>

**NOTE: In the third semester**

**Students need to choose -Three electives from 2 functional streams for Dual Specialization**

### Semester- IV

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
1		Project Management		3	0	0	3	3
2		Alternative Credit Course	ACC	0	2	0	2	2
3		Capstone Project	CP	0	0	12	12	6
<b>Specialization I</b>								
3		Elective IV	E	3	0	0	3	3
<b>Specialization II</b>								
4		Elective IV	E	3	0	0	3	3
				9	2	12	23	<b>17</b>

**TOTAL NO OF CREDITS: 102**

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
<b>Functional Electives</b>								
<b>Marketing</b>								
1		Consumer behavior	E	3	0	0	3	3
2		Product and Brand management	E	3	0	0	3	3
3		Marketing Analytics	E	3	0	0	3	3
4		Sales and Advertisement	E	3	0	0	3	3
5		Retail Management	E	3	0	0	3	3
6		Services Marketing	E	3	0	0	3	3
7		Digital Marketing	E	3	0	0	3	3
8		Rural marketing	E	3	0	0	3	3
<b>Finance</b>								
1		Investment management	E	2	1	0	3	3
2		Corporate finance	E	2	1	0	3	3
3		Financial Market and Services	E	3	0	0	3	3
4		International Financial Management	E	3	0	0	3	3
5		Financial derivative	E	3	0	0	3	3
6		Corporate Restructuring	E	3	0	0	3	3
7		Business valuation and Financial Modeling	E	3	0	0	3	3
8		Behavioral Finance	E	3	0	0	3	3
<b>Human Resource</b>								
1		Employee engagement	E	3	0	0	3	3
2		Strategic Human Resource Management	E	3	0	0	3	3
3		Compensation Management	E	3	0	0	3	3
4		HR Metrics	E	3	0	0	3	3
5		Human Resource Planning and Development	E	3	0	0	3	3
6		Training and Development	E	3	0	0	3	3
7		Organizational Change and Development	E	3	0	0	3	3
8		Talent Acquisition and Retention	E	3	0	0	3	3
<b>Operations</b>								
1		Logistics and Supply chain	E	3	0	0	3	3
2		Production and Planning Control	E	3	0	0	3	3
3		Material Management	E	3	0	0	3	3
4		Ergonomics	E	3	0	0	3	3
5		Technology Management	E	3	0	0	3	3
6		Services Operations Management	E	3	0	0	3	3
7		Total Quality Management	E	3	0	0	3	3
8		World-class Manufacturing	E	3	0	0	3	3
<b>Systems</b>								
1		RDBMS	E	3	0	0	3	3
2		Management of software projects	E	3	0	0	3	3
3		Software quality management	E	3	0	0	3	3
4		ERP	E	3	0	0	3	3
5		E-Commerce	E	3	0	0	3	3
6		Internet of things	E	3	0	0	3	3
7		Cloud computing	E	3	0	0	3	3
8		Big data analytics	E	3	0	0	3	3

**COURSE MAPPING WITH POs**

Sem	Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6
<b>I</b>	S1CS1	Organizational Behavior and Development	✓	✓	✓	✓	✓	
	S1CS2	Managerial Economics	✓	✓	✓		✓	
	S1CS3	Accounting for Managers	✓	✓			✓	✓
	S1CS4	Legal Aspect of Business	✓	✓	✓			
	S1CS5	Statistics for Managers	✓	✓				
	S1CS6	Basics of Digital Business	✓	✓	✓	✓		
		Communication Skill-I			✓	✓		
		Advance Excel & Power BI				✓	✓	
<b>II</b>	S2CS1	Research Methodology	✓	✓				
	S2CS2	Human Resources Management	✓	✓				✓
	S2CS3	Marketing Management	✓	✓				
	S2CS4	Production and Operation Management	✓	✓		✓		
	S2CS5	Financial Management	✓			✓		
	S2CS6	Entrepreneurship	✓	✓			✓	
	S2CS7	Cyber Security	✓	✓			✓	
		Non-Functional Elective - I	✓	✓	✓	✓	✓	✓
		Basic Statistical tools				✓	✓	✓
	Communication Skill II				✓	✓		
<b>III</b>	S3CS1	Strategic Management	✓	✓	✓	✓	✓	✓
	S3CS2	International Business Environment	✓	✓				
		Non-Functional Elective – II	✓	✓				✓
		Advanced Statistical Tools	✓	✓	✓	✓		
<b>IV</b>		Project Management	✓	✓	✓	✓	✓	✓
		Alternative Credit Course	✓	✓				
		Capstone project	✓	✓	✓	✓	✓	✓

**LIST OF ELECTIVES**

**A. FUNCTIONAL ELECTIVES (FE)**

S.NO		<b>1.FINANCE</b>						
1.	Investment management	✓	✓				✓	✓
2.	Corporate finance	✓	✓				✓	✓
3.	Financial Market and Services	✓	✓	✓			✓	
4.	International Financial Management	✓	✓				✓	
5.	Financial derivative	✓	✓	✓	✓		✓	✓
6.	Corporate Restructuring	✓	✓	✓	✓			
7.	Business valuation and	✓	✓		✓			

		Financial Modeling						
8.		Behavioral Finance	✓		✓			
<b>2. MARKETING</b>								
9.		Consumer behavior	✓	✓		✓	✓	
10.		Product and Brand management	✓	✓	✓	✓	✓	
11.		Marketing Analytics	✓	✓	✓	✓	✓	✓
12.		Sales and Advertisement	✓	✓	✓	✓	✓	✓
13.		Retail Management	✓	✓	✓	✓		
14.		Services Marketing	✓	✓	✓	✓	✓	✓
15.		Digital Marketing	✓	✓		✓	✓	
16.		Rural marketing	✓	✓	✓	✓		
<b>3. HUMAN RESOURCE</b>								
17.		Employee engagement	✓	✓	✓			
18.		Strategic Human Resource Management	✓	✓	✓	✓	✓	✓
19.		Compensation Management	✓	✓	✓		✓	✓
20.		HR Metrics	✓	✓	✓		✓	
21.		Human Resource Planning and Development	✓	✓	✓	✓	✓	✓
22.		Training and Development	✓	✓	✓		✓	
23.		Organisational Change and Development	✓	✓	✓	✓		
24.		Talent Acquisition and Retention	✓	✓				✓
<b>4. OPERATIONS</b>								
25.		Logistics and Supply chain	✓	✓				
26.		Production and Planning Control	✓	✓				
27.		Material Management	✓	✓				
28.		Ergonomics	✓	✓			✓	
29.		Technology Management	✓	✓				
30.		Services Operations Management	✓	✓				
31.		Total Quality Management	✓	✓				
32.		World-class Manufacturing	✓	✓				
<b>5. SYSTEMS</b>								
33.		RDBMS	✓	✓				
34.		Management of software projects	✓	✓		✓		✓
35.		Software quality management	✓	✓				
36.		ERP	✓	✓	✓		✓	
37.		E-Commerce	✓	✓	✓			✓
38.		Internet of things	✓	✓	✓			✓
39.		Cloud computing	✓	✓	✓			✓
40.		Big data analytics	✓	✓	✓			✓



**SRI CHANDRASEKHARENDRASARASWATHI VISWA MAHAVIDYALAYA**  
Deemed to be University U/S 3 of UGC Act 1956, Accredited with “A” grade by  
NAAC

Enathur, Kancheepuram – 631 561  
Department of Management Studies

**CURRICULUM AND SYLLABI**

**SEMESTER – I**

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
<b>Theory</b>								
1	S1CS1	Organizational Behavior and Development	C	3	0	0	3	3
2	S1CS2	Managerial Economics	C	3	0	0	3	3
3	S1CS3	Accounting for Managers	C	2	1	0	3	3
4	S1CS4	Legal Aspect of Business	C	3	0	0	3	3
5	S1CS5	Statistics for Managers	C	2	1	0	3	3
6	S1CS6	Basics of Digital Business	C	3	0	0	3	3
<b>Practical</b>								
7		Communication Skill-I	CP	0	0	2	2	1
8		Comprehensive Viva Voce						2
9		Advance Excel & Power BI	SE	0	0	4	4	2
				18	0	8	26	<b>23</b>

## **S1CS1: ORGANIZATIONAL BEHAVIOR AND DEVELOPMENT**

### **Course Objectives:**

- To understand the foundational concepts of OB and examine individual behavior, including personality, motivation, communication, and perception.
- To explore group behavior, organizational culture, and conflict management.
- To assess leadership theories, team-building strategies, and situational leadership models.
- To understand the core values and phases of OD
- To evaluate and apply various OD interventions

### **UNIT I INDIVIDUAL BEHAVIOUR (10)**

Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs.

### **UNIT II GROUP BEHAVIOUR (9)**

Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Power and Politics - Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict, Organisational Change.

### **UNIT III LEADERSHIP AND COMMUNICATION (9)**

What is leadership? types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development – Communication: Types Process - Barriers - Making Communication Effective.

### **UNIT IV OVERVIEW OF ORGANIZATIONAL DEVELOPMENT (8)**

OD Basic Values, Phases of OD; Entry, Contracting, Diagnosis, Feedback, Change Plan, Intervention, Evaluation and Termination

### **UNIT V OD INTERVENTIONS (9)**

OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback – Process Consultation - Team Building - Inter-Group Development - Innovations – Learning Organizations.

**TOTAL: 45 PERIODS**

**Text books**

1. Stephen P. Robbins, Timothy A. Judge, Organisational Behavior, PHI Learning / Pearson Education, 16th edition, 2014
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013.
3. Understanding Organizational Behaviour by Udai Pareek, Oxford University Press (Third Edition).
4. Organization Development Fundamentals: Managing Strategic Change, William J. Rothwell, Association for Talent Development
5. Organization Development: A Practitioner's Guide for OD and HR, Dr Mee-Yan Cheung, Linda Holbeche, Kogan Page

**Reference books:**

1. McShane, Mary V. Glinow, Organizational Behavior, 8th Edition, Tata Mc Graw Hill, 2017.
2. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012
3. Behaviour in Organizations by Jerald Greenberg and Robert A. Baron, PHI learning private Ltd, New Delhi (Ninth Edition).
4. Organisation Development: The process of Leading Organisational Change, Donald L. Anderson, SAGE Publications
5. Change Management and Organizational Development, Ratan Raina, SAGE Publications Pvt. Ltd

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

Course Outcomes	Bloom's taxonomy
CO 1: Able to analyze how individual behaviour, perception, motivation, and communication influence the workplace settings	Analyzing (K 4)
CO2: To evaluate the group behaviour and conflict resolution strategies	Evaluating (K 5)
CO 3: To apply the leadership theories and models to develop effective team-building practices	Applying (K 3)
CO 4: To understand the phases and values of OD to facilitate planned change	Understanding (K 2)
CO5: To design and apply appropriate OD interventions for improved organizational performance	Applying (K 3) Creating (K 6)

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



**Text books:**

1. Ahuja H.L. - Managerial Economics, S Chand,
2. G. Gupta - Managerial Economics, McGraw Hill Education, .
3. D N Dwivedi - Managerial Economics, Vikas Publishing House,
4. Luke M. Froeb, Brian T. McCann, Mikhael Shor, Michael R. Ward - Managerial Economics: A Problem Solving Approach, South-Western Pub,
5. P.L. Mehta - Managerial Economics Analysis, Problems and Cases, S Chand,

**Reference books:**

1. Dr.S.Sankaran - Managerial Economics, Margham Publications,
2. James McGuigan, Frederick Harris, R. Moyer - Managerial Economics: Applications, Strategies and Tactics, South-Western College Publishing,
3. Dominick Salvatore - Managerial Economics in a Global Economy, OUP USA,
4. Baye - Managerial Economics & Business Strategy, McGraw-Hill Education,
5. M. Adhikari - Business Economics, Excel Books,

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO1: Able to understand the role of managerial economist in demand forecasting	<b>Understanding (K 2)</b>
CO2: Analysing the production, cost and revenue functions	<b>Analyzing (K 4)</b>
CO3: Apply the cost and revenue functions in different market structure	<b>Applying (K 3)</b>
CO4: Able to verify the pricing, monetary and fiscal policy	<b>Evaluating (K 5)</b>
CO5: Develop a practical knowledge on economic reforms & WTO	<b>Creating (K 6)</b>

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	1	1	1	3	3
<b>CO2</b>	3	3	2	2	3	2
<b>CO3</b>	2	3	1	2	3	1
<b>CO4</b>	3	2	2	2	2	3
<b>CO5</b>	2	3	2	3	1	3

## **S1CS3: ACCOUNTING FOR MANAGERS**

### **Course Objectives:**

- The purpose of this course is to provide an understanding of how to communicate the results of these business transactions in the form of financial statements.
- The objectives of the management accounting component of the course are to provide an introduction to generating and interpreting the accounting information for planning, control and decision making.
- To develop insights of postulates, principles and techniques of Cost Accounting.

### **UNIT I INTRODUCTION TO ACCOUNTING PRINCIPLES (9)**

Introduction: Financial, Cost and Management Accounting - Generally Accepted Accounting Principles, Conventions and Concepts, Accounting records and system, The Journal, Ledger and Trial balance, Changing role of Accountant

### **UNIT II PREPARATION OF FINANCIAL STATEMENT (12)**

Preparation of Manufacturing, Trading Account - Profit and Loss Account - Balance Sheet - Depreciation Accounting, Human Accounting - Reading and Interpreting the Published Financial Statements

### **UNIT III FINANCIAL STATEMENT ANALYSIS (9)**

Financial Statement Analysis, Features, Techniques - Ratio Analysis, Fund Flow Statement, Cash Flow statement analysis

### **UNIT IV MARGINAL COSTING (9)**

Marginal Costing and profit planning, Break Even Analysis, Cost, Volume, Profit Analysis, Decision making problems - Make or Buy decisions, Determination of sales mix, exploring new markets - Add or drop products - Expand or contract.

### **UNIT V BUDGETARY CONTROL AND VARIANCE ANALYSIS (6)**

Budgetary Control, Standard costing and Variance analysis, accounting standards and accounting disclosure practices in India - International accounting standards

**TOTAL: 45 PERIODS**

**Text Books:**

1. R. Narayanaswamy, Financial Accounting, PHI, sixth edition, .
2. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications,
3. Earl K. Stice & James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning,
4. N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting – Text and cases, 3rd edition PHI Learning,
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier,

**Reference Books:**

1. Maheswari S.N., CA Sharad K. Maheswari, Suneel K. Maheswari, “A Textbook of Accounting for Management”, 4th Edition, Vikas Publishing, New Delhi, .
2. Ambrish Gupta, “Financial Accounting for Management”, 6th Edition, Pearson Education, Noida,
3. Khan M.Y., Jain P.K., “Management Accounting, Text, Problems and Cases”, 7thEdition, McGraw Hill Education, New Delhi, .
4. Jain S.P, Narang K.L. Simi Agrawal, “Financial Accounting”, 1st Edition, Kalyani Publishers, New Delhi, .
5. Shashi K. Gupta, Sharma R.K., “Management Accounting Principles Practice”, 13thEdition, Kalyani Publishers, New Delhi, .

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

Course Outcomes	Bloom’s taxonomy
<b>CO1:</b> Explain fundamental accounting principles, concepts, and conventions, and describe the role of an accountant.	<b>Understanding (K2)</b>
<b>CO2:</b> Prepare financial statements, including manufacturing, trading accounts, profit & loss accounts, and balance sheets.	<b>Applying (K3)</b>
<b>CO3:</b> Analyze financial statements using ratio analysis, cash flow, and fund flow techniques to evaluate business performance.	<b>Analyzing (K4)</b>
<b>CO4:</b> Apply marginal costing techniques for profit planning, break-even analysis, and decision-making in various business scenarios.	<b>Applying (K3)</b>
<b>CO5:</b> Evaluate budgeting techniques, standard costing, and variance analysis for financial planning and control.	<b>Evaluating (K5)</b>

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	2	1	1
<b>CO2</b>	3	3	1	2	1	1
<b>CO3</b>	3	3	2	2	2	1
<b>CO4</b>	3	3	2	2	2	2
<b>CO5</b>	3	3	2	2	2	2

## **S1CS4: Legal Aspects of Business**

### **Course Objectives:**

- To provide basic understanding of law of contract, Law of agency, Bailment & Pledge
- To provide basic requirements of Sale of Goods Act, Law of Agency and Negotiable Instruments Act for the purpose of conducting business
- To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
- To create awareness about important legislations namely Consumer Protection Act, the Factories Act having an impact on business.

### **UNIT I INDIAN CONTRACT ACT (9)**

Indian Contract Act 1872 - Meaning – Essentials of a Valid contract – Offer – Acceptance - Consideration – Capacities of Contract – Free Consent-breach of contract and its remedies, Quasi-contracts - Bailment and Pledge

### **UNIT II SALE OF GOODS ACT AND NEGOTIABLE INSTRUMENTS ACT (12)**

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 - Negotiable instruments act 1881, Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonor of negotiable instruments

### **UNIT III THE COMPANIES ACT 1956 (9)**

Companies Act: definition, characteristics and kinds of companies, steps in the formation of company. Memorandum of association, articles of association, prospectus.

Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities. modes of winding up of a company.

### **UNIT IV CONSUMER PROTECTION AND COMPETITION ACT (9)**

Consumer Protection Act: Objectives, definition, consumer protection council, and state consumer protection council. Competition Act 2002: Short titles – definitions – duties, powers and functions of commission penalties – competition advocacy

### **UNIT V FACTORIES AND INDUSTRIAL DISPUTES ACT (6)**

Factories Act, 1948- Meaning, Health, Safety and Welfare measures.

Industrial Dispute Act 1947

**TOTAL: 45 PERIODS**

**Text Books:**

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-
4. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company
5. Pillai, R.S.N and Bagavathy - Business Law - S.Chand & Co., New Delhi
6. NandanKamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber-Laws), Universal Law Publishing Co. Ltd. New Delhi, .

**Reference Books:**

1. Elements Of Mercantile Law - N.D. Kapoor, Revised Edition, Sultan Chand and Sons, 23, Dharyaganj, New Delhi –2.
2. Business Law K.R. Bulchandani Revised Edition, Himalaya Publishing House, “Ramdoot”, Dr.Bhalerao Marg, Girgaon, Mumbai-400 004.
3. Akhileshwar pathak - Legal aspects of Business – TMGH
4. Anantha Raman -Business and Corporate Laws - Sitarama & Co, Chennai
5. K.S. Anantharaman - Lectures on Mercantile Commercial, Business Laws, Sitaraman and Co (Publication)

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

Course Outcomes	Bloom’s taxonomy
CO 1: Acquire a sound understanding of the legal aspects of the laws affecting businesses	<b>Understanding (K 2)</b>
CO2: Apply basic legal knowledge to business transactions.	<b>Applying (K 3)</b>
CO 3: Communicate effectively using standard business and legal terminology	<b>Applying (K 3)</b>
CO 4: Analyse a given business context using basic understanding of the applicable Act and develop a suitable operational framework.	<b>Analyze (K4)</b>
CO 5: Describe current law, rules and regulations related to settling business disputes	<b>Remembering (K1) / Applying (K3)</b>

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	1	1	3
<b>CO2</b>	3	3	2	1	1	3
<b>CO3</b>	1	2	1	3	1	2
<b>CO4</b>	2	3	2	2	1	2
<b>CO5</b>	3	2	1	1	3	3

## **S1CS5: Statistics for Managers**

### **Course Objectives:**

- Understand the different basic concept / fundamentals of business statistics.
- Understand the concept of Probability and its usage in various business applications.
- Understanding Decision making environment and applying the Concept of Business Analytics.

### **UNIT I DESCRIPTIVE STATISTICS (9)**

Meaning, Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

### **UNIT II PROBABILITY (9)**

Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

### **UNIT III TESTING OF HYPOTHESIS - PARAMETIRC TESTS (9)**

Introduction to sampling techniques and estimation Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F- test for two sample standard deviations. ANOVA one and two way.

### **UNIT IV NON-PARAMETRIC TESTS (9)**

Chi-square test for single sample standard deviation - Chi-square tests for independence of attributes and goodness of fit - Sign test for paired data. Rank sum test. Kolmogorov-Smirnov– test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.

### **UNIT V CORRELATION AND REGRESSION (9)**

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate

**TOTAL: 45 PERIODS**

**Text Books:**

1. Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8th Edition, .
2. Prem. S. Mann, Introductory Statistics, Wiley Publications, 9th Edition
3. T N Srivastava and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3<sup>rd</sup> Edition
4. K.Subramani, A.Santha, Statistics for management, scitech publication, 3<sup>rd</sup> edition .

**Reference Books:**

1. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition
2. David R. Anderson, Dennis J. Sweeney, Thomas A.Williams, Jeffrey D.Camm, James J.Cochran, Statistics for business and economics, 13th edition, Thomson (South – Western) Asia, Singapore, .
3. N. D. Vohra, Business Statistics, Tata McGraw Hill

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

<b>Course Outcome</b>	<b>Blooms Taxonomy</b>
CO1. Gaining Knowledge of basic concept / fundamentals of business statistics and to compute various measures of central tendency, Measures of Dispersion	Remembering ( K1) Applying ( K3)
CO2. Evaluating basic concepts of probability and perform probability theoretical distributions.	Applying ( K3) Evaluating ( K6)
CO3. To examine the pattern of relationship between variables and make a prediction about dependent variable and perform distribution – free tests	Remembering ( K1) Applying ( K 3)
CO4.To develop practical understanding of various statistics concepts.	Applying (K 3) Creating ( K 6)
CO5. Taking managerial decision and applying the Concept of Correlation and Regression analysis and their implication on Business performance.	Evaluating ( K5) Applying ( K3)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	2	1	3	2	2
<b>CO2</b>	3	3	2	3	2	3
<b>CO3</b>	3	2	1	2	2	2
<b>CO4</b>	3	2	1	3	2	3
<b>CO5</b>	3	3	1	3	2	3

## **S1CS6: BASICS OF DIGITAL BUSINESS**

### **Objectives:**

- To understand the fundamentals of digital and the role of emerging technologies in digital transformation.
- To explore the innovative digital business models and the impact of disruptive technologies on business models.
- To analyze the platform-based business models, pricing strategies, network effects and digital competition.
- To develop students a digital mindset and make them understand how AI technologies help businesses for data-driven decision-making and strategy building.
- To examine the potential of generative AI, its tool and techniques and the importance of digital ethics.

### **UNIT I INTRODUCTION TO DIGITAL BUSINESS (9)**

Introduction to Digital Business; Key issues in digital environment, understanding digital customer behaviors, Building data strategy & implementation, Digital business transformation, Digital ecosystem, Emerging Digital Technologies

### **UNIT II BUSINESS MODEL INNOVATION (9)**

Business Model Innovation, Lean Startup Methodology, Digital Business Models, Types of Business Models, Shifting Business Models, Technology-Based Disruptions, Types and Stages of Disruptive Innovation, Developing Disruptive Business Models

### **UNIT III PLATFORM STRATEGIES (9)**

Platform Business Models, Platform Architecture and Design, Network Effects and Ecosystems, Platform Monetization Strategies, Platform Competition and Launch Strategies

### **UNIT IV ARTIFICIAL INTELLIGENCE FOR BUSINESS (9)**

Artificial Intelligence for Managers and Executives: Foundations of AI, Developing the Digital Mindset, Embracing New Technologies, AI for Business: Data-driven decisions, Strategies for AI adoption, AI Applications in Business Functions

### **UNIT V GENERATIVE AND RESPONSIBLE AI (9)**

Generative AI - The next Productivity Frontier, Tools and Techniques for AI, Responsible AI - Digital Citizenship, Ethics and Digital Trust, The Future Ready Organization

**TOTAL: 45 PERIODS**

**Text Books:**

1. Leading Digital: Turning Technology Into Business Transformation, George Westerman, Didier Bonnet, Andrew McAfee, Harvard Business Press
2. Digital Business Models, Bernd W. Wirtz, Springer
3. Digital Transformation Strategies: Theory and Practice, Srinivas R. Pingali, Shankar Prakash, Jyothi R. Korem, SAGE Publications Pvt. Ltd

**Reference Books:**

1. Digital Business Models: The New Value Creation and Capture Mechanisms of the 21st Century, Sébastien Ronteau, Laurent Muzellec, Deepak Saxena, Daniel Trabucchi, De Gruyter
2. AI Empowered Digital Business Innovation, Parag Kulkarni, Jay Rajasekera, Bidyut Baran Chaudhuri, Springer
3. AI Business Models: Business Innovations with Artificial Intelligence, Nisha Sharma, Ramesh Shetty
4. Navigating the Future: Embracing Advances in AI and Digital Transformation and Seamlessly Integrating ESG Across Sectors, Michail Chalaris, Christina Patitsa, Stavros Kalogiannidis, Nova Publishers

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

Course Outcomes	Bloom's taxonomy
<b>CO1:</b> Able to understand and analyze the digital business landscape and develop strategies for digital transformation and business adoption.	Understand (K2) Analyse (K4)
<b>CO2:</b> Able to assess the innovative business models and understand the impact of disruptive technologies	Analyse (K4), Evaluate (K5)
<b>CO3:</b> Able to evaluate platform-based business models, network effects and monetization to build competitive platform strategies	Evaluate (K5) Create (K6)
<b>CO4:</b> To enable students to apply foundational AI concepts and data-driven strategies to enhance business performance.	Apply (K3)
<b>CO5:</b> To explore generative AI tools to assess and apply principles of responsible AI.	Analyse (K4), Apply (K3)

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

## BUSINESS COMMUNICATION LAB

### Course Objectives:

- The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium.
- This course will make students conversant with the basic forms, formats and techniques of business writing.
- Sensitivity towards cross-cultural communication will be developed with familiarity with global business etiquette and protocols.

### List of Exercises / Experiments:

Just a Minute Presentation (JAM) and feedback

Individual Presentation (Planning & Preparing)

Individual Presentation (Visual aids and Delivery)

Team presentation

Reading session

Listening & Questioning (Randalls ESL Cyber Listening exercises)

Writing exercises– Proposal, Report, email

Writing – Bios / Resume writing

Course Outcomes	Bloom's Taxonomy
CO1: Evaluate and apply the technical aspects of business communication by gaining insight into essential and mandatory business skills	Applying(K3)
CO2: Analyse the different situations of business communication and its application as internal & external communication and to evaluate the different business presentation skills that are in need of the hour to go in parallel line with the industrial skill updation.	Applying (K3)
CO3: Enrich themselves to meet the market expectation for being a best interviewee and also to prepare themselves for the real world skills to put forth a successful interview	Creating (K6)

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

## Advanced Excel and Power BI

### Course Objectives:

- Develop proficiency in using Excel for Mail Merge and advanced data management.
- Utilize Google Drive and Google Forms for efficient data collection and collaboration.
- Apply Decision Support System (DSS) techniques using Excel tools like Pivot Tables, Scenario Manager, and Solver.
- Create interactive data visualizations using Power BI for effective decision-making.
- **Understand and implement matrices and tables** for structured data representation.

### List of Exercises / Experiments:

1. Mail Merging using Excel.
2. Working with Google Drive and Google Forms.
3. Decision Support System using Excel Pivot Tables and Pivot Chart.
4. Decision Support System using Excel Scenario Manager.
5. Decision Support System using Excel Solver, V-Lookup, etc.
6. Visualization Charts in Power BI
7. Matrixes and Tables
8. Custom Visuals

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

Course Outcomes	Bloom's taxonomy
CO1: <b>Demonstrate proficiency in Mail Merge</b> using Excel for automating document generation and data integration.	Applying - K3
CO2: <b>Effectively manage and collaborate on files</b> using Google Drive and design data collection forms using Google Forms.	Applying) - K3
CO3: <b>Utilize Excel-based Decision Support System (DSS) tools</b> such as Pivot Tables, Scenario Manager, and Solver for data-driven analysis.	Analyzing - K4
CO4: Create and interpret interactive data visualizations using Power BI to support business and analytical decision-making.	Evaluating - K5
CO5: <b>Apply matrices and tables effectively</b> for organizing, analyzing, and representing structured data in decision-making contexts.	Creating - K6

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

## SEMESTER – II

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
<b>Theory</b>								
1	S2CS1	Research Methodology	C	3	0	0	3	3
2	S2CS2	Human Resources Management	C	3	0	0	3	3
3	S2CS3	Marketing Management	C	3	0	0	3	3
4	S2CS4	Production and Operation Management	C	3	0	0	3	3
5	S2CS5	Financial Management	C	2	1	0	3	3
6	S2CS6	Entrepreneurship	C	2	1	0	3	3
7	S2CS7	Cyber Security	C	3	0	0	3	3
<b>Practical</b>								
8		Non-Functional Elective - I	NF	3	0	0	3	3
9		Basic Statistical tools	CP	0	0	4	4	2
10		Communication Skill II	BCO	0	0	2	2	1
11		Comprehensive Viva Voce						2
12		Summer Internship						2
				24	2	4	30	<b>31</b>

## **S2CS1: RESEARCH METHODOLOGY**

### **Course Objectives:**

- To introduce the fundamental concepts, characteristics, and importance of research in various fields.
- To familiarize students with the research process, including problem identification, hypothesis formulation, and literature review.
- To equip students with knowledge of research design, data collection techniques, and measurement scales.
- To provide an understanding of sampling techniques, their types, and common errors in sampling.

### **UNIT I INTRODUCTION TO RESEARCH (8)**

Research – Meaning – Characteristics - Importance – Types - Role of Research - Measures of a Good Research.

### **UNIT II RESEARCH PROCESS (9)**

Research Process – Steps -Problem Identification -Criteria for Research Problem - Sources of Research Problem –Problem Formulation - Literature Review - Formulation of Hypothesis Meaning- Types - Hypothesis Testing Procedures - Error in Hypothesis - Research Proposal.

### **UNIT III RESEARCH DESIGN AND DATA COLLECTION (10)**

Research Design – Exploratory - Descriptive and Experimental Research Design- Sources of Data – Primary - Survey Methods - Personal Interviewing - Telephone Interviewing Mail Survey – Questionnaire Design - Interview Schedule - Observation Method –Secondary Data- Measurement of Scales- Types

### **UNIT IV SAMPLING DESIGN (9)**

Sampling Designs – Sampling Procedures - Types of Sampling - Errors in Sampling

### **UNIT V DATA ANALYSIS AND REPORT PREPARATION (9)**

Analysis and Interpretation of Data: Editing- Coding - Classification and Tabulation – Report Presenting – Types of Reports – Report Format - Research Report Criteria

**TOTAL: 45 PERIODS**

**Text Books:**

1. Kothari, C.R., Research Methodology and Techniques - Wishwa Prakashan, New Delhi
2. Paneerselvam – Research Methodology – PHI
3. Deepak Chawla, NeenaSondhi, “Research Methodology Concepts and Cases”, 2nd Edition, Vikas Publishing, New Delhi
4. Krishnaswami O.R., Ranganathan M., Harikumar P.N., “Research Methodology”, 1st Edition, Himalaya Publishing, Mumbai
5. Priti Ranjan Majhi, “Introduction to Research Methodology (Theory and Project Report)”, 1st Edition, Himalaya Publishing, Mumbai
6. Business research Methods (12e Edition), Cooper, D.R., Schindler, P.S., and Sharma, J.K., Mc Graw Hill Education (India), Pvt. Ltd, Chennai.

**Reference Books:**

1. Thakur, Devandra, - Research Methodology in Social Sciences - Deep & Deep Publishers, NewDelhi
2. Gupta, Santosh - Research Methodology and Statistical Techniques – Deep & Deep Publishers, NewDelhi
3. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi
4. Naresh K. Malhotra, Sathya Bhusan Dash, “Marketing Research: An Applied Orientation”, 7th Edition, Pearson Education, Noida,
5. Donald R. Cooper, Pamela S. Schindler J.K. Sharma, “Business Research Methods”, 12th Edition, McGraw Hill Education, New Delhi
6. R N Prasad and Seema Acharya, “Fundamentals of Business Analytics”, Second Edition, Wiley India Pvt. Ltd

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

Course Outcomes	Bloom’s taxonomy
<b>CO1:</b> Understand the fundamental concepts, characteristics, and role of research in business and management.	Remember (K1), Understand (K2)
<b>CO2:</b> Apply the research process, including problem identification, hypothesis formulation, and literature review.	Apply (K3), Analyse (K4)
<b>CO3:</b> Analyse different research designs and data collection methods, including primary and secondary data sources.	Analyse (K4), Apply (K3)
<b>CO4:</b> Evaluate sampling techniques, errors in sampling, and select appropriate sampling methods for a research study.	Evaluate (K5), Apply (K3)
<b>CO5:</b> Demonstrate proficiency in data analysis, interpretation, and effective research report preparation.	Evaluate (K5), Create (K6)

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	1	1	1
<b>CO2</b>	3	3	2	1	1	1
<b>CO3</b>	1	3	1	2	1	1
<b>CO4</b>	1	3	2	3	1	1
<b>CO5</b>	1	1	1	1	3	3

## **S2CS2: HUMAN RESOURCE MANAGEMENT**

### **Course Objectives**

- To familiarize the students with Human Resource Management Concepts and functions.
- To help the students in identifying problems in the management of Human Resources
- To acquaint the students with different strategies and legislations used in the management of HR-related issues in the organization.

### **UNIT I INTRODUCTION TO HRM (9)**

HRM Functions - Evolution of HRM – Status - Role of HR Manager - Emerging Trends in HR

### **UNIT II HUMAN RESOURCE PLANNING AND RECRUITMENT (9)**

Human Resource Planning - Job Analysis - Job Description – Job Specification - Recruitment - Selection with special reference to Testing and Interviewing.

### **UNIT III TRAINING AND DEVELOPMENT (9)**

Training and Development with special reference to Methodologies of Training – Job Changes – Job Rotation - Job Enlargement - Job Enrichment.

### **UNIT IV EMPLOYEE PERFORMANCE (9)**

Performance Management and Appraisal – Concept – Objectives - Performance Appraisal Systems - Performance Coaching and Counselling - Performance Management for Teams and Team Appraisal - Promotions and Transfers

### **UNIT V INDUSTRIAL RELATIONS AND DISPUTE (9)**

Industrial Relations: Meaning, Importance, and Objectives of Industrial Relations. Causes of industrial Dispute. Strike Lockout, Lay Off, and Retrenchment -Machinery for Settling Industrial Disputes - Negotiation, Mediation, Conciliation, Arbitration, and Adjudication

**TOTAL: 45 PERIODS**

**Text Books:**

1. Edwin, B. Flippo - Personnel Management- MGH, New York
2. V.S.P. Rao - Human Resource Management - Excel publications.
3. Arun Monappa & Saiyadain - Personnel Management - TMGH, New Delhi
4. Tripathi, P.C. and Kapoor, N.D. - Personnel Management and Industrial Laws - Sultan Chand & Sons, New Delhi
5. Aswathappa. K, - Human Resource and Personnel Management - Tata McGraw Hill, New
6. Mamoria, C.B. and Gaonkar, S.V., Personnel Management, Himalaya Publishing House

**Reference Books:**

1. David A. Decenzo, Stephen P. Robbins - Personnel/ Human Resource Management - PHI, New Delhi.
2. Guy, V & Mattock J The New - International Manager - Kogan Page, London
3. David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management, Wiley, International Student Edition, 11th Edition, .
4. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford.
5. Dessler, “Human Resource Management”, 16th Edition, Pearson Education, Noida

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

Course Outcomes	Bloom’s taxonomy
CO 1: Students would have gained knowledge on the various aspects of HRM	<b>Understanding (K 2)</b> <b>Remembering (K1)</b>
CO2: Appraise the methods of recruitment and prepare a selection strategy for a specific job	<b>Evaluating (K 5)</b>
CO 3: Students would be prepared to implement the concepts learned in the workplace	<b>Applying (K 3)</b>
CO 4: Demonstrate knowledge to appraisal methods and develop strategies to empower employees.	<b>Applying (K 5)</b>
CO 5: Appraise the dynamics of the industrial relations environment by studying the contemporary development	<b>Evaluating (K 5)</b>

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	2	2	1	2	2	1
<b>CO2</b>	3	3	2	3	2	2
<b>CO3</b>	2	3	2	1	2	3
<b>CO4</b>	3	2	3	2	1	2
<b>CO5</b>	2	3	2	3	2	1



**Text Books:**

1. Paul Baines, Sophie Whitehouse, Sara Rosengren, Paolo Antonetti -FUNDAMENTALS OF MARKETING, OUP Oxford, 2021
2. V.S. Ramaswamy - Marketing Management: A Strategic Decision Making Approach, McGraw Hill Education, 2017
3. Philip Kotler, Kevin Keller - Marketing Management, Pearson, 2015
4. Ramaswamy, Namakumari - Marketing Management: Global Perspective, Indian Context, Om Books, 2009
5. S. Jayachandran - Marketing Management, Excel Books, 2004

**Reference Books:**

1. Tapan K Panda - Taxmann's Marketing Management: Text & Cases, 2022
2. Ryan Deiss, Russ Henneberry - Digital Marketing for Dummies, 2020
3. Jay Conrad Levinson - GUERRILLA MARKETING 4E, Harper Business, 2007
4. P.K. Ghosh - Industrial Marketing, Oxford University Press, 2005
5. Al Ries, Jack Trout - Marketing Warfare, McGraw-Hill Education, 1997
6. I.M. Levitt - Marketing Imagination: New, Expanded Edition, Free Press, 1986

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO1: Understand the fundamental concepts of marketing research, analysis, and strategies	Understanding (K2)
CO2: Analyze and evaluate product mix decisions, product development strategies, and product life cycle management	Analyzing (K4)
CO3: Apply appropriate pricing and distribution strategies based on market conditions and consumer behavior	Applying (K3)
CO4: Able to analyse the consumer buying motives and evaluate the CRM strategies	Evaluating (K 5)
CO5: Develop marketing communication plans integrating advertising, sales promotion, and contemporary marketing techniques	Creating (K 6)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	2	2	2	2	1
<b>CO2</b>	3	2	2	2	3	2
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	2	1	3	2	3	1
<b>CO5</b>	2	3	2	1	3	2

## **S2CS4: PRODUCTION AND OPERATION MANAGEMENT**

### **Course Objectives:**

- This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service.
- To understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same.
- To familiarize the students with the contemporary challenges being faced by the organizations in the domain of operations.

### **UNIT I OPERATIONS MANAGEMENT (8)**

Overview - Objectives - Decisions - Strategic Decisions - Short term Decisions - Facilities Planning - Product Selection Process - New Idea of Mortality - Product Curve - Product Development, Design Characteristics - Process Selection - Process Forms - Advantages & Disadvantages of each Forms - Processing Industries.

### **UNIT II FACILITIES LOCATION (10)**

Location Decision - General Territory Selection - Community Selection- City Location - Country Location - Rating Methods - Facilities Layout and Materials Handling Objectives – Types of Layout Problems – Various Types of Layouts - Product – Process - Job Shop – Project - Plant Layout Factors- Layout Design Procedure - Flow & Activity Analysis- Operation & Flow Process Chart- Capacity Planning – Process for Capacity Planning

### **UNIT III WORK AND JOB DESIGN (9)**

Work Design – Objectives - Work Study Approach - Work Measurement - Procedure for Work Measurement - Basic Work Study Procedure- Method study - Definition - Objectives and basic procedure – Time Study – Necessity and Procedure for Time Study- Advance Manufacturing Systems – JIT Manufacturing - Computer Integrated Manufacturing (CIM) and Flexible Manufacturing System (FMS)

### **UNIT IV MATERIALS MANAGEMENT (9)**

Materials Management – Basic Concepts and its Importance – Maintenance Management – Objectives of Maintenance and Types of Maintenance – Purchase Management – Role of Purchasing Function - Purchasing Decision - Purchasing Organization – Vendor Development and Vendor Rating – Inventory Management – Concepts of Inventory- Functions of Inventory, Classification – Inventory Control Techniques – Reorder Level - EOQ - ABC Analysis.

### **UNIT V SAFETY MANAGEMENT AND DISASTER MANAGEMENT (9)**

Introduction to Safety Management and Disaster Management in Manufacturing and Services - Waste Management - Functional Elements of Waste Management - Waste and Productivity - Stores Management – Stores Functions - Stores Organization - Stores Systems - Stores Management Techniques.

**TOTAL: 45 Periods**

**Text Books:**

1. Chary, S.N. - Production and Operations Management - Tata McGraw Hill, New Delhi.
2. Ahuja, K.K.,- Production Management - CBS Publication, New Delhi
3. Goel, B.S,- Production and Operation Management,- Pragati Prakasshan, Meerut
4. Banga T.R, Agarwal, N.K., Sharma S.C. - Industrial Engineering and Management Science-Khanna Publishers, New Delhi.
5. Chunawalla, S.A, and Patel, D.R- Production and Operations Management - Himalaya Publishing House, Mumbai.
6. Panneerselvam. R, Production and Operations Management, PHI Learning.

**Reference Books**

1. Russell, R. S. and Taylor, B.W. Operations and Supply Chain Management (11<sup>th</sup> ed.), Wiley, New Delhi.
2. Bedi, K. Production and Operations Management, Oxford University Press, New Delhi
3. Heizer, J., Render, B., Munson, C and Sachan, A. Operations Management (12<sup>th</sup> ed.). Pearson Education, Delhi.
4. Nahmias S. and Olsen, T.L. Production and Operations Analysis (8<sup>th</sup> ed.). Waveland Press, Inc.
5. Gaither, N. and Frazier G. Operations Management (9<sup>th</sup> ed.), Cengage Learning, New Delhi.
6. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. Operations Management: Processes and Supply Chains (13<sup>th</sup> ed.), Pearson Education, Delhi.

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

Course Outcomes	Bloom's Taxonomy
CO1: Understanding the role of operations management in achieving organizational competitiveness	Remember (K1) Understand (K2)
CO2: Identify and plan production and operations activities such as process design, facility location, selection and layout	Applying (K3)
CO3: Explain different Work study techniques	Applying (K3) Analyzing (K4)
CO4: Understanding basics of materials management, purchasing practices and develop a thorough knowledge on a range of inventory models available	Understand (K2) Applying (K3) Evaluate (K5)
CO5: Understanding the concept of waste management and application of safety measures during disaster	Understand (K2) Applying (K3)

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

## **S2CS5: FINANCIAL MANAGEMENT**

### **Course Objectives:**

- To acquaint students with various issues involved in management of finance in a firm
- To equip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.
- To familiarize the students with the theories and models of Dividend Decision.

### **UNIT I INTRODUCTION TO FINANCIAL MANAGEMENT (8)**

Introduction to Financial Management: Scope-Functions –Goals- Risk Return trade off - Role of Finance Manager - Agency Problem. Time Value of Money - Present Value and Future Value: Single Cash Flow, Annuity, Annuity Due, Perpetuity.

### **UNIT II INVESTMENT DECISION (10)**

Principles and Nature of Capital Budgeting - Evaluation Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF Techniques

### **UNIT III FINANCE DECISION (9)**

Long Term Sources of Finance-Concept of Cost of Capital, Measurement of Specific Costs – Weighted Average Cost of Capital using Market Value and Book Value.

### **UNIT IV CAPITAL STRUCTURE (9)**

Financial and Operating Leverage, Indifference Point – EBIT- EPS Relationship, Factors Determining Capital Structure Decision.

### **UNIT V DIVIDEND DECISION (9)**

Forms of Dividend, Dividend Theory: Relevance Theory and Irrelevance Theory: Walter's Model, Gordon's Model, MM Hypothesis, Dividend Policy and determinants of Dividend Policy.

**Total: 45 Periods**

**Text Books:**

1. Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
2. Bark DemazoThampy- Financial Management (Pearson, 2nd Ed.)
3. R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
4. Lawrence J. Gitman – Principles of Managerial Finance (Pearson Education, )
5. Van Horne - Financial Management and Policy (Prentice Hall, , 12th Ed.)

**Reference Books:**

1. Khan M Y, Jain P K, “Financial Management: Text, Problems and Cases”, 8th Edition, McGraw Hill Education, New Delhi, .
2. Pandey I M, “Financial Management”, 11th Edition, Vikas Publishing, New Delhi, .
3. Jonathan Berk, Peter De Marzo, JarradHarford, “Fundamentals of Corporate Finance”, 3rd Edition, Pearson Education, Noida, .
4. Brealey, Myers, Allen., “Principles of Corporate Finance”, 12th Edition, McGraw Hill Education, New Delhi,
5. Stephen A. Ross, “Fundamentals of Corporate Finance”, 11th Edition, McGraw Hill Education, New Delhi,

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

Course Outcomes	Bloom’s taxonomy
<b>CO1:</b> Examine the risk return trade off involved in the functions of financial management	Evaluating (K5)
<b>CO2:</b> Weigh investment opportunities using investment appraisal techniques and select appropriate investments.	Evaluating (K5)
<b>CO3:</b> Compare the impact of specific and overall cost of capital-on-capital structure	Analyzing (K4)
<b>CO4:</b> Defend the capital structure decisions made using leverage	Evaluating (K5)
<b>CO5:</b> Relate the influence of dividend policy adopted by the firm on the share prices	Analyzing (K4)

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	3	2	2
<b>CO2</b>	3	3	2	3	2	3
<b>CO3</b>	3	2	1	2	2	2
<b>CO4</b>	3	2	3	2	2	3
<b>CO5</b>	3	3	1	3	2	3

## **S2CS6: ENTREPRENEURSHIP**

### **Course Objectives:**

- To expose the student to the basic concepts of entrepreneurship and common myths of becoming an entrepreneur
- To familiarize the students on developing a Business Plan
- To provide basic understanding of launching a New Venture

### **UNIT I INTRODUCTION TO ENTREPRENEURSHIP (9)**

Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development - The entrepreneurial mind-set - Common myths to becoming an entrepreneur, and how to overcome them – Corporate entrepreneurship - concepts of Intrapreneurship, types of entrepreneurs, functions of entrepreneur - Family Business, Women entrepreneurship, social and rural entrepreneurship

### **UNIT II ENTREPRENEURIAL FINANCE AND DEVELOPMENT AGENCIES (11)**

Estimating financial funds requirement; Sources of finance: banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries, Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units: fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth - Overview of MSME policy of government in India.

Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDII NIESBUD, NEDB, Entrepreneurship Development Institute (EDI) - New initiatives taken by government to promote entrepreneurship in India at larger scale

### **UNIT III FROM IDEA TO OPPORTUNITY (8)**

Idea generation- sources and methods, identification and classification of ideas - Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowd funding

### **UNIT IV DEVELOPING A BUSINESS PLAN (9)**

Environmental Scanning and SWOT analysis, and the business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic- analysis, financial analysis, market and technological feasibility

### **UNIT V LAUNCHING A NEW VENTURE (8)**

Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture

**TOTAL: 45 Periods**

**Text Books:**

1. Entrepreneurship 10th Ed (Indian Edition) by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill
2. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
3. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co

**Reference books:**

1. Kumar, Arya; Entrepreneurship; Pearson Education
2. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications
3. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO1: Developing understanding of basic concepts of entrepreneurship	<b>Understanding (K2)</b> <b>Applying (K3)</b>
CO2: Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies	<b>Applying (K3)</b> <b>Analyzing (K4)</b>
CO3: Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources	<b>Applying (K3)</b> <b>Evaluating (K5)</b>
CO4: Comprehend and develop skills to Develop a Business plan	<b>Creating (K6)</b>
CO5: Students to have a basic understanding of Launching a new venture	<b>Evaluating (K5)</b> <b>Creating (K6)</b>

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	2	3	3	2	2	2
<b>CO2</b>	2	2	2	2	2	2
<b>CO3</b>	1	2	3	3	1	1
<b>CO4</b>	2	3	1	2	2	2
<b>CO5</b>	2	3	1	3	2	1

## **S2CS7: CYBER SECURITY**

### **Course Objectives:**

- To understand the basic terminologies related to cyber security and current cyber security threat landscape
- To get a complete understanding of the cyber-attacks that target computers, mobiles and persons
- To familiarize students on the legal framework that exist in India for cyber-crimes and underlying penalties and punishments
- To provide substantial knowledge on the aspects related to personal data privacy and security
- To make students understand the main components of cyber security plan

### **UNIT I CYBER SECURITY: AN OVERVIEW (9)**

Cyber security increasing threat landscape, Cyber security terminologies- Cyberspace, attack, attack vector, attack surface, threat, risk, vulnerability, exploit, exploitation, hacker., Non-state actors, Cyber terrorism, Protection of end user machine, Critical IT and National Critical Infrastructure, Cyber warfare, Case Studies.

### **UNIT II CYBER CRIMES (12)**

Cyber-crimes targeting Computer systems and Mobiles - data diddling attacks, spyware, logic bombs, DoS, DDoS, APTs, virus, Trojans, ransomware, data breach, Online scams and frauds - Phishing, Vishing, Smishing, Online job fraud, Online sextortion, Online payment fraud, Cyberbullying, website defacement, Cyber-squatting, Pharming, Cyber espionage, Cryptojacking, illegal trades, drug trafficking, human trafficking., Social Media Scams, fake news - cyber grooming, child pornography, cyber stalking, Social Engineering attacks, Cyber Police stations, Crime reporting procedure, Case studies.

### **UNIT III CYBER LAW (7)**

Cyber-crime and legal landscape around the world, IT Act, 2000 and its amendments -Limitations of IT Act, 2000 - Cyber-crime and punishments, Cyber Laws and Legal and ethical aspects related to new technologies- AI/ML, IoT, Blockchain, Darknet and Social media, Cyber Laws of other countries, Case Studies

### **UNIT IV DATA PRIVACY AND DATA SECURITY (9)**

Defining data, meta-data, non-personal data - Personal Data Protection Bill and its compliance, Data protection principles, Big data security issues and challenges, Data protection regulations of other countries- General Data Protection Regulations (GDPR), - Personal Information Protection and Electronic Documents Act (PIPEDA), Social media - data privacy and security issues

### **UNIT V CYBER SECURITY MANAGEMENT AND GOVERNANCE (8)**

Cyber security Plan - cyber security policy, cyber crises management plan, Business continuity, Risk assessment, Types of security controls and their goals, Cyber security audit and compliance, National cyber security policy and strategy

**TOTAL: 45 PERIODS**

**Text Books:**

1. Dr. Erdal Ozkaya - Cyber security: The Beginner's Guide: A comprehensive guide to getting started in cyber security, Packt Publishing Limited,
2. Charles J. Brooks, Christopher Grow, Philip Craig, Donald Short - Cybersecurity Essentials, Sybex,
3. Raef Meeuwisse - Cybersecurity for Beginners,
4. Mary Aiken - THE CYBER EFFECT, John Murray,
5. Adam Shostack - Threat Modeling: Designing for Security, Wiley,
6. Peter W. Singer, Allan Friedman - Cyber security and Cyber war: What Everyone Needs to Know, Oxford University Press India,

**Reference Books:**

1. Charles Arthur - Cyber Wars: Hacks that Shocked the Business World, Kogan Page,
2. Christopher Hadnagy - Social Engineering: The Science of Human Hacking, Wiley,
3. Kevin Mitnick, Robert Vamosi, Mikko Hypponen - The Art of Invisibility: The World's Most Famous Hacker Teaches You How to Be Safe in the Age of Big Brother and Big Data, Little, Brown and Company,
4. Fred Kaplan - Dark Territory: The Secret History of Cyber War,
5. Michael Sikorski, Andrew Honig - PRACTICAL MALWARE ANALYSIS THE HANDS-ON GUIDE TO DISSECTING MALICIOUS SOFTWARE, No Starch Press,

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

Course Outcomes	Bloom's taxonomy
CO1: Develop understanding about the cyber warfare and necessity to strengthen the cyber security of end user machine	<b>Remembering (K1)</b> <b>Understanding (K2)</b>
CO2: Getting familiarized with the type and nature of cyber-crimes and as to how report these crimes	<b>Understanding (K2)</b> <b>Applying (K3)</b>
CO3: Able to analyze the limitations of existing IT Act, 2000 for applying legal framework that is followed in other countries	<b>Applying (K3)</b> <b>Analyzing (K4)</b>
CO4: Gain insights on the Data Protection Bill, and data privacy and security issues in social media	<b>Analyzing (K4)</b> <b>Evaluating (K5)</b>
CO5: Build a working model of risk-based assessment, requirement of security controls and need for cyber security audit and compliance	<b>Creating (K6)</b>

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	1	1	3
<b>CO2</b>	2	3	2	1	1	3
<b>CO3</b>	3	2	1	1	3	3
<b>CO4</b>	3	2	1	3	3	3
<b>CO5</b>	3	3	2	2	1	3

## Non-Functional Electives I

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
1		Indian Ethos for Managers	NF	3	0	0	3	3
2		Indirect tax	NF	3	0	0	3	3

*NOTE: In the second-semester students need to choose one elective from the Non-Functional Elective*

*Summer internship – minimum of 4 weeks of internship training diary has to be submitted*



1. Khandelwal N.M. Indian Ethos & Values for Management, Himalayan Publishing House
2. Ghosh Biswanath Ethics in Management and Indian Ethos, Vikas Publishing House Pvt

**Reference books:**

2. Swami Jitatmananda Indian Ethos for Management, Sri Ramakrishna Ashrama
3. Sharma D.G. Management and the Indian Ethos, Rupa & Co

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO1: Impart the role, concepts and principles of Indian ethos	<b>Understanding (K2)</b>
CO2: Gain insights on the importance of value system for work culture	<b>Understanding (K2) Analyzing (K4)</b>
CO3: Able to understand the causes of stress in Indian context	<b>Understanding (K2) Applying (K3)</b>
CO4: Gain substantial knowledge on the various approaches of learning in India	<b>Creating (K6) Evaluating (K5)</b>
CO5: To apply and examine the Indian ethos for management studies	<b>Applying (K3) Evaluating (K5)</b>

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	3	3	2	1	2
<b>CO2</b>	3	2	2	2	2	2
<b>CO3</b>	3	2	3	3	1	1
<b>CO4</b>	3	3	1	2	2	2
<b>CO5</b>	2	3	1	3	2	1

## **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**

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

**Reference books:**

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

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

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

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	2	3	3	2	2	2
<b>CO2</b>	2	2	2	2	2	2
<b>CO3</b>	1	2	3	3	1	1
<b>CO4</b>	2	3	1	2	2	2
<b>CO5</b>	2	3	1	3	2	1

## Basic Statistical Tools

### Course Objectives:

### List of Exercises / Experiments:

1. Descriptive Statistics
2. Independent Sample T-test
3. One Sample T-test
4. Paired T-test
5. One way & Two way ANOVA
6. Chi Square
7. Correlation
8. Regression

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

Course Outcomes	Bloom's taxonomy
<b>CO1:</b> Explain fundamental statistical concepts and summarize data using descriptive statistics.	Understanding (K2)
<b>CO2:</b> Analyze data using statistical tests such as T-tests, ANOVA, and Chi-square to derive insights.	Analyzing (K4)
<b>CO3:</b> Evaluate statistical results and interpret findings for informed decision-making.	Evaluating (K5)
<b>CO4:</b> Apply statistical methods, including correlation and regression, for real-world problem-solving.	Applying (K3)
<b>CO5:</b> Assess the suitability of statistical techniques in various research and business scenarios.	Evaluating (K5)

COs	PO1	PO2	PO3	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	2	1	1	3
<b>CO2</b>	3	3	1	2	2	1	3
<b>CO3</b>	3	3	2	2	2	1	3
<b>CO4</b>	3	3	2	2	2	2	3
<b>CO5</b>	3	3	2	2	2	2	3

## Business Communication Oral

<b>Programme &amp; Branch</b>	<b>MBA</b>	<b>Sem.</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
<b>Prerequisites</b>	<b>Nil</b>	<b>2</b>	<b>PC</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

### List of Exercises / Experiments :

1.	Self Introduction
2.	Presenting critical reviews on Article/ Book / Movie / Event / News items etc
3.	Public Speech (welcome address, inaugural address, presidential address etc)
4.	Conducting Meetings
5.	Mock Interviews
6.	Product Presentation
7.	Situation Analysis
8.	Role play
9.	Group discussion
10.	Debate/one-to-one conversation

**Total:45**

### REFERENCES/MANUAL/SOFTWARE:

1.	Pushp Lata and Sanjay Kumar, "Communicate or Collapse: Handbook of Effective Public Speaking, Group Discussions and Interview", PHI Learning, New Delhi, .
2.	Friederike Klippel, "Keep Talking: Communicative Fluency Activities for Language Reaching", Cambridge University Press, New Delhi, .
3.	<a href="http://esl.about.com/">http://esl.about.com/</a>

<b>COURSE OUTCOMES:</b> On completion of the course, the students will be able to		<b>BT Mapped (Highest Level)</b>
CO1	describe objects/situations/people in formal settings	Applying (K3), Imitation (S1)
CO2	participate effectively in individual/group role play and business situations	Analyzing (K4), Manipulation (S2)
CO3	perform group activities, take initiatives and use both verbal and non-verbal communication	Creating (K6), Precision (S3)
CO4	exhibit paralinguistic features, confidence and drive	Applying (K3), Articulation (S4)
CO5	perform as a team player and also emerge as a leader in a group	Creating (K6), Articulation (S4)

<b>Mapping of COs with POs</b>						
<b>COs/POs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
CO1				3		
CO2				3		
CO3			3			
CO4			3			

### SEMESTER-III

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
<b>Theory</b>								
1		Strategic Management	C	3	0	0	3	3
2		International Business Environment	C	3	0	0	3	3
<b>Specialization –I</b>								
3		Elective I	E	3	0	0	3	3
4		Elective II	E	3	0	0	3	3
5		Elective III	E	3	0	0	3	3
<b>Specialization –II</b>								
6		Elective I	E	3	0	0	3	3
7		Elective II	E	3	0	0	3	3
8		Elective III	E	3	0	0	3	3
<b>Practical</b>								
9		Non-Functional Elective - II	NF	3	0	0	3	3
10		Advanced Statistical Tools	SE	0	0	4	4	2
11		Comprehensive Viva Voce						2
				27	0	4	31	<b>31</b>

**NOTE: In the third semester**

**Students need to choose -Three electives from 2 functional streams for Dual Specialization**

## **S3CS1: STRATEGIC MANAGEMENT**

### **Course Objectives:**

- To provide an understanding of the fundamentals, scope, and significance of strategic management and business policy.
- To develop analytical skills to assess external and internal business environments for competitive advantage.
- To equip students with strategic decision-making tools for choosing appropriate corporate and business strategies.
- To familiarize students with the process of strategy implementation, evaluation, and control.
- To analyze contemporary challenges and issues in strategic management, including financial health indicators and new business models.

### **UNIT I STRATEGIC MANAGEMENT AND BUSINESS POLICY (9)**

Nature, Scope and Importance of Strategic Management - Strategic Management Process - Role of strategists in business Policy - Stakeholders in business – Vision, Mission and Purpose - Business definition, Objectives and Goals - Corporate Governance and Social responsibility - case study

### **UNIT II ENVIRONMENT ANALYSIS FOR COMPETITIVE ADVANTAGE (9)**

External and internal analysis of environment - Analysis of the Macro Environment & Industry - Forecasting the Environment - SWOT Analysis – GAP analysis – VRIO analysis - Porter's Five Forces Model - Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities – Blue Ocean Strategy

### **UNIT III STRATEGIC CHOICE (9)**

Environmental Threat and Opportunity Profile (ETOP) - BCG, TOWS, GE 9 Cell Model - Organizational Capability Profile – Strategic Advantage Profile - Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination strategies - corporate portfolio analysis, Grand strategies - Business Unit Strategies: Michael Porter's Generic strategies, McKinsey's 7s Framework - Functional Strategies

### **UNIT IV STRATEGY IMPLEMENTATION, EVALUATION & CONTROL (9)**

The implementation process, Resource allocation, Designing organizational structure, Designing Strategic Control Systems- Matching structure and control to strategy, Operations Control and Strategic Control, An overview of Strategic Evaluation and Control-Measurement of performance - issues in strategy implementation - Implementing Strategic change

### **UNIT V CHALLENGES AND ISSUES FOR STRATEGIC MANAGEMENT (9)**

Strategic issues in non-profit organizations - Managing Technology and Innovation - New Business Models and strategies for Internet Economy- Balanced scorecard - Industrial Sickness – Problems and Causes - Importance of Financial Ratios as healthy indicators of a company - Altman's Z - Score

**TOTAL: 45 Periods**

**Text Books:**

1. Mason Carpenter, Gerry Sanders - Strategic Management: Concepts and Cases: Pearson New International Edition, Pearson,
2. Azhar Kazmi, Adela Kazmi - Strategic Management, McGraw Hill,
3. R. SRINIVASAN - STRATEGIC MANAGEMENT: THE INDIAN CONTEXT, PHI Learning,
4. Sir Lawrence Freedman - Strategy: A History, OUP USA,
5. Philip Sadler - Strategic Management MBA Masterclass, Kogan Page,

**Reference books:**

1. Richard Rumelt - Good Strategy/Bad Strategy: The difference and why it matters, Profile Books Ltd,
2. Niraj Dawar - Tilt: Shifting Your Strategy from Products to Customers, Harvard Business School Press India Limited,
3. Appa C. Rao, Parvathiswara B. Rao, K. Sivaramakrishna - Strategic Management and Business Policy: Text and Cases, Excel Books,
4. W. Chan Kim, Renee Mauborgne - Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant, Harvard Business Review Press,
5. S Budhiraja, M. Athreya, S. Mudhiraja - Cases in Strategic Management, McGraw Hill Education,

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO1: Understand the nature, scope, and importance of strategic management and business policy.	Remembering (K1) Understanding (K2)
CO2: Analyse internal and external business environments using strategic tools such as SWOT, PESTEL, and Porter's Five Forces.	Analysing (K4)
CO3: Apply strategic decision-making frameworks like BCG, TOWS, and GE 9 Cell Model for strategic choice formulation.	Applying (K3)
CO4: Evaluate strategy implementation challenges, control mechanisms, and organizational structure alignment.	Analysing (K4) Evaluating (K5)
CO5: Assess contemporary strategic management issues, financial performance indicators, and strategic adaptation for digital business models.	Creating (K6)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	2	1	2	1	2
<b>CO2</b>	3	3	1	2	2	1
<b>CO3</b>	3	3	2	1	2	1
<b>CO4</b>	2	3	3	1	2	1
<b>CO5</b>	2	2	2	1	3	3

## **S3CS2: INTERNATIONAL BUSINESS ENVIRONMENT**

### **Course Objectives:**

- To make students understand the nature of international business and implication of globalization
- To familiarize the students with various environment of international business
- To give insights on MNCs and importance of technology in global competition
- To provide substantial knowledge on foreign investments and trade
- To acquaint students on the EXIM policy in India, trends and issues in the foreign trade

### **UNIT I INTERNATIONAL BUSINESS AND GLOBALIZATION (9)**

Introduction to International Business - Forms of International business - Changing Environment of International Business - Modes of Entry into International Business, Internationalization Process - Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization - Globalisation as a Driver of International Business

### **UNIT II INTERNATIONAL BUSINESS ENVIRONMENT (8)**

Economic, Political and Cultural environment of International business - Ethics and CSR in International Business - WTO and Trade liberalization

### **UNIT III MNCs AND GLOBAL COMPETITION (10)**

Structured design of MNCs – Decision making and controlling – decision making process – Decision making issues - MNCs in India – Transfer of Technology – global competitiveness – indicators of competitiveness -competitive advantage of nations – Technology and Global competitiveness - International Operations – Global supply chain management – BOP & BOT of India

### **UNIT IV INTERNATIONAL ECONOMIC & FINANCIAL ENVIRONMENT (9)**

Types and significance of foreign investments – factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India - Regional integration and trade blocks - SAARC, SAPTA - IMF – World Bank, Asian Development Bank, UNCTAD, UNIDO, International Trade Centre, WTO, GATT, GATS, TRIM, TRIPS

### **UNIT V TRENDS AND ISSUES OF INTERNATIONAL BUSINESS (9)**

Export promotion in India – EXIM Policy – Trends in India's foreign trade - Future of International Management – A global Perspective - Growing Concern for Ecology, Digitalization; Outsourcing and Global Value Chains - Labor and Environmental Issues, Impact of Pandemic COVID-19 on International Business.

**TOTAL: 45 PERIODS**

**Text Books:**

1. Leslie Hamilton, Philip Webster - The International Business Environment 4e, Oxford University Press,
2. Francis Cherunilam - International Business Environment, Himalaya Publishing House,
3. Subba Rao - International Business, Himalaya Publishing House,
4. Warnock Davies - The International Business Environment: A Handbook for Managers and Executives, Productivity Press,
5. V. K. Bhalla, Shiva Ramu - International Business: Environment and Management, Anmol Publications,

**Reference books:**

1. Alfred A. Marcus, Mazhar Islam - Demography and the Global Business Environment, Edward Elgar Publishing,
2. K Aswathappa - International Business, McGraw Hill,
3. Janet Morrison - The Global Business Environment: Towards Sustainability?, Bloomsbury Academic,
4. Charles W. L. Hill, K Arun - International Business: Competing in the Global Marketplace, McGraw Hill Education,
5. K Jotwani - International Business Environment, Nirali Prakashan, Educational Publishers,

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

Course Outcomes	Bloom's taxonomy
CO1: Able to understand the modes of international business and underlying drivers	<b>Remembering (K1) Understanding (K2)</b>
CO2: Become familiar with the macro environment of international business including ethics and responsibility	<b>Understanding (K2)</b>
CO3: Apply decision making in MNCs for global competitive advantage	<b>Applying (K3)</b>
CO4: Able to analyse the investment opportunities in the international financial environment	<b>Analyzing (K4)</b>
CO5: Evaluate the trends in foreign trade and develop a framework for managing the issues and challenges of future international business	<b>Evaluating (K5) Creating (K6)</b>

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	1	3	2
<b>CO2</b>	3	2	1	1	3	3
<b>CO3</b>	2	3	3	1	2	1
<b>CO4</b>	2	2	1	1	3	2
<b>CO5</b>	3	2	2	1	3	2

## NON-FUNCTIONAL ELECTIVES- II

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
1		Integrated Marketing Communication	NF	3	0	0	3	3
2		Knowledge Management	NF	3	0	0	3	3
3		Corporate Governance	NF	3	0	0	3	3

## **INTEGRATED MARKETING COMMUNICATION [IMC]**

### **Course Objectives:**

- To provide an understanding of Integrated Marketing Communication (IMC) and its role in marketing strategy.
- To familiarize students with advertising management, including message creation, media selection, and digital advertising.
- To equip students with media planning and evaluation techniques, including ad effectiveness measurement.
- To introduce sales promotion strategies and their role in consumer engagement and trade marketing.
- To explore various IMC tools, including public relations, sponsorships, and personal selling.

### **UNIT I INTRODUCTION TO IMC (9)**

An Introduction – Role of IMC in Marketing Process – Role of Ad Agencies – Establishing Objectives and Budgeting for Promotional Program

### **UNIT II ADVERTISING MANAGEMENT (9)**

An Overview- Effective and Creative Ad Messages - Endorsers and Message Appeals in Advertising - Traditional Ad Media – Introduction to Online Advertising, Social Media, Direct Advertising and Other Media, Case Study

### **UNIT III MEDIA TACTICS (9)**

Media Planning and Strategy – The Media Plan - Evaluation of Broadcast and Print Media – Methods of Buying of Time and Space - Measuring Ad Effectiveness, Case Study

### **UNIT IV SALES PROMOTION (9)**

Overview and the Role of Trade Promotion - Consumer Sales Promotion: Sampling and Couponing - Premiums and other Promotions, Case Study

### **UNIT V IMC TOOLS (9)**

Public Relations, Buzz Marketing, and Sponsorships - Packaging, POP Communications, and Signage - Personal Selling

**TOTAL: 45 Periods**

**Text Books:**

1. Kenneth E. Clow, Donald Baack, "Integrated Advertising, Promotion, and Marketing Communications", 1st Edition, Pearson India, New Delhi, 2017
2. PR Smith, Ze Zook, "Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies", 7th Edition, Kogan Page, London, United Kingdom, 2017
3. J Craig Andrews, Terence A. Shimp "Advertising, Promotion, and Other Aspects of Integrated Marketing Communications", 10th Edition, Cengage Learning, New Delhi, 2017

**Reference books:**

1. Kruti Shah, "Advertising And Integrated Marketing Communications", 1st Edition, McGraw Hill Education, New Delhi, 2015
2. Philippe Malaval, Marie Helene Abbo, Muneesh Kumar, Jean Marc Decaudin, "Integrated Marketing Communication: Pent", 4th Edition, Pearson India, Chennai, 2015

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

Course Outcomes	Bloom's taxonomy
CO1: To relate the fundamental concepts used in integrated marketing communications for real time application	Understanding (K2)
CO2: To analyze advertising management principles, including message creation and media planning	Analyzing (K4)
CO3: To apply media planning strategies and evaluate advertising effectiveness.	Applying (K3)
CO4: To examine the impact of sales promotion techniques on consumer behavior and trade marketing	Evaluating (K5)
CO5: To develop IMC strategies by integrating public relations, sponsorships, and personal selling	Creating (K6)

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

## **KNOWLEDGE MANAGEMENT**

### **Course Objectives:**

- To understand the need and objectives of knowledge management.
- To develop knowledge leadership capabilities; Recruiting and selecting knowledge leaders the effective knowledge management Process.
- To prepare the students to participate in the organizational knowledge management efforts and how the three aspects, strategy, technology, and HRM need to be aligned together to facilitate management of knowledge

### **UNIT I INTRODUCTION TO KNOWLEDGE MANAGEMENT [KM] (9)**

Definition, need and objectives of knowledge management; Organizational benefits of KM; The drivers of knowledge management; Challenges of KM implementation; Knowledge hierarchy; Structural and process perspective of knowledge; Context and relevance of KM in competitive environment and knowledge economy

### **UNIT II KM PROCESS & KNOWLEDGE CREATION (9)**

Knowledge identification; Knowledge capture; Knowledge acquisition; Knowledge creation; Knowledge codification; Knowledge linking and building; Knowledge transfer & dissemination; Knowledge storage; Knowledge sharing; Knowledge application; Nonaka's model of knowledge creation-SECI model, BA model

### **UNIT III KNOWLEDGE MANAGEMENT SOFT SUPPORT SYSTEM (9)**

Developing knowledge leadership capabilities; Recruiting and selecting knowledge leaders; Strategic knowledge leaders; Developing a knowledge culture; Knowledge culture enablers; Developing and maintaining knowledge motivators, and other managerial and social infrastructure; Knowledge community

### **UNIT IV KNOWLEDGE MANAGEMENT SYSTEMS AND TOOLS (9)**

Knowledge management systems; Knowledge system design and architecture; Knowledge maps, implementation and challenges of KM system; ICT and groupware technology; Knowledge technology; Data warehouse and data mining; Search engines; Expert systems; Knowledge portal; Intelligent agents

### **UNIT V KNOWLEDGE STRATEGIES (9)**

Knowledge as strategic resource; Knowledge strategies and its evaluation; Benchmarking; Knowledge audit; Introduction of enabling technologies of KM- big data, cloud computing, AI, etc.; Sustainable knowledge management; Top management challenges and emerging perspective ahead

**TOTAL: 45 Periods**

**Text Books:**

1. Fernandez I. B. and Sabherwal, R. . Knowledge Management: System and Resources. PHI Delhi.
2. Tiwana Amrit (1999).The Knowledge Management Toolkit. Prentice Hall PTR.
3. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal . Knowledge Management Challenges, Solutions, and Technologies, Prentice Hall. ISBN: 0-13-109931-0.
4. Elias M. Awad, Hassan M. Ghaziri . Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1

**Reference books:**

1. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
2. Ian Watson . Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
3. Madanmohan Rao . Knowledge Management Tools and Techniques:Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann.ISBN: 0750678186.
4. Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning

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

Course Outcomes	Bloom's taxonomy
CO1: To explain the evolution of knowledge management and its relevance in competitive environment	Remembering (K1) Understanding (K2)
CO2: To manage the entire process of KM & knowledge creation	Understanding (K2) Applying (K3)
CO3: To develop knowledge leadership capabilities	Applying (K3) Evaluating (K5)
CO4: To apply knowledge management systems and tools	Applying (K3) Analyzing (K4)
CO5: To leverage knowledge as strategic resource using enabling technologies	Evaluating (K5) Creating (K6)

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

## **CORPORATE GOVERNANCE**

### **Course Objectives:**

- To learn the concepts of corporate governance, company and agency
- To gain knowledge on the shareholders, board of directors and management
- To make students understand the controlling of shareholders, cross border investment, investor protection

### **UNIT I INTRODUCTION TO CORPORATE GOVERNANCE (9)**

Corporate Governance: Meaning - Definition - Role and Purpose of the Corporation - Agency Theory and Separation of Ownership and Control

### **UNIT II SHAREHOLDERS AND SHAREHOLDER ACTIVISM (9)**

Ownership Structure and Firm Performance- Market for Corporate Control- Hedge Fund Activism- Role of Institutional Investors

### **UNIT III BOARD OF DIRECTORS AND MANAGEMENT (9)**

Director and Board Structure - Roles - Duties - Responsibilities - Independent Directors

### **UNIT IV CONTROLLING SHAREHOLDERS (9)**

Opportunism by the Controlling Shareholder-Dual-Class StockCorporate Pyramid Cross - Holdings – Family - Owned Firms and Governance

### **UNIT V INTERNATIONAL CORPORATE GOVERNANCE (9)**

Cross - Country Comparison – Firm-Level - CrossBorder Investment of Foreign Investors - Investor Protection and Home Bias

**TOTAL: 45 Periods**

**Text Books:**

1. Garg Santosh, Garg Sanjiv, Corporate Governance, Kalyani Publishers, Chennai,
2. Nirmala K, & Aruna Rani N, Dr. Karunakara Reddy D.A, Business Ethics and Corporate Governance, Himalaya Publishing House, Chennai,

**Reference books:**

1. Murthy C.S.V, Corporate Governance, Himalaya Publishing House, Chennai,
2. Khanka S.S, Business Ethics and Corporate Governance, Sultan Chand Publishing,
3. New Delhi

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO1: Able to explain the theoretical aspects of Corporate Governance	<b>Remembering (K1)</b> <b>Understanding (K2)</b>
CO2: Classify the ownership structure and firm performance	<b>Understanding (K2)</b> <b>Applying (K3)</b>
CO3: Outline the roles, duties and responsibilities of Board of Directors	<b>Applying (K3)</b>
CO4: Classify the various methods of controlling the Shareholders	<b>Applying (K3)</b> <b>Analyzing (K4)</b>
CO5: Analyze the International Corporate Governance	<b>Analyzing (K4)</b> <b>Evaluating (K5)</b>

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	2	2	2	2	2	1
<b>CO2</b>	2	2	1	1	2	2
<b>CO3</b>	2	1	2	2	1	1
<b>CO4</b>	2	3	2	1	2	2
<b>CO5</b>	1	2	2	1	1	2

## BUSINESS ANALYTICS LABORATORY II

<b>Programme &amp; Branch</b>	<b>MBA</b>	<b>Sem.</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
<b>Prerequisites</b>		<b>3</b>	<b>PC</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

Preamble	The course aims at making the students to blend their statistical, technical and business knowledge to solve real life business problems.
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### List of Exercises / Experiments:

Real life cases will be taken during the sessions and analyzed using analytics techniques. Hands-on practical sessions will be conducted on the following techniques.

1.	Descriptive statistics
2.	T-test
3.	ANOVA – One Way, Two Way
4.	Multiple regression
5.	Logistic regression
6.	Discriminant Analysis
7.	Cluster Analysis
8.	Factor analysis
9.	Conjoint analysis

**Total:45**

### REFERENCES/MANUAL/SOFTWARE:

1.	Dinesh Kumar U, "Business Analytics", John Wiley, New Delhi, .
2.	Alright, Wayne Winston, "Business Analytics", Cengage Learning, New Delhi, .
3.	Prasad. R.N, Seema Acharya, "Fundamentals of Business Analytics", John Wiley, New Delhi, .

<b>COURSE OUTCOMES:</b>		<b>BT Mapped (Highest Level)</b>
On completion of the course, the students will be able to		
CO1	formulate hypothesis relating two variables and analyse the relationship using ANOVA	Analyzing (K4) Precision (S3)
CO2	develop and use regression analysis as a tool for prediction	Creating (K6) Precision (S3)
CO3	group statements on the basis of characteristics using Discriminant and Cluster analysis	Analyzing (K4) Precision (S3)
CO4	apply factor analysis for various managerial decisions and evaluate the decisions	Evaluating (K5), Precision (S3)
CO5	use conjoint analysis for new product decisions such as product features	Analyzing (K4), Precision (S3)

<b>Mapping of COs with POs</b>						
<b>COs/POs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
CO1		3				
CO2		3				
CO3		3				
CO4		3				
CO5		3				

### Functional Elective Course

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
<b>Functional Electives</b>								
<b>Marketing</b>								
1		Consumer behavior	E	3	0	0	3	3
2		Product and Brand management	E	3	0	0	3	3
3		Marketing Analytics	E	3	0	0	3	3
4		Sales and Advertisement	E	3	0	0	3	3
5		Retail Management	E	3	0	0	3	3
6		Services Marketing	E	3	0	0	3	3
7		Digital Marketing	E	3	0	0	3	3
8		Rural marketing	E	3	0	0	3	3
<b>Finance</b>								
1		Investment management	E	3	0	0	3	3
2		Corporate Restructuring	E	3	0	0	3	3
3		Financial Market and Services	E	3	0	0	3	3
4		International Financial Management	E	3	0	0	3	3
5		Financial derivative	E	3	0	0	3	3
6		Corporate F	E	3	0	0	3	3
7		Business valuation and Financial Modeling	E	3	0	0	3	3
8		Behavioral Finance	E	3	0	0	3	3
<b>Human Resource</b>								
1		Employee engagement	E	3	0	0	3	3
2		Strategic Human Resource Management	E	3	0	0	3	3
3		Compensation Management	E	3	0	0	3	3
4		HR Metrics	E	3	0	0	3	3
5		Human Resource Planning and Development	E	3	0	0	3	3
6		Training and Development	E	3	0	0	3	3
7		Organisational Change and Development	E	3	0	0	3	3
8		Talent Acquisition and Retention	E	3	0	0	3	3
<b>Operations</b>								
1		Logistics and Supply chain	E	3	0	0	3	3
2		Production and Planning Control	E	3	0	0	3	3
3		Material Management	E	3	0	0	3	3
4		Ergonomics	E	3	0	0	3	3
5		Technology Management	E	3	0	0	3	3
6		Services Operations Management	E	3	0	0	3	3
7		Total Quality Management	E	3	0	0	3	3
8		World-class Manufacturing	E	3	0	0	3	3
<b>Systems</b>								
1		RDBMS	E	3	0	0	3	3
2		Management of software projects	E	3	0	0	3	3
3		Software project management	E	3	0	0	3	3
4		Internet of things	E	3	0	0	3	3
5		Cloud computing	E	3	0	0	3	3
6		E-Commerce	E	3	0	0	3	3
7		ERP	E	3	0	0	3	3
8		Big data analytics	E	3	0	0	3	3



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

Course Outcomes	Bloom's taxonomy
CO 1: To identify and understand the concept of consumer behaviour concepts and their role in market segmentation	Understanding (K2)
CO2: To analyze internal factors like motivation, perception, and personality that influence consumer decisions	Analyzing (K4)
CO 3: To evaluate external influences such as culture, social groups, and lifestyle on consumer choices	Evaluating (K5)
CO 4: To assess innovation adoption, consumer satisfaction, and relationship marketing strategies	Evaluating (K5)
CO 5: To apply consumer decision-making models to predict consumer purchasing behaviour	Applying (K3)

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



**Text Books:**

1. Tapan K Panda," Product and Brand Management", 1st Edition, Oxford University Press, Noida, 2016
2. Kevin Lane Keller, Ambi M. G. Parameswaran and Isaac Jacob, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", 9th Edition, Pearson Education, New Delhi, 2015
3. Brian Lawley, Pamela Schure, "Product Management for Dummies", 1st Edition, John Wiley & Sons, Inc., New Jersey, 2017

**Reference Books:**

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, byKevin lane Keller;Ambi M. G. Parameswaran; IssacJacob;Fourth edition; Pearson Education India; 2015; ISBN-10: 9789332542204; ASIN: 9332542201
2. Product and Brand Management Tapan K. Panda Paperback: 888 pages Publisher: OxfordUniversity Press; First edition (January 2016); ISBN-10: 9780199460496; ISBN-13: 978-0199460496; ASIN: 0199460493
3. Product and brand management by U C Mathur; Publisher: Excel Books ( December 2012)ISBN-10: 9350620146;ISBN-13: 978-9350620144

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

Course Outcomes	Bloom's taxonomy
CO 1: To understand the new product development process and product life cycle to manage product strategy effectively	Understanding (K2)
CO2: To analyze brand identity, positioning, and communication to create a strong brand image	Analyzing (K4)
CO 3: To differentiate between products and brands and evaluate branding benefits for consumers and firms	Evaluating (K5)
CO 4: To develop and implement brand awareness strategies using core brand values and personality	Creating (K6)
CO 5: To apply advertising, pricing, and sales promotion techniques to enhance brand value	Applying (K3)

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

## **Marketing Analytics**

### **Course Objectives:**

- To introduce the fundamentals of marketing analytics and its role in decision-making
- To develop analytical skills for customer segmentation, targeting, and positioning.
- To explore market basket analysis and advertising effectiveness measurement
- To analyze pricing strategies and optimization techniques for business profitability
- To provide hands-on knowledge of sales forecasting and conjoint analysis for product evaluation

### **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, Applications & Approaches (Top-down and Bottom-up).

### **UNIT II CUSTOMER ANALYTICS (9)**

Segmentation and Targeting: Managing the segmentation process, Deriving market segments and describing the segments -Cluster analysis - Discriminant analysis – Targeting - The concept of product positioning - Conducting a positioning study - Perceptual mapping using principal components analysis - Incorporating preferences into perceptual maps - 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 effortrelationship & its modeling, optimizing sales effort  
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, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales

### **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: To utilize market data sources for informed marketing decision-making and market sizing	Understanding (K2)
CO2: To apply customer analytics techniques for segmentation, targeting, and positioning	Applying (K3)
CO 3: To analyze market basket data and advertising effectiveness using analytics tools.	Analyzing (K4)
CO 4: To evaluate pricing strategies and implement pricing models for revenue optimization.	Evaluating (K5)
CO 5: To use regression and conjoint analysis for sales forecasting and new product decisions.	Creating (K6)

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



**Text Books:**

1. Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management - Text and Cases, Third Edition, McGraw Hill Education, 2017
2. Gupta S.L., Sales and Distribution Management - Text and Cases - An Indian Perspective, Excel Books, 2008
3. Pingali Venugopal, Sales and Distribution Management - An Indian Perspective, Response Books from Sage Publications, 2008

**Reference Books:**

1. Havaldar, K. Krishna, Cavale, M. Vasant, "Sales and Distribution Management – Text and Cases", 3rd Edition, McGraw Hill Education, New Delhi, 2017
2. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri, "Sales and Distribution Management – Decisions, Strategies and Cases", 6th Edition, Pearson Education, Noida, 2017.
3. Tapan K. Panda, Sunil Sahadev, "Sales and Distribution Management", 3rd Edition, Oxford University Press, New Delhi, 2019.

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Relate the concepts of advertising management in real time contexts	Understanding (K2)
CO2: Compare and evaluate different types of advertising media	Analyzing (K4)
CO 3: Develop creative advertising content by applying principles of copywriting, visualization, and layout for different media formats.	Creating (K6)
CO 4: Apply sales management principles in personal selling, sales forecasting, and budgeting decisions, including online selling strategies.	Applying (K3)
CO 5: Design and implement sales territories, quotas, and sales promotions to enhance business performance.	Evaluating (K5)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	2	1	2	2	1
<b>CO2</b>	3	3	2	2	2	1
<b>CO3</b>	2	3	2	3	2	1
<b>CO4</b>	3	3	3	2	2	1
<b>CO5</b>	3	3	3	2	2	2

## **Retail Management**

### **Course Objectives:**

- To provide an understanding of retail concepts in Indian context.
- To familiarize students with different retail formats, market segmentation, and buyer behavior to develop effective retail strategies.
- To explore retailing decisions, including retail store location, positioning, pricing, merchandising, and store image building.
- To introduce principles of retail shop management, store performance, employee productivity, CRM, and promotions.
- To develop insights into retail shopper behavior, sales force management and challenges in Indian retailing.

### **UNIT I INTRODUCTION TO RETAIL MANAGEMENT (9)**

INTRODUCTION: Introduction to retail concept, nature, role, functions, classification of retail stores - Socio economic and technological Influences on retail management – Government of India policy implications on retails- Challenges and opportunities – retail trends in India.

### **UNIT II RETAIL FORMATS (9)**

RETAIL FORMATS: Organized and unorganized formats – Different organized retail formats – Characteristics of each format - Retail market segmentation – benefits of market, segmentation – STP – criteria for effective market segmentation- Buyer behaviour - Buyer decision-making process.

### **UNIT III RETAILING DECISIONS (9)**

RETAILING DECISIONS: Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management- Retail Pricing Decisions - Merchandizing and category management

### **UNIT IV RETAIL SHOP MANAGEMENT (9)**

RETAIL SHOP MANAGEMENT: Retail store and space performance, employee productivity - Relationship marketing (CRM) in retailing – importance of service in retail - Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions

### **UNIT V RETAIL SHOPPER BEHAVIOUR (9)**

RETAIL SHOPPER BEHAVIOUR: Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India

**Total: 45 Periods**

**Text Books:**

1. Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.
3. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
4. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.

**Reference Books:**

1. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009
2. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
3. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008
4. Dr. Jaspreet Kaur, Customer Relationship Management, Kogent solution

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Understanding the fundamentals of retail management, retail store classification, and external influences on retailing.	Understanding (K2)
CO2: Analyze different retail formats, market segmentation, and buyer behavior in retail decision-making.	Analyzing (K4)
CO 3: Apply retailing decision-making strategies in store location, pricing, merchandising, and store image management.	Applying (K3)
CO 4: Evaluate retail shop management techniques, including inventory control, employee productivity, and relationship marketing.	Evaluating (K5)
CO 5: Assess retail shopper behavior, decision-making processes, and challenges in Indian retailing.	Evaluating (K5)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	2	1	2	2	1
<b>CO2</b>	3	3	1	2	2	1
<b>CO3</b>	3	3	2	3	2	1
<b>CO4</b>	3	3	3	2	2	1
<b>CO5</b>	3	3	3	2	2	2

## **Services Marketing**

### **Course Objectives:**

- To explain the fundamentals of services marketing
- To analyze customer behavior, expectations, perceptions, and segmentation in service marketing.
- To apply service design and development principles
- To evaluate service delivery strategies, pricing, and relationship marketing for customer retention.
- To develop marketing strategies for different service industries such as healthcare, tourism, and online services.

### **UNIT I INTRODUCTION (9)**

INTRODUCTION: Introduction– 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)**

FOCUS ON THE CUSTOMER: Classification of services – Expanded marketing mix - Consumer Behaviour in Services – Customer Expectations and Perceptions of Service – Customer Satisfaction – Managing Customer Mix - targeting - Positioning the service – Service productivity 7 Ps of service marketing

### **UNIT III SERVICE DESIGN AND DEVELOPMENT (9)**

SERVICE DESIGN AND DEVELOPMENT - Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

### **UNIT IV SERVICE DELIVERY (9)**

SERVICE DELIVERY: Building customer relationship – relationship marketing and retention strategies - Service Channel – Pricing of services, methods – Service marketing triangle – Managing demand, Managing supply, managing Demand and Supply of Service–Integrated Service marketing communication

### **UNIT V SERVICES MARKETING STRATEGIES (9)**

SERVICE STRATEGIES: 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 JochenWirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi,8<sup>th</sup> 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, 3<sup>rd</sup>Edition, Wiley, 2007.
2. R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited, 4<sup>th</sup> Edition 2014, New Delhi.
3. Vinnie Jauhari & kirti Dutta (2017), Services Marketing, Text and cases, 2nd edition

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Compare the service sector growth and distinguish goods vs. services	Understanding (K2)
CO2: Analyze consumer behavior, expectations, and segmentation in service marketing	Analyzing (K4)
CO3: Apply service design principles, service quality measurement, and GAP models..	Applying (K3)
CO4: Evaluate service delivery strategies, pricing methods, and relationship marketing..	Evaluating (K5)
CO 5: Develop service marketing strategies for various industries..	Creating (K6)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	2	1	2	2	1
<b>CO2</b>	3	3	1	2	2	1
<b>CO3</b>	3	3	2	3	2	2
<b>CO4</b>	3	3	3	2	2	3
<b>CO5</b>	3	3	3	2	3	3



**Text Books:**

1. Fundamentals of Digital Marketing by Puneet Singh Bhatia; 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 (April 2017); ISBN10: 9788126566938;ISBN13: 9788126566938;ASIN: 8126566930

**Reference Books**

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital 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:** After completing the course student will be able to understand and explain

Course Outcomes	Bloom's taxonomy
CO1: Understanding digital marketing in the development of the business firms	Understanding (K2)
CO2: Apply social media marketing strategies to enhance brand engagement and customer relationships.	Applying (K3)
CO3: Analyze search engine optimization (SEO) and search engine marketing (SEM) strategies.	Analyzing (K4)
CO4: Evaluate the effectiveness of email and mobile marketing campaigns in customer engagement.	Evaluating (K5)
CO5: Develop insights on digital marketing trends and their implications for businesses.	Creating (K6)

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

## **Rural Marketing**

### **Course Objectives:**

- Understand the fundamental concepts, characteristics, and challenges of rural marketing
- Analyze the rural marketing environment, including demographic, economic, and technological aspects
- Examine rural consumer behavior, factors influencing purchase decisions, and brand loyalty
- Explore agricultural marketing, distribution channels, and challenges in rural distribution networks
- Evaluate cooperative marketing, export potential, and the role of institutions in promoting rural products

### **UNIT I RURAL MARKETING (9)**

A Conceptual Framework, Nature, Characteristics of Rural Market, Challenges & Opportunities. An Overview of Indian Rural Market, rural marketing mix. Bottom of the Pyramid.

### **UNIT II RURAL MARKETING ENVIRONMENT (9)**

Rural Marketing Environment: Defining rural India, evolution of rural marketing, rural market structure - demographic environment, physical environment, economic environment and technological environment.

### **UNIT III RURAL CONSUMER BEHAVIOUR (9)**

Rural Consumer Behaviour: Consumer buying behavior models, factors affecting consumer buying behaviour, characteristics of rural consumers, consumer buying process, opinion leadership, brand loyalty.

### **UNIT IV AGRICULTURAL MARKETING (9)**

Agricultural Marketing: Nature and Scope, Objectives of Agriculture Marketing, classification of agricultural products and markets, how agricultural marketing is different from rural marketing, Challenges in Agricultural Marketing, Channels of Distribution for agricultural products, Managing rural distribution networks

### **UNIT V COOPERATIVE MARKETING (9)**

COOPERATIVE MARKETING: Export potential for farm products - Role of APEDA, Global GAP, International Marketing and Export process -Supporting Services, Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector and successful cases

**Total: 45 Periods**

**Text Books:**

1. PradeepKashyap,"RuralMarketing", Pearson, New Delhi, 2016
2. Concepts and Cases. Tata McGraw Hill Education Pvt Ltd - Krishnamacharyulu. 2nd edition (2010)
3. Rural Marketing: Text and Cases. Pearson India References: D Kumar.P Gupta. (2017).

**Reference Books:**

1. Rural Marketing: Text and Cases, 2e Paperback – 2011by Krishnamacharyulu
2. AshraffImam, Massoumeh Nasrollah, Zadehand Aph,"Rural Marketing", 2013
3. Mathur, U., "The Rural Marketing Book", 2013 4. Sanal Kumar, "Rural Marketing", Sage Publications, New Delhi, 2012

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO1: Understanding the concept, characteristics, and significance of rural marketing.	Understanding (K2)
CO2: Analyze the rural marketing environment and its impact on marketing strategies.	Analyzing (K4)
CO3: Evaluate rural consumer behaviour and brand loyalty patterns.	Evaluating (K5)
CO4: Apply knowledge of agricultural marketing in managing rural distribution.	Applying (K3)
CO5: Assess the role of cooperative marketing and export potential for rural products.	Evaluating (K5)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	2	1	2	2	1
<b>CO2</b>	3	3	2	3	2	2
<b>CO3</b>	3	3	2	3	2	2
<b>CO4</b>	3	3	3	3	2	3
<b>CO5</b>	3	3	2	2	3	3

## **FINANCE**

### **INVESTMENT MANAGEMENT**

#### **Course Objectives:**

The course intends to enhance the knowledge of the students in understanding various securities for investment and the investment process.

The students would be able to analyse the risk – return relationship involved in the security investment, recognize the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio.

#### **Unit I**

**(6 Periods)**

Investment Avenues – Sources of Investment information – Stock market operation

#### **Unit II**

**(9 Periods)**

Return and Risk – Valuation of Equity shares – Valuation of Fixed income investment- Concept of Portfolio-Two Portfolio Construction-Markowitz model-calculation of Beta –Capital Pricing Model

#### **Unit III**

**(9 Periods)**

Economic Analysis – Economic forecasting and stock investment decisions – Industry Analysis – Industry and Economy Analysis – Company Analysis Measuring Earnings – Applied valuation technique

#### **Unit IV**

**(9 Periods)**

Technical analysis -Dow Jones's theory – Trend – Trend reversals – patterns– Moving average – oscillators – Roc momentum – MACD – RSI-Application of technical analysis in stock market

#### **Unit – V**

**(12 Periods)**

Portfolio Theory – portfolio construction –Performance evaluation – portfolio revision – Mutual funds- Evaluation- sharpe Ratio- Treynor Ratio- Jenson Ratio

**Total: 45 Periods**

**Text Books:**

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

**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, .
3. Bhatt- Security Analysis and Portfolio Management (Wiley, 1<sup>st</sup> 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:** After completing the course student will be able to understand and explain

<b>Course Outcomes</b>	<b>Bloom’s taxonomy</b>
<b>CO1:</b> Evaluate the various alternatives available for investment.	Evaluating (K5)
<b>CO 2:</b> Assess the risk and return of securities.	Evaluating (K5)
<b>CO3:</b> Perform macroeconomic, industry, fundamental analysis;	Evaluating (K5)
<b>CO 4:</b> Perform technical analysis	Analyzing (K4)
<b>CO 5:</b> Develop a portfolio of stocks and perform portfolio analysis	Analyzing (K4)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	2	3	3	3	2	1
<b>CO2</b>	2	3	3	3	1	2
<b>CO3</b>	2	3	3	3	2	1
<b>CO4</b>	2	3	2	1	2	3
<b>CO5</b>	2	3	1	3	3	2

## **CORPORATE RESTRUCTURING**

### **Course Objectives:**

- This course aids the student to have an understanding of corporate restructuring.
- It acquaints student to understand the concept of corporate valuation by using different discounted cash flow techniques and able to differentiate the optimal mix.
- It combines applied theoretical approach with the case study method through detailed analysis of domestic and global restructuring cases.

### **UNIT I CORPORATE RESTRUCTURING (9)**

**Corporate restructuring** – Need and Objectives of Restructuring, Techniques – expansion, Financial Restructuring, Process of Restructuring, The Impact of Restructuring on the Value of the Firm

### **UNIT II FORMS OF RESTRUCTURING (9)**

**Forms of restructuring** – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP-De merger- strategic alliance- buyback of shares-employee stock ownership plans (ESOP)

### **UNIT III MERGER: TYPES AND PROCESS (9)**

**Mergers**- types of merger – theories of mergers- Impact of M & A on stakeholders.

**M & A** – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter’s five forces model

**Merger Process:** Dynamics of M&A process - identification of targets – negotiation – closing the deal. Five-stage model – Due diligence – Types - due diligence strategy and process – due diligence challenges. Methods of financing mergers

### **UNIT IV AMALGAMATION (9)**

**Accounting for amalgamation** –amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Takeovers, types, takeover strategies, - Takeover defenses – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills

### **UNIT V LEGAL ASPECTS OF MERGERS AND ACQUISITIONS (9)**

**Legal aspects of Mergers / amalgamations and acquisitions/takeovers**- Combination and Competition Act- Competition Commission of India (CCI)- CCI Procedure in Regard to the transactions of Business Relating to combination of Regulations - Scheme of Merger/Amalgamation-essential features of the scheme of amalgamation-Approvals for the scheme-Step wise procedure-Acquisitions/Takeovers- Listing agreement-The SEBI Substantial Acquisition of Shares and Takeover code.

**Total: 45 Periods**

**Text Book:**

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Mergers, Acquisitions & Corporate restructuring, Patrick Gaughan, Wiley, Latest Edition
3. Mergers, Acquisitions and business valuation, Excel books, Ravindhar Vadapalli, Latest Edition
4. John C. Michelson, Restructuring for Growth, TATA McGraw Hill, Latest Edition
5. Financial Management, I M Pandey, Vikas Publication, Latest Edition
6. Financial Management, Prasanna Chandra, TATA McGraw Hill, Latest Edition

**Reference Books:**

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition

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

Course Outcomes	Bloom's taxonomy
CO1: Assess the impact of restructuring on the value of the firm	Applying (K3)
CO2: Apply the SEBI guidelines and solvency codes	Applying (K3)
CO3: Determine the gains of restructuring for a given company	Analyzing (K4)
CO4: Apply the SEBI guidelines and solvency codes	Applying (K3)
CO5: Determine the gains of restructuring for a given company	Analyzing (K4)

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

## **FINANCIAL MARKET AND SERVICES**

### **Course Objectives:**

- Helping students in acquiring analytical skills in the money and capital market in the context of raising medium- and long-term funds
- To impart knowledge of the financial system of India, the role of important financial institutions, financial markets and knowledge of the financial system of India.
- Familiarizing the students with the mechanism of commercial banking, its operations, instruments regulations etc.

### **Unit I**

**(5 Periods)**

Introduction to Money Market- Evolution, Structure and Role of the Indian Money Market – Money Market Instruments in India, Indian Money Market – Future Challenges

### **Unit II**

**(10 Periods)**

Capital Market – Introduction, Concept, Role, Importance, Evolution in India etc. – Critical evaluation of the development – Future trends Types of scripts – methods of issue, book-building, road-show, intermediaries in issue management – Primary market intermediaries: commercial banks, development banks, custodians, merchant bankers, issue managers, rating agencies etc.

### **Unit III**

**(12 Periods)**

Secondary Market System and Regulations in India – Stock exchanges in India: History and development and importance – Listing of scripts – On-line trading Depositories: Growth, development, regulation, mechanism – OTC Exchange Stock exchange mechanism: trading, settlement, risk management, investor grievances, basics of pricing mechanism, carry forward, Badala, automated lending and borrowing mechanism Inside trading, circular trading, price rigging etc. – Players on stock exchange: investors, speculators, market makers, bulls, bears, stags – Stock Exchange Board – Stock indices – Role of FIIs, MFs and Investment Bankers

### **Unit IV**

**(9 Periods)**

Regulations and Regulatory Agencies (Primarily SEBI) for primary markets for secondary markets- Financial services- Basic concepts in leasing, hire purchasing, factoring, Micro finance and NBFC

### **Unit V**

**(9 Periods)**

Bond market in India: government bond market and its interface with capital market – Debt market in India –Interface between Stock market and bond market

**Total: 45 Periods**

### Text Books

1. Meir Kohn, (2004), 'Financial Institutions and Markets', Oxford University Press, New Delhi
2. Bhole L M And Jitendra Mahakud, (2012), Financial Institutions and Markets, McGraw Hill Education, New Delhi
3. Gurusamy S, (2015), 'Financial Markets and Institutions', Vijay Nicole Imprints Ltd, Chennai
4. Anthony Saunders And Marcia Millan Carnet, (2010), 'Tata McGraw Hill Publishing Company, New Delhi

### Reference Books

1. Gordon & Natarajan – Financial Markets and services – Himalaya publications
2. Rose, Peter S., And Fraser, Donald R, (2000), 'Financial Institutions: Understanding and Managing Financial Services', Tex Business Publications, New York
3. Kinsella, Ray, (2009), 'New Issues in Financial Services, Powell's Books, London
4. Khan M Y, (2001), 'Financial Services', Tata McGraw Hill, New Delhi

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

Course Outcomes	Bloom's taxonomy
CO1: Understanding the concepts of Indian money market	Understanding (K4)
CO2: Understanding the concept of primary market and analyzing various issues of instrument with its characteristics	Analyzing (K4)
CO3: Understanding stock market operations .	Understanding (K4)
CO4: Understanding the regulations of SEBI.	Understanding (K4)
CO5: Understanding the bond market and its relevance.	Understanding (K4)

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

## INTERNATIONAL FINANCIAL MANAGEMENT

### Course Objectives:

- This course helps the students to understand global economic and financial environment, and enable them to determine the exchange rate movements in spot and derivative market.
- Further, the students learn about the different types of foreign exchange exposures and the ways to manage them.
- The course also aims to provide knowledge about the techniques of investments and financial market instruments

### UNIT I OVERVIEW OF INTERNATIONAL FINANCIAL SYSTEM (9)

Meaning - Importance - Nature and Scope - International Financial Management versus Domestic Financial Management - Balance of Payments: Equilibrium - Disequilibrium and Adjustment - Developments in International Monetary System

### UNIT II FOREIGN EXCHANGE MARKETS (9)

Quotations - Exchange Rate Determination in Spot Market and Forward Market - Factors Influencing Exchange Rate - Theories of Exchange Rate Behaviour -Eurocurrency and Domestic Interest Rates

### UNIT III THEORETICAL ASPECTS OF CURRENCY (9)

Concepts -Determining profits and Losses in Currency Futures Trading and option traders - Costs in Futures contract - Losses of Option traders - Hedging and Speculation in Currency Futures market and Option market

### UNIT IV FOREIGN EXCHANGE RISK MANAGEMENT (9)

Concept - Relevance of Exposure - Transaction Exposure - Real Operating Exposure - Translation Exposure - Need for Hedging Foreign Exchange exposure - Hedging of Transaction Exposure

### UNIT V INTERNATIONAL SOURCES OF FINANCE FOR THE FIRM (9)

Foreign Direct Investment: Theories - Costs and Benefits – Strategy - Merger and Acquisition. **International Capital Budgeting:** Evaluation Criteria - Cost of Capital - Approaches– Non-Financial Factors in Capital Budgeting. International Financial Market Instruments: Equity – Bonds – Short-term and Medium-term Instruments. **International Working Capital Management:** Working Capital Policy – Managing - Case Studies in International Financing.

**Total: 45 Periods**

**Text Books:**

1. International Financial Management; Jeff Maruda; Cengage publication; Latest Edition
2. International financial management; Eun & Resnick; TMH; Latest Edition
3. International financial management; V V Sharan; PHI EEE; Latest Edition
4. Multinational financial management; Alan Shapiro; John Wiley Publication; Latest Edition
5. International financial management; P G Apte; PHI; Latest Edition

**Reference books:**

1. P G Apte, "International Financial Management", 8th Edition, McGraw Hill Education, New Delhi,
2. O.P.Agarwal, "International Financial Management", 4th Edition, Himalaya Publishing, Mumbai,
3. R Amutham., "International Financial Management", 1st Edition, Himalaya Publishing, Mumbai, .
4. Geert Bekaert, Robert Hodrick., "International Financial Management", 3rd Edition, Cambridge University Press, New York, .
5. Cheol Eun, Bruce G. Resnick., "International Financial Management", 7th Edition, McGraw Hill Education, New Delhi, .

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

Course Outcomes	Bloom's taxonomy
<b>CO1:</b> Demonstrate and employ the knowledge on International Monetary System, Balance of Payments and Foreign Exchange Rates while making economic and financial decisions.	Applying (K3)
<b>CO2:</b> Determine the exchange rates in spot and forward markets on the basis of relevant theories and factors.	Applying (K3)
<b>CO3:</b> Develop critical and analytical skills on currency derivatives.	Analyzing (K4)
<b>CO4:</b> Assess and learn to manage various forms of foreign exchange exposure.	Analyzing (K4)
<b>CO5:</b> Evaluate the various forms of international investments and financing instruments available in different markets across the globe.	Evaluating (K5)

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	1	3	2	2
<b>CO2</b>	3	3	2	3	2	3
<b>CO3</b>	3	3	1	2	2	2
<b>CO4</b>	3	3	3	3	2	3
<b>CO5</b>	3	2	1	3	2	3



**Text Books:**

1. Gupta S.L, "Financial Derivatives Theory, Concept and Problems", 2nd Edition, PHI Learning, New Delhi,
2. Prakash Yaragol"Financial Derivatives: Text and Cases", 1st Edition, Vikas Publishing, New Delhi, .
3. N.R. Parasuraman, "Fundamentals of Financial Derivatives",3rd Edition, Wiley, New Delhi, .
4. Rajiv Srivastava., "Derivatives and Risk Management", 2nd Edition, Oxford University Press, New Delhi, .
5. John C. Hull, Sankarshan Basu, "Options Futures & Other Derivatives", 10th Edition, Pearson Education, Noida,

**Reference Books:**

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill
2. Financial Derivatives: Theory, Concepts and practices by S.L. Gupta, PHI, .
3. Financial Derivatives by S.S.S Kumar, PHI ,
4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; NewDelhi, 1997.

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

Course Outcomes	Bloom's taxonomy
CO1: Evaluate the various products of Derivatives	Evaluating (K5)
CO2: Understand the role of financial derivative market in India	Understanding (K2)
CO3: Perform Option Pricing Model	Evaluating (K5)
CO4: Perform Future Pricing and Risk Aversion strategies	Analyzing (K4)
CO5: Analyze a Hedging and Stock Index Model	Analyzing (K4)

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

## **CORPORATE FINANCE**

### **Course Objectives:**

- To understand and analyse the corporate finance fundamentals
- To develop the skills in corporate investment and risk management
- To learn effective working capital

### **Unit I**

**(9 Periods)**

Introduction to corporate finance – Cash flow Vs Profits – Increment Cash Flow – Calculation of Depreciation for Tax purpose – Investment decision under inflation – Investment Analysis under inflation

### **Unit II**

**(9 Periods)**

Complex Investment decision – Projects with Different lives – Investment timing and duration – replacement decision – capital rationing - Risk analysis in investment decision – nature of risk – risk Vs uncertainty – conventional technique of risk analysis - Risk adjusted discount cash flow – certainty equivalent analysis – risk analysis in practice – sensitivity analysis – decision tree analysis

### **Unit III**

**(9 Periods)**

Capital investment – capital investment planning and control – qualitative factors and judgment in capital budgeting – investment decision and corporate strategies – managerial flexibility - Financial goal and strategies – shareholder values – managerial implications of shareholder value – economic value added (EVA analysis) – market value added (MVA analysis) – corporate governance – balance scorecard

### **Unit IV**

**(9 Periods)**

Working capital policy – concept of working capital – components of current assets – permanent and variable working capital - Receivable management – objectives – credit policy – nature – goals – optimum credit policy – credit policy variables – credit policy evaluation

### **Unit V**

**(9 Periods)**

Inventory – nature of inventory – need to hold inventory – objectives – inventory techniques- analysis of investment in inventory - Cash management – motive for holding cash – factors determining cash needs – cash budgeting – long term cash forecasting – managing cash collection and disbursement – optimum cash balance – investing surplus cash

**Total: 45 Periods**

**Text books:**

1. Thomas E. Copeland and J.Fred Weston – Financial Theory & Corporate Policy, Addison – Wesley Publishing Company.
2. Raj Aggarwal – Capital Budgeting Under Uncertainty – Prentice Hall Englewood Cliffs, New Jersey
3. Cooley – Advances in Business Financial Management – The Dryden Press
4. Periodicals like Journal of Institute of Company Secretaries, India
5. Prasanna Chandra – Financial Management
6. Khan and Jain - Financial Management Theory and Practice

**Reference Books**

1. Van Home, J. C. Wachowicz, J. M. Jr. & S. N. Fundamentals of financial management. New Delhi: Pearson Education
2. Ross, S. A. Westerfield, R. W. & Jordan, B. D. Fundamentals of corporate finance, New Delhi: Tata McGraw-Hill Education India Pvt. Ltd.
3. Brigham, E. F. & Houston, J. F. Fundamentals of financial management New Delhi: Cengage Learning India Pvt. Ltd. & Rana, s. B. Financial management

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
<b>CO1:</b> Understanding cash flow and analyzing investment decision.	Analyzing (K4)
<b>CO2:</b> Evaluating advance investment decision .	Evaluating (K5)
<b>CO3:</b> Applying economic value added concepts and comparing with return on investment	Analyzing (K4)
<b>CO4:</b> Understanding and analyzing Receivables.	Analyzing (K4)
<b>CO5:</b> Analyzing inventory and cash management techniques and optimization,	Analyzing (K4)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	2	1	3	2	2
<b>CO2</b>	3	3	2	3	2	3
<b>CO3</b>	3	2	1	2	2	2
<b>CO4</b>	3	2	3	3	2	3
<b>CO5</b>	3	3	1	3	2	3

## **BUSINESS VALUATION AND FINANCIAL MODELLING**

### **Course objectives:**

- This course aims at equipping the students to work with historical information of companies
- Analyze the company performance on relevant financial parameters.
- This course also helps to analyze the given data to estimate of the valuation of companies/projects for decision making.

### **UNIT I BUSINESS VALUATION (9)**

Determining the Value of Acquiring and Target Firms, Valuation of Intangible Assets. Valuation Techniques - Asset and Market based, Writing the Valuation Report, Case Studies in Valuation.

### **UNIT II INTRODUCTION TO FINANCIAL MODELLING (9)**

Basic Excel for Financial modelling -Formatting of Excel Sheets - Use of Excel Formula Function – Advanced modelling Techniques – Data Filter and Sort – Charts and Graphs – Table formula and Scenario building

### **UNIT III MEASURING RISK (9)**

Estimating betas with regression analysis using daily, weekly, and monthly data - Testing market efficiency with regression analysis and pivot tables - Recording and editing macros - Risk analysis of discounted cash flow models

### **UNIT IV PORTFOLIO OPTIMIZATION (9)**

Mean-variance portfolio selection - Computing mean-variance portfolios - Back-testing portfolio performance - Research on portfolio selection - Bond portfolio selection - Term structure estimation - Capital budgeting.

### **UNIT V BLACK-SCHOLES FORMULA & EXOTIC OPTION VALUATION (9)**

Black-Scholes formula - Pricing options, estimating implied stock return volatilities - Simulating stock price evolution with Monte-Carlo simulation

**Total: 45 Periods**

**Text Books:**

1. S. Benninga, “Financial Modeling”, 2<sup>nd</sup> edition.
2. Francis J. Clauss ,”Financial Modeling with Excel” , (revised May )
3. S. Christian Albright, “VBA for Modelers”, 2<sup>nd</sup> edition.
4. C. Sengupta,” Financial Modeling Using Excel and VBA”.
5. J. Walkenbach,”Excel Power Programming with VBA”.

**Reference Books:**

1. Michael Rees, “Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA”, 2nd Edition, Wiley, New Delhi, .
2. Joachim Hacker, Dietmar Ernst, “Financial Modelling: An Introductory Guide to Excel and VBA Applications in Finance”, 1st Edition, Palgrave Macmillan, London, .
3. Danielle Stein Fairhurst, “Using Excel for Business and Financial Modelling: A Practical Guide”, 3rd Edition, Wiley, New Delhi, .
4. Shmuel Oluwa, “Hands-On Financial Modelling with Microsoft Excel ”, 1st Edition, Packt Publishing, UK,
5. John Moschella, CFA CPA, “Financial Modelling for Equity Research: A Step-by-Step Guide to Earnings Modelling and Stock Valuation for Investment Analysis”, 3rd Edition, Gutenberg Publishing, EU, .

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

Course Outcomes	Bloom’s taxonomy
<b>CO1:</b> Build a financial model from scratch as done at financial institutions	Applying (K3)
<b>CO2:</b> Work on excel and use formatting best practices, efficient formula construction, and appropriate driver selections	Applying (K3)
<b>CO3:</b> Use advanced excel functions to present various sensitivities to projected financial metrics	Applying (K3)
<b>CO4:</b> Perform transaction multiples analysis – EV/EBITDA, EV/EBIT, EV/SALES	Applying (K3)
<b>CO5:</b> Performing advanced risk analysis and constructing best portfolio and evaluating option decisions.	Evaluating (K5)

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	3	2	2
<b>CO2</b>	3	3	2	3	2	3
<b>CO3</b>	3	2	1	2	2	2
<b>CO4</b>	3	2	3	3	2	3
<b>CO5</b>	3	3	1	3	2	3

## **BEHAVIOURAL FINANCE**

### **Course Objectives:**

- This course describes how individuals and firms make financial decisions, and explores the existence of psychological biases in financial decision-making.
- The course examines the impacts of these biases in financial markets and other financial settings.
- The course examines how the insight of behavioural finance complements the traditional finance paradigm.

### **UNIT I BEHAVIORAL FINANCE: AN INTRODUCTION (9)**

Foundation of Behavioural Finance, Rationality to Psychology, Agency Theory, Prospect Theory, Traders Brain, Reasoned Emotions; Overreaction and Optimism

### **UNIT II EFFICIENT MARKET HYPOTHESIS (9)**

Challenges to Market Efficiency, Small Firm Effect, Momentum Vs Reversal, Noise Trader Risk in Financial Market, Attitude to Risk, Expected Utility, Mental Accounting

### **UNIT III BEHAVIORAL ECONOMICS AND FINANCE (9)**

Heuristic and Biases, Over Confidence, Emotion and Reasoning, Excessive Risk Taking, Behavioural Explanation for Anomalies, Excessive Volatility, Loss Aversion, Gamblers' Fallacy

### **UNIT IV HEURISTICS AND BEHAVIORAL BIASES OF INVESTORS (9)**

Investor Behaviour, Conformity, Contrarian Investing, Social Forces Selfishness or Altruism, Group Psychology on Board, Resistance to Recognising Failure, Conflict of Interest. Cases of Enron, Satyam

### **UNIT V BEHAVIOURAL CORPORATE FINANCE (9)**

Empirical Data on Dividend Presence or Absence, Ex-Dividend Day Behaviour - Timing of Good and Bad Corporate News Announcement - Systematic Approach of Using Behavioural Factors in Corporate Decision-Making - Neurophysiology of Risk-Taking

**Total: 45 Periods**

**Text Books:**

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves
2. Handbook of Behavioral Finance – Brian R. Bruce
3. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
4. Ackert, L., and R. Deaves, , Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
5. Montier, James : Behavioural Finance, John Wiley & Sons, New York.

**Reference Books:**

1. Kent Baker. H, Greg Filbeck, and John R. Nofsinger, "Behavioral Finance: What Everyone Wants to Know®", 1st Edition, Oxford University Press, New Delhi, .
2. Sanjit Dhami, "The Foundations of Behavioral Economic Analysis", 1st Edition, Oxford University Press, New Delhi, .
3. Edwin Burton and Sunit Shah, "Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates (Wiley Finance)", 1st Edition, Wiley, New Delhi, .
4. Lucy F.Ackert and Richard Deaves, "Understanding Behavioral Finance", 1st Edition, Cengage Learning, New Delhi, .
5. Hersh Shefrin, "Behavioral Corporate Finance", 2nd Edition, McGraw Hill Education, New Delhi,

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

Course Outcomes	Bloom's taxonomy
CO1: Understand how investors interpret and act on available, fallible information	Understanding (K2)
CO2: Identify persistent or systematic behavioural factors that influence investment behaviour	Applying (K3)
CO3: Gain knowledge on cognitive psychology decision theory	Applying (K3)
CO4: Assess the behavior of investors for different corporate decisions	Analyzing (K4)
CO5: Predict the investor behavior for different corporate decisions using systematic approach	Applying (K3)

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

## HUMAN RESOURCES

### EMPLOYEE ENGAGEMENT

#### Course Objectives:

- **Understand Employee Engagement & Its Impact:** Gain insights into the fundamentals of employee engagement and its influence on organizational performance.
- **Explore Strategies & Best Practices:** Analyze various engagement strategies, leadership roles, communication techniques, and workplace culture for effective implementation across industries.
- **Apply & Measure Engagement:** Learn measurement techniques, best practices, and real-world applications through case studies to enhance employee engagement.

#### **Unit 1: Introduction to Employee Engagement (9)**

Concept and Definition of Employee Engagement-Importance of Employee Engagement in Organizational Success-Historical Evolution and Theories of Employee Engagement-Employee Engagement vs. Job Satisfaction & Employee Commitment-Key Drivers of Employee Engagement-Role of HR and Leadership in Employee Engagement

#### **Unit 2: Employee Engagement Strategies & Models (9)**

Gallup's Q12 Model of Employee Engagement-AON Hewitt Model of Employee Engagement-Kahn's Theory of Personal Engagement-Employee Value Proposition (EVP)-Psychological Contract & Engagement-Role of Work Culture, Recognition, and Rewards in Engagement

#### **Unit 3: Measuring Employee Engagement (9)**

Employee Engagement Surveys & Tools-Key Metrics: Engagement Index, Employee Net Promoter Score (eNPS), etc.-Methods of Data Collection & Analysis-Link between Engagement and Productivity-Challenges in Measuring Employee Engagement-Role of Artificial Intelligence & People Analytics in Engagement

#### **Unit 4: Leadership, Communication, and Engagement (9)**

Role of Leadership in Fostering Engagement-Importance of Communication in Engagement-Building an Inclusive and Engaged Workforce-Employee Well-being and Work-Life Balance-Remote Work and Digital Employee Engagement-Employee Engagement in the Post-Pandemic World

#### **Unit 5: Employee Engagement and Organizational Performance (9)**

Impact of Employee Engagement on Business Outcomes-Link between Engagement, Retention, and Talent Management-Legal and Ethical Aspects of Employee Engagement-Global Best Practices in Employee Engagement-Future Trends in Employee Engagement-Implementing Engagement Strategies in Organizations

**TOTAL: 45 PERIODS**

### Textbooks

1. Saks, A. M., & Gruman, J. A. (2021). Research Handbook on Employee Engagement. Edward Elgar Publishing. (International)
2. Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2011). Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage. Wiley. (International)
3. Kumar, Pankaj & Pestonjee, D. M. (2018). Employee Engagement in Indian Companies. IGI Global. (Indian)
4. Khandelwal, Anil & Bandyopadhyay, Tushar (2020). Employee Engagement in Indian Banking Sector. Sage India. (Indian)
5. Gallup Inc. (2020). It's the Manager: Moving from Boss to Coach. Gallup Press. (International)

### Reference Books

1. Cook, Sarah (2012). Essential Guide to Employee Engagement: Better Business Performance Through Staff Satisfaction. Kogan Page. (International)
2. Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). Employee Engagement in Theory and Practice. Routledge. (International)
3. Sarma, E. J. (2019). Work-Life Balance in India: The Key Driver of Employee Engagement. Research Publish. (Indian)
4. Kumar, Rakesh (2021). Employee Engagement Strategies for Indian Workplaces. McGraw Hill India. (Indian)
5. Robinson, D., Perryman, S., & Hayday, S. (2004). The Drivers of Employee Engagement. Institute for Employment Studies. (International)

**Course Outcomes:** After completing the course student will be able to :

Course Outcome	Bloom's Taxonomy
<b>CO1:</b> Explain the concept, importance, and theories of employee engagement in an organizational context.	Understanding (K2)
<b>CO2:</b> Analyze various employee engagement strategies and models, including Gallup's Q12 and AON Hewitt models.	Analyzing (K4)
<b>CO3:</b> Apply employee engagement measurement tools and techniques to assess organizational engagement levels.	Applying (K3)
<b>CO4:</b> Evaluate the impact of leadership, communication, and work culture on employee engagement.	Evaluating (K5)
<b>CO5:</b> Design and recommend effective engagement strategies based on best practices and future trends.	Creating (K6)

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	3	2	2
<b>CO2</b>	2	3	2	3	2	3
<b>CO3</b>	2	3	1	2	2	2
<b>CO4</b>	2	3	3	3	2	3
<b>CO5</b>	3	2	1	3	2	3

## **STRATEGIC HUMAN RESOURCE MANAGEMENT**

### **Course Objectives:**

- This course will help the students 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 – Environmental Scanning

### **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 – Models and Techniques of Manpower Supply and Demand Forecasting – HR Deficit – HR Surplus – Hiring Freeze.

### **UNIT III SUCCESSION MANAGEMENT (9)**

Evolution of Succession Management – Succession Management Process – Approaches to Identifying Managerial Talent – Management Development Methods – Limitations of Succession Management - Downsizing and Restructuring: Complexity of Downsizing Decision – Ethical Issues and Consequences of Downsizing – Importance of Human Resource Management in Managing the Downsizing Process – Psychological Contract.

### **UNIT IV MERGERS AND ACQUISITIONS (9)**

Types of Mergers and Acquisitions – Reasons for Merging – Methods used for Mergers – Financial and Human Impact of Mergers – Issues in Blending Cultures – 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: Importance of Measuring Effectiveness of Human Resource Management Activities – 5C Model for Measuring Effectiveness – Methods of Measurement: Cost-Benefit Analysis – Utility Analysis – Auditing Techniques – Challenges in Measuring HR Activities.

**TOTAL: 45 PERIODS**

**Text Books:**

1. Rajib Lochan Dhar : 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

<b>Course Outcomes</b>	<b>Bloom's Taxonomy</b>
<b>CO1:</b> Analyse Organization strategies and Effectiveness of HR strategy	Analyzing (K4)
<b>CO2:</b> Describe Job analysis and HR forecasting	Understand (K2)
<b>CO3:</b> Evaluate Succession management, downsizing and restructuring	Evaluation (K5)
<b>CO4:</b> Evaluate various environmental conditions in which HR activities can be performed effectively.	Evaluating (K5)
<b>CO5:</b> Assess ethical, environmental and sustainability considerations in SHRM for effective decision-making and practice.	Analyzing (K4)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	3	3	2	3	3
<b>CO2</b>	3	3	2	3	3	2
<b>CO3</b>	3	2	3	3	3	2
<b>CO4</b>	2	2	2	3	2	3
<b>CO5</b>	3	3	2	3	3	2

## **COMPENSATION MANAGEMENT**

### **Course Objectives:**

- The course is designed 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 Job-based Structure: Job Evaluation –Scope - Process – Techniques – Challenges involved in Job Evaluation Person-based Structure: Skill Plans – Skill Analysis – Competency Mapping Competency Analysis

### **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 - Components of a Benefit Plan – Medical and Health Benefits – Occupational Health – Social Security Benefits

### **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.

<b>Course Outcomes</b>	<b>Bloom's Taxonomy</b>
<b>CO1:</b> Describe compensation strategy, its objectives, classifications, and formulation steps.	Understand (K2)
<b>CO2:</b> Analyze pay structures, job-based and person-based structures, and strategic pay determination.	Analyze (K4)
<b>CO3:</b> Evaluate pay-for-performance plans, incentive structures, and employee benefits.	Evaluate (K5)
<b>CO4:</b> Analyze international compensation approaches and special workforce compensation.	Analyze (K4)
<b>CO5:</b> Assess the role of labor unions, wage systems, and ethical considerations in compensation management.	Analyze (K4)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	2	2	2	2	2
<b>CO2</b>	3	3	2	2	2	2
<b>CO3</b>	3	3	2	2	3	2
<b>CO4</b>	3	3	2	2	3	2
<b>CO5</b>	3	3	3	2	3	3

## **HUMAN RESOURCE METRICS**

### **Course Objectives:**

- To develop the ability of the learners to define and implement HR metrics that are aligned with the overall business strategy
- To know the different types of HR metrics and understand their respective impact and application
- To understand common workforce issues and resolving them using people analytics.

### **UNIT I INTRODUCTION (9)**

HR analytics - People Analytics: Definition- context - stages of maturity - Human Capital in the Value Chain: impact on business. HR Analytics vs HR Metrics – HR metrics and KPIs.

### **UNIT II RECRUITMENT (9)**

Recruitment Metrics : Fill-up ratio - Time to hire - Cost per hire - Early turnover - Employee referral hires - Agency hires - Lateral hires - Fulfillment ratio- Quality of hire- Recruitment to HR cost - Recruitment analysis.

### **UNIT III TRAINING AND DEVELOPMENT (9)**

Training & Development Metrics: Percentage of employee trained- Internally and externally trained - Training hours and cost per employee - ROI - Optimizing the ROI of HR Programs - Training and Development analysis.

### **UNIT IV EMPLOYEE ENGAGEMENT AND CAREER PROGRESSION (9)**

Employee Engagement Metrics: Talent Retention - Retention index - Voluntary and involuntary turnover- Turnover by department, grades, performance, and service tenure - Internal hired index - Engagement Survey Analysis.

Career Progression Metrics: Promotion index - Rotation index - Career path index - Level wise succession readiness index.

### **UNIT V WORKFORCE DIVERSITY AND DEVELOPMENT (9)**

Workforce Diversity and Development Metrics: Employees per manager - Workforce age profiling - Workforce service profiling - Churnover index - Workforce diversity index - Gender mix - Differently abled index- Revenue per employee - Operating cost per employee - PBT per employee - HR cost per employee- HR budget variance - Compensation to HR cost.

**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, .
2. HR Scorecard and Metrics, HBR, .
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:** After completing the course student will be able to understand and explain

Course Outcomes	Bloom’s Taxonomy
CO1: Explain the fundamentals of HR analytics, people analytics, HR metrics, and KPIs.	Understand (K2)
CO2: Analyze recruitment metrics and their impact on hiring efficiency and HR costs.	Analyze (K4)
CO3: Evaluate training and development metrics, ROI, and optimization of HR programs.	Evaluate (K5)
CO4: Assess employee engagement and career progression metrics to enhance workforce planning.	Analyze (K4)
CO5: Examine workforce diversity and development metrics to optimize HR performance and business impact.	Analyze (K4)

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	2	1	2
<b>CO2</b>	2	3	2	1	2	2
<b>CO3</b>	2	3	2	2	1	3
<b>CO4</b>	2	3	3	2	1	3
<b>CO5</b>	2	3	2	2	3	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, Corporate and HR – Environment, HRP approaches, (social demand approach, rate of return approach and man power requirement approach)

### **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, Themanpower Plan, Job Description.

### **UNIT III HUMAN RESOURCES DEVELOPMENT (9)**

HRD, Concept System, Role of HRD, Professionals, HRD Climates and its elements, HRD Matrix, HRD functions

### **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 – Quality of work life – Models, Environmental Impact of HR.

### **UNIT V HRIS, AUDIT AND HR ACCOUNTING (9)**

HRIS importance, Types, Sources and Procedure of maintaining HRIS, Human Resource Reporting, HRaudit 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 . Human Resource Development. Delhi: Oxford University
5. Rao, T.V. . Future of HRD. Macmillan Publishers India.
6. C.B. Matoria, S.V. Gankar, Human resource management, Himalaya Publishing House, Mumbai, .

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

Course Outcomes	Bloom's taxonomy
<b>CO1:</b> Explain the concepts, importance, and approaches of Human Resource Planning (HRP).	Understand (K2)
<b>CO2:</b> Analyze HR instruments, diversity issues, manpower planning, and job descriptions.	Analyze (K4)
<b>CO3:</b> Evaluate the role of Human Resource Development (HRD) professionals, HRD climate, and HRD functions.	Evaluate (K5)
<b>CO4:</b> Design and develop effective HRD programs while assessing their impact on quality of work life and the environment.	Create (K6)
<b>CO5:</b> Assess the significance of HR Information Systems (HRIS), HR audits, and HR accounting in workforce management.	Analyze (K4)

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	2	2	2	2
<b>CO2</b>	3	3	2	2	2	2
<b>CO3</b>	3	3	2	2	3	2
<b>CO4</b>	3	3	2	2	3	2
<b>CO5</b>	3	3	3	2	3	3

## **TRAINING AND DEVELOPMENT**

### **Course Objectives:**

- To enable you understand the concepts, principles and process of training and development.
- To develop an understanding of how to assess training needs and design training programmes in an Organizational setting.
- To understand how assessment, relationships, courses, and job experiences can be used for development

### **UNIT I INTRODUCTION TO TRAINING AND DEVELOPMENT (8)**

Meaning – Objectives – Need – Components of Need Analysis – Training Design – Principles - Process and Models – Determining Training Content – Selecting Training Methods – Evaluation – Follow-up

### **UNIT II TRAINING IMPLEMENTATION (9)**

Making or Buying Decision – Selecting Outsourcing Agency – Implementation of In-house Programme – Blocking the Dates – Infrastructure and Logistics requirements – Seating Arrangements – Transportation – executing the Programme – Training Evaluation – Meaning – Donald KirkPatrick's Evaluation Models – Data Collection for Training Evaluation – Designs of Training Evaluation – Focus on better Evaluation

### **UNIT III SELECTION AND TRAINING OF TRAINERS (10)**

Trainers Competencies – Technical, Business, Interpersonal and Intellectual Competencies – Training the Trainers – Training Aids – Black or White Board, Flip Charts, Printed Materials, OHP, Videos, Audios, Props, etc., - Legal and Ethical issues in Training and Development – Employee – Employer Relation – Training Days - Duration and Timings – Termination of Training and Compensation – Ethical Issues. Methods of training - Classrooms Methods – Advantages and Limitations – Types of Classrooms – Classroom Learning Methods – Technology based Class Rooms – Outward Bound Methods – Advantages – Process – Types – OBL (Outward Bound Learning) in India

### **UNIT IV LEARNING (9)**

Meaning – Types – Significance – Process – Advantages and Limitations – Classrooms Learning Vs E-Learning – Blended Learning – On the Job Training (OJT) – Meaning – Allen's Four Step Model – Kane's seven Steps Models – Advantages and Limitations of OJT – suitability of OJT – Types of OJT – Effectiveness of OJT

### **UNIT V COACHING FOR PERFORMANCE IMPROVEMENT (9)**

Types of Coaching – Characteristics of Coaching – Benefits of Coaching – Competencies for Successful Coaches – Place for Coaching – Coaching Process – Mentoring – Meaning – Process – Benefits – Phases of Mentoring relationship – Formal Vs Informal Mentoring – Ethical issues in Mentoring – Pitfalls in Mentoring

**TOTAL: 45 PERIODS**

**Text Books:**

1. G. Pandu Naik, Training and Development, Excel Book
2. Alan M. Saks, Robert R. Haccoun, Managing Performance through and Training and development, Cengage Learning
3. Tapomoy Deb, Human Resource Development Theory and Practice, Ane Books India, New Delhi
4. A.Landale, Advanced Techniques for Training and Development, Infinity Books, New Delhi
5. Rolf Lynton, Udai Pareek: Training for Development, New Delhi, Sage Publications India (P) Ltd.
6. Raymond Andrew Noe: Employee Training & Development, New Delhi, Tata McGraw Hill, International Ed.

**Reference Books:**

1. Lynton, R Pareek, U.: Training for Development, New Delhi, Vistaar.
2. Rao PL: HRD through In-House Training, New Delhi, Vikas Publishing House (P) Ltd.,
3. Reid, M.A.: Training Interventions: Managing Employee Development London, IPM.
4. Aggarwala, D. V., Manpower Planning, Selection, Training and Development, New Delhi, Deep & Deep Publications (P) Ltd.
5. Morgan King, Weisz Schopler, Introduction to Psychology, Tata McGraw Hill.
6. Armstrong Michael, , A Handbook of Human Resource Management, Kogan Page.

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

Course Outcomes	Bloom's Taxonomy
CO1: Explain the objectives, need, and principles of training and development.	Understand (K2)
CO2: Analyze training implementation strategies, outsourcing decisions, and evaluation models.	Analyze (K4)
CO3: Evaluate trainer competencies, training methods, legal and ethical considerations in training.	Evaluate (K5)
CO4: Compare various learning methods, including classroom learning, e-learning, and on-the-job training.	Analyze (K4)
CO5: Assess coaching and mentoring techniques for performance improvement and employee development.	Evaluate (K5)

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

## **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)**

Theories of organizational change, need for change, types of change, role of organizational change consultants, drawbacks, change process and its stages, role and significance of HRD in the organizational change process.

### **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, transactional and transformational leader, environment and leadership, organizational lifecycle model, organizational development through competency development.

### **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, OD and management development, important triggers for OD, OD and leadership development, OD and business process re-engineering (BPR).

### **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, overview of performance management, performance models, performance driven organizational change, performance matrix, managing change through balanced scorecard, HR scorecard.

**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
6. 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:** After completing the course student will be able to understand and explain

Course Outcomes	Bloom's Taxonomy
CO1: Explain the theories, need, and process of organizational change, along with the role of HRD.	Understand (K2)
CO2: Analyze organizational structures, systems, and leadership roles in organizational design.	Analyze (K4)
CO3: Evaluate the impact of organizational culture on change management and technological transitions.	Evaluate (K5)
CO4: Assess the need for organizational development (OD) and its role in leadership and business process re-engineering.	Analyze (K4)
CO5: Apply strategies for attitudinal change, performance management, and HR-driven change initiatives.	Apply (K3)

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

## **TALENT ACQUISITION AND RETENTION**

### **Course Objectives:**

- This course facilitates students in developing insights and understanding of effective management and development of talent in teams and organizations.
- Helps students to identify best practices and approaches for talent management.
- The students and executives will develop significant interest in creating and managing talent.

### **UNIT I INTRODUCTION (10)**

Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage.

### **UNIT II BEST HRM PRACTICES (10)**

Best HRM Practices for managing talent/star employees (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management

### **UNIT III DIFFERENT ORGANISATIONAL CONTEXTS (9)**

Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc.

### **UNIT IV DIVERSITY AND TALENT (8)**

Diversity and Talent; Talent management and future directions

### **UNIT V TALENT ANALYTICS (8)**

Talent Analytics: preparing a talent development plan

**TOTAL: 45 PERIODS**

**Text Books:**

1. Collings, D.G., Mellahi, K. & Cascio, W.F., The Oxford Handbook of Talent Management: Oxford University Press.
2. Wilcox, M., Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
3. Sparrow, P., Scullion, H. & Tarique, I. (eds), Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
4. Sparrow, P., Hird, M., and Cooper, C.L., Do We Need HR? Repositioning People Management for Success. Palgrave Macmillan
5. Born, M. and Heers, M., Talent Management: Alternatives to the single-ladder approach. DEA, EHRM, Denmark (Faculty Report) A Framework for Human Resource Management, Dessler Gary, Pearson.

**Reference Books:**

1. The Talent Management Handbook by Lance Berger and Dorothy Berger, McGraw-Hill
2. Talent management in India: Challenges and opportunities, Hasan & Singh, Atlantic Publication.
3. Fundamentals of Human Resource Management, Varkkey Biju, Dessler Gary, Pearson.
4. Talent Management: Process of Developing & Integrating Skilled Workers, Shukla Ravinder, Global India Publications.
5. Talent Management - Strategies for Success from Six Leading Companies by ASTD Cengage Learning.
6. Talent Management, R.N. Misra, Discovery Publishing House Pvt. Ltd

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

<b>Course Outcomes</b>	<b>Bloom's Taxonomy</b>
<b>CO1:</b> Explain the concept of talent management, its historical context, and strategic alignment for competitive advantage.	Understand (K2)
<b>CO2:</b> Analyze best HRM practices for hiring, rewarding, retaining, performance management, and succession planning.	Analyze (K4)
<b>CO3:</b> Evaluate talent management strategies in different organizational contexts, including global, disruptive, and uncertain environments.	Evaluate (K5)
<b>CO4:</b> Assess the role of diversity in talent management and explore future trends in talent development.	Analyze (K4)
<b>CO5:</b> Apply talent analytics to develop effective talent management strategies and plans.	Apply (K3)

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	2	2	2	3	2
<b>CO2</b>	3	3	2	3	2	3
<b>CO3</b>	2	3	3	2	3	2
<b>CO4</b>	2	3	3	3	3	3
<b>CO5</b>	3	3	2	3	2	2



**Text Books:**

1. Mohanty R.P, S.G Deshmuki “Supply Chain Management” Biztantra, New Delhi
2. Martin Christopher, Logistics and Supply Chain Management (2000), Financial Times Management, Pitman Publishing, London.
3. Gaurdin, Kent N., Global Logistics Management , Blackwell Publishers Ltd., Oxford
4. Douglas M.Lambert, James S. Stock and Lisa M. Ellram (1998), Fundamentals of Logistics Management, The McGraw Hill Companies, New York.

**Reference books**

1. Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, .
2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education,
3. Ballou Ronald H, Business Logistics and Supply Chain Management, PearsonEducation, 5<sup>th</sup>Edition, .
4. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, .
5. Pierre David, International Logistics, Biztantra, .

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

Course Outcomes	Bloom’s Taxonomy
CO 1: Apply the basic framework of Supply Chain Management and basic concepts in logistics	K1(Remember) K2(Understand) K3(Apply)
CO 2: Knowledge about distribution, warehousing and its roles in strategic planning with supply chain	K1(Remember) K2(Understand) K3(Apply) K4(Analyse)
CO 3: Competency to analyze and use inventory management methodologies and evaluate and select transportation modes	K4(Analyse) K5(Evaluate) K6(Create)
CO 4: Assess the strategic role and impact of IT on supply chain integration	K4(Analyse) K5 (Evaluate)
CO 5: Knowledge about the latest trends in SCM and logistics	K1(Remember) K2(Understand) K3(Apply)

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



**Text Books:**

1. Samuel Eilon, "Elements of Production Planning and Control", Universal Publishing Corporation.
2. Baffa & Rakesh Sarin, "Modern Production & Operations management", 8th edition, John Wiley

**References Books:**

1. S.N. Chary, "Production & Operations Management", (4<sup>th</sup> Edition), TMH.
2. Martin K. Starr and David W. Miller, "Inventory Control Theory and Practice", PrenticeHall
3. Dr. C. Nadha Muni Reddy and Dr. K. Vijaya KumarReddy "Reliability Engineering & QualityEngineering", Galgotia Publications, Pvt., Limited.
4. S.K Sharma, Savita Sharma, "A Course in Industrial Engineering and Operations Management", Tata McGraw Hill publications

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

CO No.	Course Outcomes	Bloom's Taxonomy
CO1	Recognize the objectives, functions, applications of PPC and forecasting techniques.	Understand -K2
CO2	Explain different Work study techniques.	Understand-K2 Analyzing-K4
CO3	Summarize various material planning techniques.	Apply-K3
CO4	Apply process planning techniques under different situations	Understand-K2
CO5	Solve routing and scheduling problems	Understand -K2 Create-K6

**Mapping with Program Outcome**

MM	PO1	PO2	PO3	PO3	PO4	PO5	PO6
<b>CO1</b>	2	3	3	1	3	3	2
<b>CO2</b>	3	2	1	2	2	1	3
<b>CO3</b>	3	3	2	1	3	2	2
<b>CO4</b>	2	1	2	3	3	1	2
<b>CO5</b>	3	3	1	2	2	3	1

## **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 MATERIALS MANAGEMENT (9)**

Introduction – 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 – conventional and modern approaches to organizing materials management.

### **UNIT II MATERIALS AND INVENTORY CONTROL (9)**

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 – materials handling equipment – factors affecting materials Handling 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 (9)**

Purchasing – 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, .
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, .

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

CO No.	Course Outcomes	Bloom’s Taxonomy
CO1	Understanding basics of materials management	Understand -K2
CO2	Ability to apply working capital management concepts with respect to inventory.	Understand-K2 Analyzing-K4
CO3	Understanding the process of stores in organizations.	Understand -K2 Apply-K3
CO4	Understanding the process of surplus obsolete and scrap materials Management.	Understand-K2
CO5	Understanding purchasing practices	Understand -K2 Create-K6

**Mapping with Program Outcome**

MM	PO1	PO2	PO3	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	3	1	3	3	2
<b>CO2</b>	3	2	1	2	2	1	3
<b>CO3</b>	3	3	2	1	3	2	3
<b>CO4</b>	2	1	3	3	3	1	2
<b>CO5</b>	3	3	1	2	2	3	1



**Text Books:**

1. Dale H. Besterfield, et al., Total Quality Management, Pearson Education, Inc (Indian South – Western (Thomson Learning), (ISBN 0-324 – 06680 -5)
2. Feigebaum. A.V. “Total Quality Management, McGraw – Hill 1991
3. Oakland. J.S. “Total Quality Management Butter worth – Hcinemann Ltd., Oxford 1989
4. Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning,

**Reference Books:**

1. Narayana V. and Sreenivasan, N.S. Quality Management – Concepts and Tasks, New Age International 1996.
2. Zeiri. “Total Quality Management for Engineers Wood Head Publishers, Latest edition
3. Indian standard – quality management systems –Guidelines for performanceimprovement (Fifth Revision), Bureau of Indian standards, New Delhi.

**Course Outcome:** After successful completion of this course students will be able to

Course Outcome	Bloom's taxonomy
CO1. Understand the evolution of Quality management	Remembering ( K1)
CO2.Understand quality philosophies and practices.	Understand ( K2)
CO3. Ability to apply statistical process control to enhance quality.	Applying ( K3) Analyse(K4)
CO4. Ability to apply quality tools to enhance the organization's quality performance	Applying ( K3)
CO5:Awareness of quality management systems	Understand ( K2)

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

## **WORLD CLASS MANUFACTURING**

### **Course Objectives:**

- To familiarize the students with the concepts of Business excellence and competitiveness
- To apprise the students with the need to meet the current and future business challenges
- To understand the concept of world class manufacturing, dynamics of material flow, and Lean manufacturing.

### **UNIT I BUSINESS AND MANUFACTURING (9)**

The Emergence of the Information Age - Competing in the Information Age – Business Challenges of the Information Age – Operating Environment of Information Age Business – Globalisation and International Business – India’s Global Competitiveness and Manufacturing Excellence – World-class Manufacturing and Information Age competition – Manufacturing Challenges of the Information Age – Time-based competition – Managing knowledge – problems in the manufacturing industry – problem of coordination – need for control – fragmented information infrastructure – insufficient processability of available information.

### **UNIT II WORLD-CLASS MANUFACTURING MODELS (9)**

Manufacturing Excellence and Competitiveness – What is world-class manufacturing? Hall’s Framework of Value-added Engineering – Gunn’s model of world-class manufacturing – maskell’s model of world-class manufacturing – Malcolm Baldrige National Quality Award – Back to the Basics: The Philosophy of world-class manufacturing – The Evolution of World-Class Manufacturing – The First Principles of World-Class Manufacturing – The customer interface – the supplier interface – world- class practices in the factory – quality in world-class manufacturing – Deming’s Approach to Quality Management – - Shingo’s Approach to Quality Management – Assessing the Two Basic Approaches to Quality

### **UNIT III MANUFACTURING SYSTEMS AND TOOLS (9)**

The Integration Imperative – Overview of Systems and Tools: Making Sense of the Manufacturing Alphabet Soup – Information Management tools – Material Processing and Handling Tools – Information Management Tools – Product and Process Design tools – Bar Code Systems – The Kanban: A Lean Production Tool – Statistical Quality Control (SQC) – Business Integration and Decision Support Tools – Material Processing and Handling Tools – Flexible Manufacturing Systems – Rapid Prototyping – Lean Production Tools – Poka Yoke – Single Minute Exchange of Dies ( SMED) – An Assessment of Manufacturing Systems and Tools

### **UNIT IV WORLD-CLASS MANUFACTURING STRATEGIES (9)**

Competitiveness of Indian Manufacturing – Manufacturing performance and planning strategies of Indian Manufacturing firms – Survey on World-Class Manufacturing Readiness of Indian Firms – Manufacturing objectives and strategy – usage of Management Tools and Technologies – Manufacturing Management Practices – IT Infrastructure and Practices – Analysis of Findings of Survey – The Manufacturing Strategic Intent Framework – Strategic Use of IT in Indian Manufacturing – Manufacturing Strategy, World-class Status and IT Use – Is India Ready for World Class Manufacturing?

### **UNIT V BUSINESS STRATEGY AND GLOBAL COMPETITIVENESS (9)**

Business Strategy and Global Competitiveness – Generic Manufacturing Strategies for the information Age – Developing Strategic Thinking in Manufacturing – Issues in Strategic Planning for World-Class Manufacturing – Barriers to using IT Strategically – Strategic Planning Methodology for World-Class Manufacturing – Implementing the world-class manufacturing plan – Need for performance measurement – The PO-P System – The TOPP System – The AMBITE System – Quality Performance – Cycle Time – Delivery Performance and Customer Service – Financial Performance Measures – The Balanced score card – Human Resource Dimensions in World-Class Manufacturing – morale and team work  
Manufacturing Strategy: Futile Search for an Elusive Link – Stages of manufacturing strategy formulation – The manufacturing strategic intent classification MANSI Grid – Translating Intent into Action; required attitude changes for World Class Manufacturing

**TOTAL: 45 PERIODS**

**Text Books:**

1. World Class Manufacturing - Strategic Perspective - B.S. Sahay, KBC Saxena, Ashish Kumar - (MacMilan)
2. Making Common Sense Common Practice – Models for manufacturing excellence – Ron Moore (Butter worth Heinmann)
3. Production and Operational Management Adam and Ebert Prentice Hall learning Pvt. Ltd. 5th Edition
4. The Toyota Way – 14 Management Principles Jeffrey K.Liker Mc-Graw Hill

**Reference Books:**

1. Operations Management for Competitive Advantage Chase Richard B., Jacob Robert McGraw Hill Publications 11th Edition
2. Making Common Sense Common Practice Moore Ron Butterworth-Heinemann
3. World Class Manufacturing- The Lesson of Simplicity Schonberger R. J Free Press 1986

**Course Outcome**

After successful completion of this course students will be able to

<b>Course Outcome</b>	<b>Bloom's Taxonomy</b>
CO1: Understand recent trends in manufacturing.	Apply (K3)
CO2: Demonstrate the relevance and basics of World Class Manufacturing	Create (K6)
CO3: Understand customization of product for manufacturing.	Create (K6)
CO4: Understand the implementation of new technologies.	Evaluate (K5)
CO5: Compare the existing industries with WCM industries.	Analyse (K4)

**Mapping with Programme Outcomes**

<b>COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	2	2	1	2	3	1
<b>CO2</b>	2	3	2	1	3	3
<b>CO3</b>	1	1	2	2	1	1
<b>CO4</b>	2	3	2	1	2	2
<b>CO5</b>	1	1	2	1	1	2

## **Business Process Reengineering**

### **Course Objectives:**

- To understand concepts and philosophy of Business Process Reengineering.
- To learn various BPR and alternate methodologies – TQM, Work Study, ISO standards practiced in the industry.
- To understand and analyze the role of Information Technology and change management in the implementation of BPR

### **UNIT I INTRODUCTION TO BUSINESS PROCESS REENGINEERING (9)**

Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR , What reengineering isn't , BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP. BPR and Process Simplification, BPR and Continuous Improvement.

### **UNIT II BUSINESS VISION AND PROCESS OBJECTIVES (9)**

The Key Elements of BPR, Develop a Vision, Establish a Responsible Team, Prepare the Organization for Change, and Redesign the Business Process, Case Studies. Business Processes, People, Information Technology. Processes to be redesigned, selection criteria, dysfunction, importance feasibility. Measuring existing processes, BPR Goals – Cycle time reduction, Cost reduction, Quality improvement, Customer Satisfaction, BPR team characteristics.

### **UNIT III ENABLERS OF BPR (9)**

Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering, Criticality of IT in business process.

### **UNIT IV BPR IMPLEMENTATION METHODOLOGY (9)**

Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, Tools used in Modelling the Business - flow-charting, business activity maps, relational diagrams, benefit/cost analysis, Process Modelling, Notations, Case Studies. BPR KPIs Definition, Measuring KPIs, Methodologies (Common Assessment Framework (CAF), Balanced Scorecard).

### **UNIT V CHANGE MANAGEMENT (9)**

The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management.

**TOTAL: 45 PERIODS**

**Text Books:**

1. Hammer, M. and Champy, J, Re-engineering the Corporation: A Manifesto for Business Revolution, HarperBusiness
2. R. Radhakrishnan S.Balasubramanian, Business Process Reengineering, PHI
3. Vikram Sethi and William R. King, Organisational Transformation through Business Process Reengineering, Pearson
4. K. Shridhara Bhatt, Business Process Reengineering, Himalaya Publications
5. Hammer, M. and Stanton, S.A, The Re-engineering Revolution, Harper Business

**Reference Books:**

1. Harmon. P, Business Process Change: A Guide for Business Managers and BPM and Six Sigma Professionals, Elsevier/Morgan Kaufmann Publishers.
2. Kock, N.F., Process Improvement and Organizational Learning: The Role of Collaboration Technologies, IdeaGroup.
3. R. Anupindi et al., Managing Business Process Flows: Principles of Operations Management, Pearson Education Inc.
4. Walford, R.B., Business Process Implementation for IT Professionals and Managers, Artech House.
5. Henry J Johansson, H J Johansson, Mo, Business Process Reengineering,

**Course Outcomes:** On successful completion of the course the learner will be able to

<b>COURSE OUTCOMES</b>	<b>BLOOMES TAXONOMY</b>
CO1: DEFINE the key terms associated with Business Process Reengineering.	REMEMBERING
CO2: EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.	UNDERSTANDING
CO3: APPLY modeling tools for simple business processes	UNDERSTANDING APPLYING
CO4: FORMULATE a working plan to establish a Business Process Reengineering team	ANALYSING
CO5: EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.	EVALUATING CREATING

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	3	2	1	3	1	1
<b>CO2</b>	3	3	2	2	3	3	2
<b>CO3</b>	3	3	2	3	2	2	3
<b>CO4</b>	3	1	3	2	3	1	2
<b>CO5</b>	1	3	3	3	2	3	2

## **Technology Management**

(45 Periods)

### **Course Objectives**

The course focuses on different matters of importance related to Technology Management.

It discusses

various aspects of technological innovation and subsequent diffusion.

It also analyses the Technology Management scenario in India.

### **Unit I**

**(9 Periods)**

Technology Management – Introduction – Definitions – Concepts – Main Technologies and their Characteristics – Classification of Technology – Technology Management as an Emerging Discipline.

### **Unit II**

**(9 Periods)**

Technological Environment – Levels of Environment – Factors in Technological Environment – Major Current Developments in Technological Environment

### **Unit III**

**(9 Periods)**

Technology Development and Acquisition – Forecasting – Generation and Development – Technology Strategy – Collaborative Arrangements in Technology Strategies.

### **Unit IV**

**(10 Periods)**

Technology Absorption and Diffusion – Absorption – Assessment – Evaluation – Diffusion - Selection and Implementation of New Technologies – Automation Decisions

### **Unit V**

**(8 Periods)**

Managing New Generation Technologies – Commercializing New and Innovative Technologies – Invention – Innovation – Intellectual Property Rights.

### **Text Books**

1. Managing Technology and Innovation for competitive Advantage – V.K. Narayanan – Pearson Education
2. Management of New Technologies for Global competitiveness – Christian N. Madu – Jaico Publishing House
3. Handbook of Technology Management – Gaynor – McGraw Hill

## **SYSTEM**

### **MANAGEMENT OF SOFTWARE PROJECTS**

#### **Course Objectives:**

- To provide students the basic concepts of software crisis and system planning
- To familiarize the students with software planning, costing and estimation models
- To make the students understand about the software requirement and design
- To acquaint the students with knowledge on data design tools
- To provide insights on software testing, maintenance and project management

#### **UNIT I            COMPUTER SYSTEM ENGINEERING AND PLANNING            (6)**

Computer System Engineering: Computer System Hardware, Software - The Software Crisis: the Problems, the causes, a solution - System Planning: System Definition, System Analysis, Function Allocation, the System Specification, System Definition review

#### **UNIT II            SOFTWARE PLANNING AND COSTING            (9)**

Software Planning: Objectives; Scope; Resources - Human Resources, Hardware, Software; Software costing; Estimation Models; Scheduling - Scheduling representation, Scheduling Methods, Organisational Planning.

#### **UNIT III           SOFTWARE REQUIREMENTS ANALYSIS            (9)**

Software Requirements Analysis: Data flow diagram, data structures, database, software requirement specification, specification review, requirement analysis - Software Design, Evolution, stepwise refinement, structured programming, Data oriented design technique, preliminary design, detailed design, Design Documentation design review

#### **UNIT IV           SOFTWARE CONCEPTS AND DATA DESIGN            (9)**

Software concept, Qualities of good software, software structured and procedure, modality, Software measurement - Data flow oriented design, design consideration design optimization. Data Structure chartered design, Design consideration, The Jackson Methodology, Data Design, Companion of design methodology- Detailed design tools, Graphical design tools, Flow chart, Box diagram, Deviation table, IPO Charts, Companion of design tools.

#### **UNIT V            CODING, SOFTWARE TESTING AND PROJECT MANAGEMENT            (12)**

Coding, programming language, character wise choice of language, technological characters of programme language - Language classes, coding classes, coding style, code documentation, code efficiency - Software testing and reliability, characteristics of testing Black Box vs. White Box testing, Quality Assurance Issues steps in software testing, Units teasing, Integration testing, System testing, Test case design, Art of debugging, software Reliability, Management issue- Software Maintenance, Definition of Software maintenance, Maintenance Character, Maintainability, Maintenance tasks, Maintenance side effects, Maintenance issues. Need for Project Management tools – trends in Project Management – Hierarchy in Project Management

**TOTAL: 45 PERIODS**

**Text books:**

1. Walker Royce - Software Project Management: A Unified Framework, Pearson India, .
2. Ashfaque Ahmed - Software Project Management: A Process-Driven Approach, Auerbach Publications, .
3. Anna P. Murray - The Complete Software Project Manager: Mastering Technology from Planning to Launch and Beyond, Wiley, .
4. Adolfo Villafiorita - Introduction to Software Project, Auerbach Publications, .
5. Bob Hughes & Mike Cotterell - Software Project Management, McGraw-Hill, .

**Reference books:**

1. Robert K. Wysocki - Effective Software Project Management, Wiley, . Tata Mc Graw Hill, .
2. Bryczynski Bill - Software Engineering Project Management, 2<sup>nd</sup> edition, Wiley India, .
3. Teresa Luckey & Joseph Phillips - Software Project Management, For Dummies, .
4. Andrew Stellman & Jennifer Greene - Applied Software Project Management, O'Reilly Media, .
5. Peter Gordon & Pankaj Jalote - Software Project Management, Addison-Wesley, .

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

Course Outcomes	Bloom's taxonomy
CO1: Able to understand the problems in software and analyse for a solution	<b>Understanding (K 2) Analyzing (K 4)</b>
CO2: Applying the methods of software planning, scheduling and costing	<b>Applying (K 3)</b>
CO3: Develop analytical abilities on the software design	<b>Analyzing (K 4)</b>
CO4: Able to verify the data design through charts, diagrams and tables	<b>Evaluating (K 5)</b>
CO5: Develop practical insights on coding and software testing for effectively managing the software projects	<b>Creating (K 6)</b>

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	2	2	2	1
<b>CO2</b>	3	3	2	2	2	2
<b>CO3</b>	3	3	3	2	3	2
<b>CO4</b>	3	3	3	3	2	3
<b>CO5</b>	3	3	3	3	3	3

## **RELATIONAL DATABASE MANAGEMENT SYSTEMS**

### **Course Objectives:**

- To familiarize the students on basic concepts of database
- To provide students a substantial knowledge on relational model concepts using SQL
- To make the students understand the entity and network model
- To provide practical knowledge on Oracle and SQL
- To acquaint students on database security, privacy and administration

### **UNIT I FILE ORGANISATION AND INTRODUCTION TO DATABASE (10)**

File Organisation - Implementation of Sequential, Index sequential and random file organisation. – Database Overview - Introduction and History - Role of database in information systems - Database system Architectures - Data Structures for database processing - types of Data bases

### **UNIT II RELATIONAL MODEL AND ALGEBRA (9)**

Relational Model- Concepts - Relation - Domain - Attribute Keys - Design Principles - formalisation, 1 NF., 2NF, 3NF - Relational Algebra - Relational Data definition (Using SQL) - Relational Data Manipulation (Using SQL)

### **UNIT III NETWORK MODEL AND DML PROGRAMMING (9)**

Network Model - Fundamental concepts - entities, attribute, set, relationship, area, file – scenario - entity, set characteristics storage scheme - records mapping, placement modes, pointers, record keys - sub schema - privacy mechanism - design considerations - DML Programming

### **UNIT IV ORACLE: DEFINITION, APPLICATION AND DEVELOPMENT (8)**

Oracle, Data Definition - Data manipulation - Report generation - SQL in oracle - Application development of Oracle

### **UNIT V DATABASE ADMINISTRATION AND SECURITY (9)**

Database Administration - Share access control Security, Privacy, Recovery mechanisms - Comparison of 3 types of databases - data dictionary system - distributed database - data base machines

**TOTAL: 45 PERIODS**

**Text books:**

1. Louis Davidson - Pro SQL Server Relational Database Design and Implementation: Best Practices for Scalability and Performance, Apress,
2. Jonathan Eckstein & Bonnie R. Schultz - Introductory Relational Database Design for Business, Wiley,
3. Elmasri Ramez, Navathe Shamkant - Fundamentals of Database Systems, Pearson Education,
4. Jan L. Harrington - Relational Database Design and Implementation: Clearly Explained, Morgan Kaufmann,
5. Vandana Babrekar & Reena Bharathi - Relational Database Management System, Vision publications.

**Reference books:**

1. Dr. Madhavi Vaidya - RDBMS In-Depth: Mastering SQL and PL/SQL Concepts, Database Design, ACID Transactions, and Practice Real Implementation of RDBMS, BPB Publications,
2. Salahaldin Juba, Andrey Volkov - Learning PostgreSQL 10 - Second Edition: A beginner's guide to building high-performance PostgreSQL database solutions, Packt Publishing,
3. Rajiv Chopra - Database Management System (DBMS) A Practical Approach, S Chand, .
4. Pauline K.Cushman, Ramon Mata-Toledo - Fundamentals of Relational Databases: Schaums Outlines, McGraw-Hill,
5. Raghu Ramakrishnan, Johannes Gehrke - Database Management Systems, McGraw Hill, .

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO1: Gain insights on the role of database in information systems	<b>Understanding (K2)</b>
CO2: Application of SQL in relational model and algebra	<b>Applying (K3)</b>
CO3: Developing analytical abilities on network design	<b>Analyzing (K4)</b>
CO4: Able to generate reports in Oracle using SQL	<b>Evaluating (K5)</b>
CO5: Comparing various types of databases based on security and privacy for effective administration	<b>Evaluating (K5) Creating (K6)</b>

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	3	2	2	2	1
<b>CO2</b>	3	3	2	2	2	1
<b>CO3</b>	3	3	3	2	3	2
<b>CO4</b>	3	3	3	2	3	3
<b>CO5</b>	3	3	3	3	3	3

## **ERP IN MANAGERIAL FUNCTIONS**

### **Course Objectives:**

- To make students understand the basic concepts of ERP and functional modules
- To familiarize students on the HR module of ERP
- To demonstrate the students about manufacturing and production planning module
- To provide practical knowledge on the purchase module
- To acquaint students on inventory mechanism and quality control using ERP

### **UNIT I INTRODUCTION TO ERP AND FINANCE MODULE (7)**

Introduction to ERP – Meaning, Concept, Importance - Role of ERP in Finance, Accounting and Finance Processes: Cash management; Capital budgeting - General Ledger – G/L Security – G/L Consolidations – Intercompany Transactions

### **UNIT II ERP: HR MODULE (7)**

Role of ERP in Human Resource Management: Pay Checks and Payroll reports – personnel records – Talent Management – leave and welfare - Time management

### **UNIT III ERP: PRODUCTION PLANNING MODULE (7)**

ERP – A Manufacturing Perspective: Role of ERP in Computer Aided Design/ Manufacturing (CAD/CAM), Materials Requirement Planning (MRP) - MPS; BOM; Manufacturing Resource Planning (MRP-II), Product Data Management (PDM)

### **UNIT IV ERP: PURCHASE MODULE (12)**

ERP: A Purchasing Perspective: streamlines purchase and process cycles, Detailed supplier / subcontractor / service provider database, capturing materials requirement, Automatic firing of purchase requisitions based on MRS Quotations from various suppliers, Recording Payment terms in PO, Excise consideration in Purchase and Process Orders, PO authorization, PO amendments with complete amendment history, order cancellation and order closing, multiple delivery schedules, Quality inspection of goods, Quotation validity, MIS for vendor evaluation based on quality, price & delivery time, subcontracting – generation of process orders, Multiple indents for multiple items in a single PO, Purchase order processing, Purchase order entry with item details and other details like taxes, discounts, extra charges like freight, P & F, Octroi etc.,

### **UNIT V ERP: INVENTORY MODULE (12)**

ERP: An Inventory Management Perspective: – online status of item quantity in terms of on-hand, available, reserved, ordered, to order, rejected, defective and reworkable quantities, complete excise functionality and generation of excise registers, Multiple levels of classification of items, Quality Control based on QC parameters, Handling Materials Rejections, Rejected Material dispatch to subcontractors, Linking of GRN to PO and Invoice, Gate Pass – returnable / non-returnable, Analysis which help in maintaining optimum stock levels, Physical verification of stock, Reallocation of reworkable stock, multiple warehouse/branches/regional offices, stock transfer – receipts from other warehouse, Handling of non- stock low value items like stationery, Lot wise tracking of inventory at shop floor and main stores, stock valuation – LIFO/FIFO/weighted average.

**TOTAL: 45 PERIODS**

**Text books:**

1. Alexis Leon - Enterprise Resource Planning, Fourth Edition, McGraw Hill,
2. Michael W. Pelphrey - Directing the ERP Implementation: A Best Practice Guide to Avoiding Program Failure Traps While Tuning System Performance, CRC Press,
3. Marianne Bradford - Modern ERP: Select, Implement, and Use Today's Advanced Business Systems, Lulu.com,
4. Ellen Monk, Bret Wagner - Concepts in Enterprise Resource Planning, CENGAGE Learning Custom Publishing,
5. Simha R. Magal, Jeffrey Word - Integrated Business Processes with ERP Systems, Wiley,

**Reference books:**

1. Odd Jøran Sagegg, Erlend Alfnes - ERP Systems for Manufacturing Supply Chains: Applications, Configuration, and Performance, Auerbach Publications, .
2. Elke Roettig - Inventory Management and Optimization in SAP ERP, SAP Press,
3. Andrew Okunbowa - SAP ERP Financial Accounting and Controlling: Configuration and Use Management, Apress,
4. Sven Ringling, Jörg Edinger, Janet McClurg - Mastering HR Management with SAP ERP HCM, SAP Press,
5. Thomas F. Wallace, Michael H. Kremzar - ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning, Wiley,
6. Murrell G. Shields - E-Business and ERP: Rapid Implementation and Project Planning, John Wiley & Sons, 2001

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

Course Outcomes	Bloom's taxonomy
CO1: Able to perform financial and accounting transactions in ERP	<b>Understanding (K2) Applying (K3)</b>
CO2: Able to prepare payroll reports in ERP	<b>Analyzing (K4)</b>
CO3: Able to demonstrate the production planning process through ERP	<b>Applying (K3)</b>
CO4: Able to generate purchase order in ERP	<b>Evaluating (K5)</b>
CO5: Develop quality based inventory mechanism using ERP	<b>Creating (K6)</b>

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	2	2	3	1
<b>CO2</b>	3	3	2	3	2	2
<b>CO3</b>	3	3	3	3	3	3
<b>CO4</b>	3	3	2	2	2	2
<b>CO5</b>	3	3	2	2	3	3

## **SOFTWARE QUALITY MANAGEMENT**

### **Course Objectives:**

- To provide a basic understanding of software process assessment and quality management
- To familiarize students on the software configuration management for audit reports
- To make the students aware of the software standards and inspection principles
- To validate the software quality testing through tools and methods
- To acquaint students on the methods for preventing defects

### **UNIT I INTRODUCTION TO SOFTWARE PROCESS AND QUALITY (8)**

Introduction: Software Process assessment overview - Assessment phases - Assessment principles - Assessment conduct - Implementation consideration - Quality management - Quality assurance plan - Considerations - Verification and Validation

### **UNIT II SOFTWARE CONFIGURATION MANAGEMENT (10)**

Configuration Management: The need for configuration Management - Software product nomenclature - Basic configuration management functions - Baselines - Responsibilities - Need for automated tools - Configuration management plan - SCM support functions - The requirement phase Design control - The implementation phase - Test phase - SCM for Tools - Configuration accounting and audit - Configuration Management with respect to HR – Subcontracting – Direct Hire – Audits and Reports in HR

### **UNIT III SOFTWARE STANDARDS AND INSPECTION (9)**

Software Standards and Inspection: Definitions - The Reason for software standards - Benefits of standards - Establishing standards - Guidelines - Types of reviews - Inspection of objectives - Basic inspection principles - The conduct of inspection - Inspection training. SEI, CMMI, ISO, SIX SIGMA

### **UNIT IV TESTING AND MANAGING SOFTWARE QUALITY (9)**

Testing And Managing Software Quality: Testing principles - Types of tests - Test planning - Test development - Test execution and reporting - Test tools and methods - Real Time testing - quality management paradigm - Quality motivation - Measurement criteria - Establishing a software quality program - Estimating software quality.

### **UNIT V DEFECT PREVENTION (9)**

Defect Prevention: Principles of software defect prevention - Process changes for defect prevention - Defect prevention considerations - Management's role - Framework for software process change - Managing resistance to software process change - Case studies.

**TOTAL: 45 PERIODS**

**Text books:**

1. Abu Sayed Mahfuz - Software Quality Assurance: Integrating Testing, Security, and Audit (Internal Audit and IT Audit), Auerbach Publications,
2. Alan Gillies - Software Quality: Theory and Management (3rd Edition), Lulu.com,
3. Murali Chemuturi - Mastering Software Quality Assurance: Best Practices, Tools and Techniques for Software Developers, J. Ross Publishing,
4. Priyadarshi Tripathy, Kshirasagar Naik - Software Testing and Quality Assurance: Theory and Practice, Wiley-Spektrum,
5. John W. Horch - Practical Guide to Software Quality Management, Artech House Publishers,

**Reference books:**

1. Claude Y. Laporte, Alain April - Software Quality Assurance, Wiley-IEEE Computer Society,
2. Richard E. Nance, James D. Arthur - Managing Software Quality, Springer,
3. Gerald M. Weinberg - Quality Software Management: Vol. 4: Anticipating Change, Dorset House Publishing Co Inc., U.S., 1997
4. Michael G. Jenner - Software Quality Management and ISO 9001: How to Make Them Work for You, John Wiley & Sons, 1995
5. John D. Cooper & M.J. Fisher - Software Quality Management, Petrocelli Books Inc., U.S., 1979

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

Course Outcomes	Bloom's taxonomy
CO1: Able to verify the software assessment and quality management	<b>Understanding (K2)</b> <b>Evaluating (K5)</b>
CO2: Develop tools for software configuration management	<b>Analyzing (K4)</b>
CO3: Build a framework of setting standards and inspection techniques for better software quality	<b>Applying (K3)</b> <b>Creating (K6)</b>
CO4: Able to practice real time software testing	<b>Evaluating (K5)</b>
CO5: Develop a framework for defect prevention and software process change	<b>Analyzing (K4)</b> <b>Creating (K6)</b>

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	3	2	2	2	1
<b>CO2</b>	3	3	2	2	2	2
<b>CO3</b>	3	3	3	2	2	3
<b>CO4</b>	3	3	3	2	3	3
<b>CO5</b>	3	3	3	3	3	3

## **E-COMMERCE**

### **Course Objectives:**

- To make students understand the basics of E-commerce and E-business
- To provide a thorough understanding on various E-business strategies
- To familiarize students with the E-business models
- To acquaint students with the steps and procedures in the internet world for EPS
- To learn the internet security and protocols for preventing electronic theft

### **UNIT I INTRODUCTION TO E-COMMERCE AND E-BUSINESS (9)**

Introduction to E-commerce and E-business: E-commerce environment and opportunities -Electronic E-commerce and the Trade Cycle - Electronic marketplace technologies - Electronic Data Interchange - Software supplies and support - Electronic Newspapers - Internet banking - Virtual Auctions - Online share dealing

### **UNIT II E-BUSINESS STRATEGIES (9)**

Designing E-business strategies - Factors affecting the E-business strategies - Issues and challenges in formulation of E- business strategies – Implementation - Porter's Value Chain Model: Inter Organizational Value Chains - First Mover Advantage - Sustainable Competitive Advantage using E-Commerce

### **UNIT III E-BUSINESS MODELS (9)**

Elements of a business model – Business models: B2C, B2B, C2C, P2P - Business models in emerging e-commerce areas - The Role of Software Agents for B2B - Just in Time Delivery

### **UNIT IV EPS AND INTERNET (9)**

Electronic Payment system - Online credit card transactions - Digital Wallets and Digital Cash - Electronic Fund transfer and Debit cards on the Internet - Online stored value system - Electronic checking payment systems - Wireless payment system

### **UNIT V E-COMMERCE POLICIES AND PROTOCOLS (9)**

Advertising and selling on the web - Internet protocols and security - Ethical and Public Policy Issues - Protecting Privacy and Intellectual Property - Taxation and Encryption Policies - Malicious code - Phishing and identity theft - Hacking and cyber vandalism – Spoofing – Digital signature and certificate

**TOTAL: 45 PERIODS**

**Text books:**

1. Ian Hammersley, Mark Hammersley - Ultimate Guide To E-commerce Growth: 7 Unexpected KPIs To Scale An E-commerce Shop To £10 Million Plus, Smartebusiness,
2. Richard L. Brandt - One Click: Jeff Bezos and the Rise of Amazon.com, Portfolio,
3. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang - E-Commerce: Fundamentals and Applications, Wiley,
4. Dave Chaffey - E-Business and E-Commerce Management, Financial Times / Prentice Hall,
5. Janice Reynolds - The Complete E-Commerce Book: Design, Build & Maintain a Successful Web-based Business, CRC Press,

**Reference books:**

1. Kim Ann King - Complete Guide to B2B Marketing, The: New Tactics, Tools, and Techniques to Compete in the Digital Economy, Pearson FT Press,
2. Jeff Walker - Launch: An Internet Millionaire's Secret Formula To Sell Almost Anything Online, Build A Business You Love, And Live The Life Of Your Dreams, Morgan James Publishing,
3. Marc Ostrofsky - Get Rich Click!: The Ultimate Guide to Making Money on the Internet, Free Press,
4. Brian Clifton - Advanced Web Metrics with Google Analytics, Sybex,
5. Kenneth C. Laudon, Jeffrey Travis - E-commerce: Business. Technology. Society, Pearson,

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

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO1: Understanding the concept of EDI and e-market technologies	<b>Understanding (K2)</b>
CO2: Able to implement the E-business strategies for sustainable competitive advantage	<b>Applying (K3)</b>
CO3: Analyse the different business models in the e-commerce era	<b>Analyzing (K4)</b>
CO4: Able to verify the different types of online payment system for secure transactions	<b>Evaluating (K5)</b>
CO5: Build a robust policy for internet security and privacy	<b>Creating (K6)</b>

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	3	2	2	2	1
<b>CO2</b>	3	3	3	2	3	2
<b>CO3</b>	3	3	3	2	3	3
<b>CO4</b>	3	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3	3

## Advanced Statistical Tools

### Course Objectives:

### List of Exercises / Experiments:

1. Multiple regression
2. Logistic regression
3. Discriminant analysis
4. Cluster Analysis
5. Factor Analysis

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

Course Outcomes	Bloom's taxonomy
<b>CO1:</b> Explain the concepts and applications of multiple regression and logistic regression.	<b>Understanding (K2)</b>
<b>CO2:</b> Analyze datasets using discriminant analysis to classify observations effectively.	<b>Analyzing (K4)</b>
<b>CO3:</b> Evaluate clustering methods to segment data and derive meaningful insights.	<b>Evaluating (K5)</b>
<b>CO4:</b> Apply factor analysis techniques to reduce dimensionality and interpret hidden patterns in data.	<b>Applying (K3)</b>
<b>CO5:</b> Assess and validate statistical models for effective decision-making in business and research.	<b>Evaluating (K5)</b>

	PO1	PO2	PO3	PO4	PO5	PO6
<b>CO1</b>	3	2	1	2	1	1
<b>CO2</b>	3	3	1	2	2	1
<b>CO3</b>	3	3	2	2	2	1
<b>CO4</b>	3	3	2	2	2	2
<b>CO5</b>	3	3	2	2	2	2

### Semester- IV

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits
				L	T	P		
1		Project Management		3	0	0	3	3
2		Alternative Credit Course	ACC	0	2	0	2	2
3		Capstone Project	CP	0	0	12	12	6
<b>Specialization I</b>								
4		Elective IV	E	3	0	0	3	3
<b>Specialization II</b>								
5		Elective IV	E	3	0	0	3	3
				9	2	12	23	<b>17</b>

## **Project Management**

### **Course Objectives:**

- To introduce students to the fundamental concepts of project management, emphasizing the strategic alignment of projects with corporate growth and the critical role of the project manager in diverse sectors.
- To equip students with the skills to identify viable project opportunities through industry and market analysis, and to formulate technically and economically feasible project proposals using innovative and research-driven approaches.
- To develop students' ability to critically appraise projects by evaluating infrastructure, location, financial viability, risk factors, and social impact through comprehensive cost-benefit analysis.
- To enable students to design and schedule projects effectively by integrating manpower planning, resource allocation, and time estimation using project management tools and information systems.
- To prepare students to manage project execution through effective communication, coordination, cost and time control, and auditing, while understanding organizational structures and ethical considerations in project administration.

### **Unit I CONCEPTS OF PROJECT MANAGEMENT (9 Periods)**

Introduction to 'Project' concept - Strategic Fit of Projects, Corporate Growth and Business Development Project Cycle, Industrial and Agricultural Projects, Role of Project Manager

### **Unit II PROJECT IDENTIFICATION AND FORMULATION (9 Periods)**

Industry Analysis, Need Analysis – resource surveys - Product Innovation – Research and Development – Formulation and Implementation of Projects - Market Research – Study and Analysis – Technical feasibility – Technology Forecasting- Choice of Technology and Advance process of Technology – Technology Transfer

### **Unit III PROJECT APPRAISAL (9 Periods)**

Analysis of Infrastructure – Location- Site Selection - Appraisal of Management and Manpower Requirement - Financial Projection and Appraisal – Risk Analysis – Cost estimation - Cost Benefit Analysis - Social Cost Benefit Analysis

### **Unit IV PROJECT PLANNING AND SCHEDULING (9 Periods)**

Project and Contracts Planning, co-ordination, Project designing and Time estimation, scheduling to match availability of manpower, release of funds, Project Management Information.

### **Unit V PROJECT EXECUTION AND ADMINISTRATION (9 Periods)**

Project contracting, Forms of Project Organizations, Project Direction, Communication and Coordination, Factors influencing effective project management, Project time and cost monitoring, Project control techniques and Project audit.

**TOTAL: 45 Periods**

### Text Books

1. Prasanna Chandra, Projects-Planning, analysis, selection, Implementation and review, TMGH, New Delhi
2. Goel, B.B., Project Management, Deep & Deep, New Delhi
3. Desai, A.N. Entrepreneur and Environment, Ashish, New Delhi

### Reference Books

1. David I. Cleland, Project Management, MGH, New York
2. Kumar, S.A. Entrepreneurship in small Industries, Discovery, New Delhi
3. Joy, P.K., Total Project Management, Macmillan, India

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

Course Outcomes	Bloom's taxonomy
<b>CO1:</b> Able to explain the fundamental concepts of projects, their strategic alignment with corporate goals, and the role of project managers in industrial and agricultural contexts.	Remember (K1), Understand (K2)
<b>CO2:</b> Able to analyze industry trends and market needs to identify viable project opportunities and formulate technically and economically feasible project proposals.	Analyse (K4), Evaluate (K5)
<b>CO3:</b> Able to evaluate project viability through infrastructure analysis, financial projections, risk assessment, and cost-benefit analysis, including social impact considerations.	Apply (K3), Evaluate (K5)
<b>CO4:</b> Students will be able to design project plans and schedules by coordinating resources, estimating time and costs, and utilizing project management information systems.	Understand (K2), Analyse (K4)
<b>CO5:</b> Students will be able to manage project execution through effective communication, coordination, cost and time monitoring, and apply control techniques and audits for successful project delivery.	Evaluate (K5), Create (K6)

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

### Alternative Credit Courses

S.NO	Course Code	Course Title	Category	Periods per week			Total contact periods	Credits **
				L	T	P		
1		Swayam	ACC	0	0	4		2
2		NSE/ IIBF /Other Online certificate courses like digital marketing	ACC	0	0	4		2
3		Business Plan Preparations	ACC	0	0	4		2
4		Courses offered by Foreign Universities	ACC	0	0	4		2
5		Certificate from MSME	ACC	0	0	4		2
6		Open electives offered by other Departments	ACC	0	0	4		2

\*\*Credits will vary depending on the course

**Capstone Project:**

**List of Exercises / Experiments:**

1.	Review of Literature
2.	Research gap and Research questions
3.	Research Method
4.	Research Study
5.	Report Preparation

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO1: Discovering potential research areas in the functional areas of management	<b>Applying (K3) Understanding (K2)</b>
CO2: Demonstrates the knowledge of contemporary issues in their chooses field of research	<b>Applying (K3)</b>
CO3: Formulate and propose a plan for creating a solution for the research plan identified	<b>Creating (K6)</b>
CO4: Conduct an independent research project, resulting in research outputs in the form of journal publication or conference or seminar presentations confidently	<b>Evaluating (K5) Creating (K6)</b>
CO5: Demonstrate an ability to present and defend their research work to a panel of experts	<b>Evaluating (K5)</b>

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>		3				
<b>CO2</b>	3					
<b>CO3</b>		3	2			
<b>CO4</b>				3		
<b>CO5</b>					1	3