



PONNAIYAH RAMAJAYAM INSTITUTE OF SCIENCE & TECHNOLOGY (PRIST)

Declared as DEEMED-TO-BE-UNIVERSITY
U/s 3 of UGC Act, 1956

Thanjavur - 613 403, Tamil Nadu



SCHOOL OF COMMERCE AND MANAGEMENT COMMERCE

MBA

(2023 REGULATION)

SYLLABUS



**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)
Choice Based Credit System
(With effect from the academic year 2023)
REVISED REGULATIONS**

Program Educational Outcomes;

PEO 1 – Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.

PEO 2 - Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

PEO3 – Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

PEO 4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.

PEO 5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

Program Outcomes:

PO1: Problem Solving Skill: Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

PO2: Decision Making Skill: Fostering analytical and critical thinking abilities for data-based decision making.

PO3: Ethical Value: Ability to develop value based leadership attributes.

PO4: Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

PO5: Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

PO6: Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge.

PO7: Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.

PO8: Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

PEO – PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y		Y	Y
PEO3	Y	Y	Y	Y	Y	Y		y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

Y - Yes

Template for PG Programmes

Semester-I	Credit	Semester-II	Credit	Semester-III	Credit	Semester-IV	Credit
1.1. Core-I	4	2.1. Core-IV	4	3.1. Core-VII	4	4.1. Core-X	4
1.2 Core-II	4	2.2 Core-V	4	3.2 Core-VII	4	4.2 Core-XI	4
1.3 Core – III	4	2.3 Core – VI	4	3.3 Core – IX	4	4.3 Core – XII	4
1.4 Elective (Generic / Discipline Centric)- I	3	2.4 Elective (Generic / Discipline Centric) – III	3	3.4 Elective (Generic / Discipline Centric) – V	3	4.4 Elective (Generic / Discipline Centric) – VI	3
1.5 Elective (Generic / Discipline Centric)-II	3	2.5 Elective (Generic / Discipline Centric)-IV	3	3.5 Core Industry Module	3	4.5 Project with Viva-Voce	3
1.6 Ability Enhancement Course- Soft Skill -1	2	2.6 Ability Enhancement Course - Soft Skill -2	2	3.6 Ability Enhancement Course- Soft Skill -3	2	4.6 Ability Enhancement Course- Soft Skill -4	2
Skill Enhancement Course SEC 1	2	2.7 Skill Enhancement Course SEC 2	2	3.7 Skill Enhancement Course – Term Paper and Seminar Presentation SEC 3	2	4.7 Skill Enhancement Course - Professional Competency Skill	2
				3.8 Internship/ Industrial Activity	2	4.8 Extension Activity	1
	22		22		24		23
	Total Credit Points						91

**MASTER OF BUSINESS ADMINISTRATION
CURRICULUM - (2023 ONWARDS)
COURSE STRUCTURE**

Sem No	Subject Code	Subject Title	L	T	P	C
I	23260AEC11	Management Principles and Business Ethics	4	1	0	4
I	23260AEC12	Managing Organizational Behaviour	3	1	0	4
I	23260AEC13	Accounting for Managers	4	1	0	3
I	23260AEC14	Entrepreneurship Development	3	1	0	3
I	23260AEC15	Legal Systems in Business	4	1	0	3
I	23260AEC16	Managerial Economics	4	1	0	3
I	23260RMC17	Research Methodology	2	-	0	2
		Total	24	6	0	22
II	23260AEC21	Applied Operations Research	3	1	0	3
II	23260AEC22	Human Resource Management	4	1	0	3
II	23260AEC23	Marketing Management	4	-	0	3
II	23260AEC24	Operations Management	3	-	0	3
II	23260AEC25	Financial Management	3	-	0	3
II	23260AEC26	Strategic Management	4	-	0	3
II	23260AEC27	International Business	3	-	0	3
II	23260SEC28	Executive Communication	2	-	0	2
II	23260SEC29	Business Etiquette	2	-	0	2
		Total	28	2	0	25
III	23260AEC31	Quantitative Techniques and Research Methods in Business	4	1	0	4
III	23260E-	Elective	3	-	0	3
III	23260E-	Elective	3	-	0	3
III	23260E-	Elective	3	-	0	3
III	23260E-	Elective	3	-	0	3
III	23260E-	Elective	3	-	0	3
III	23260E-	Elective	3	-	0	3
III	23260SEC38	Employability skills	3	1	0	2
III	23260SEC39	Leadership and Team Building Skills	2	1	0	2
III	23260SEC40	Summer Internship	-	-	0	3
		Total	27	3	0	29
IV	23260AEC41	Information Systems for Business	4	1	0	3
IV	23260PRW42	Project Work & Viva- Voce	20	5	0	12
		Total	24	6	0	15
Total Credit Programme			91			

III Sem Specialization Courses: Finance Management				
Sem	Paper no	Subject code	Sub title	Credit
III	1	23260EA32	Security Analysis and Portfolio Management	
III	2	23260EA33	Merchant Banking and Financial Services	3
III	3	23260EA34	Derivatives Management	3
III	4	23260EA35	Behaviour Finance	3
III	5	23260EA36	Capital Markets and Financial Services	3
III	6	23260EA37	International Financial Management	3
III Sem Specialization Courses: Marketing Management				
Sem	Paper no	Subject code	Sub title	Credit
III	1	23260EB32	Advanced Marketing Research and Consumer Behaviour	3
III	2	23260EB33	Advertising Management and Sales Promotion	3
III	3	23260EB34	Sales and Distribution Management	3
III	4	23260EB35	Digital Marketing	3
III	5	23260EB36	New Product Strategies	3
III	6	23260EB37	Strategic Marketing	3
III Sem Specialization Courses: Human Resource Management				
Sem	Paper no	Subject code	Sub title	Credit
III	1	23260EC32	Human Resources Development	3
III	2	23260EC33	Industrial and Labour Relations	3
III	3	23260EC34	Career Management	3
III	4	23260EC35	Emotional Intelligence for Managerial Effectiveness	3
III	5	23260EC36	Talent Management	
III	6	23260EC37	Stress Management	3
III Sem Specialization Courses: Logistics and Supply Chain Management				
Sem	Paper no	Subject code	Sub title	Credit
III	1	23260ED32	Supply Chain Management	3
III	2	23260ED33	Principles and Practice of Logistics Management	3
III	3	23260ED34	Inventory & Warehousing Management	3
III	4	23260ED35	Distribution Management	3
III	5	23260ED36	Logistics Infrastructure	3
III	6	23260ED37	Packing and material handling	3

III Sem Specialization Courses: Hospital Management				
Sem	Paper no	Subject code	Sub title	Credit
III	1	23260EE32	Health Policy and Health Care System	3
III	2	23260EE33	Hospital Planning and Administration	3
III	3	23260EE34	Hospital Records Management	3
III	4	23260EE35	Hospital Core Services	3
III	5	23260EE36	Hospital Support Services	3
III	6	23260EE37	Quality Assurance in Health Care	3
III Sem Specialization Courses: System Management				
III	1	23260EF32	Database Management System	3
III	2	23260EF33	System Analysis and Design	3
III	3	23260EF34	Decision Support System	3
III	4	23260EF35	Internet of Things	3
III	5	23260EF326	Software project and quality management	3
III	6	23260EF37	Data Warehousing	3

**** Students should choose six elective Course from the specialization list in consultation with the Head of the Institution.**

For the categorization of specialization students can either opt for either single or dual specialization.

In case of students opting for single specialization, they should compulsorily choose 6 elective papers from one area specialization from the list given below:

In case of students opting for dual specialization. They should choose 3 elective papers from respective area of specialization.

***** Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.**

L-Lecture

T-Tutorial

P- Practical

O-Project

The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (9 Credits).

The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (3 Credits).

SEMESTER I

SEM	ONE	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC11		4	0	1	4

Management Principles and Business Ethics		
Course Objectives		
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.	
C2	To provide insights on Planning & Decision Making	
C3	To throw light on Organizing, Managing Change and Innovation	
C4	To elucidate on Leadership, Communication and Controlling.	
C5	To create awareness and importance of Business Ethics and Social Responsibility.	
SYLLABUS		
UNIT	Details	
I	Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management	
II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models	
III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.	
IV	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –	
V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8
CO2	Possess knowledge on planning & decision making.	PO1, PO2

CO3	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7
CO4	Learn leadership, communication and controlling skills.	PO4, PO5
CO5	Have better understanding on business ethics and social responsibility.	PO3, PO8
Reading List		
1.	https://deb.ugc.ac. In	
2.	http://www.managementconcepts. Com	
3.	International journal of Management Concepts and Philosophy	
4.	Journal of Management, Sage Publications	
References Books		
1.	Mukherjee, K., Principles of Management, 2 nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009	
2.	S. K. Mandal., Management Principles and practice, 3 rd Edition, Jaico Publishing House, Jan.2011.	
3.	Griffin, R. W., Management, 11 th Edition, South-Western College Publication, January 2018.	
4.	Koontz, H. and Wehrich, H., Essentials of Management: An International Perspective, 11 th Edition, Tata McGraw Hill Education Private Ltd., July 2020	
5.	Certo, S C. and Certo, T, Modern Management, 13 th Edition, Prentice Hall, January 2014.	
6.	Robbins, S and Coulter, M, 11 th Edition, Management, Prentice Hall, 11 th edition, January 2012	
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 st edition, 2020	

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

SEM	ONE	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC12		4	0	1	3

Managing Organizational Behaviour		
Course Objectives		
C1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.	
C2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation	
C3	To throw light on Group Dynamics and Interpersonal Communication	
C4	To elucidate on Leadership, Politics, Conflicts and Negotiation.	
C5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.	
SYLLABUS		
UNIT	Details	
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour	
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: – Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.	
III	Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication	
IV	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	
V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6

CO3	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO5
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8
Reading List		
1.	www.himpub.com	
2.	https://iedunote.com/organisational-behaviour	
3.	www.yourarticlelibrary.com/organisation/	
4.	Journal of Organizational Behaviour – wiley Online Library	
References Books		
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019	
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019	
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.	
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.	
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.	
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.	

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2				
CO 2			3			3		
CO 3		3		3	3			
CO 4					3			
CO 5						3		2

3-Strong 2-Medium 1-Low

SEM	ONE	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC13		3	0	1	3

Accounting For Managers		
Course Objectives		
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting	
C2	To enable the students to prepare, analyses and interpret financial statements	
C3	To acquaint the students with the tools and techniques of financial analysis	
C4	To enable the students to take decisions using management accounting tools.	
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.	
SYLLABUS		
UNIT	Details	
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS	
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.	
III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.	
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	
V	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6
CO2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7
CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7

CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8
Reading List		
1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf	
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf	
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf	
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management	
References Books		
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.	
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.	
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited	
4.	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013	
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.	
6.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011	

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						2		2
CO 2	3	3		3		3	2	
CO 3	3	3	3			3	2	
CO 4	3	3				3	3	
CO 5		3	3	3		3	2	2

3-Strong 2-Medium 1-Low

SEM	FOUR	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC14			0	0	3

Entrepreneurship Development		
Course Objectives		
C1	To introduce students to entrepreneurship and its growth in India.	
C2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.	
C3	To orient the students on new venture creation	
C4	To enable students to prepare a feasible business plan	
C5	To give inputs on various types of financing available for new ventures.	
SYLLABUS		
UNIT	Details	
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas	
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to know about growth of entrepreneurship in India	PO4, PO7
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8
CO3	Obtain knowledge on new venture creation	PO6, PO7
CO4	Be able to prepare a business plan	PO7, PO8
CO5	Gain knowledge on various types of financing available for new ventures.	PO7, PO8
Reading List		
1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf	

SEM	ONE	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC15		4	0	1	3

Legal Systems in Business	
Course Objectives	
C1	To create knowledge and understanding on law of contracts
C2	To describe about sale of goods and Negotiable instrument act
C3	To have an overall understanding about partnership act and company law.
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.
SYLLABUS	
UNIT	Details
I	The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.
II	Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics
III	Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.
IV	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979-

	Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.	
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have knowledge on understandings on law of contract.	PO4, PO6, PO7
CO2	Know the sale of Goods & Negotiable instrument act.	PO6
CO3	Have understandings on partnership and company law	PO6, PO7
CO4	Have familiarize with various labour laws.	PO5, PO6, PO7
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8
Reading List		
1.	http://www.legalserviceindia.com/article/	
2.	http://www.freebookcentre.net/Law/Law-Books.html 2	
3.	https://www.mooc-list.com/course/business-law-wma	
4.	https://ilj.law.indiana.edu/	
References Books		
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.	
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.	
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 th Edition, Taxmann Publications Pvt. Ltd., 2012.	
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 th Edition, Taxmann Publications Pvt. Ltd., 2012.	
5.	Intellectual Property Laws, Universal Law Publishing, 2012.	
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 nd Edition, 2015.	

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2						2		
CO 3						2	2	
CO 4					2	2	2	
CO 5								2

3-Strong 2-Medium 1-Low

SEM	ONE	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC16		4	0	1	3

Managerial Economics	
Course Objectives	
C1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.
C2	To understand the concept of utility and demand analysis and demand forecasting
C3	To know about production function and market structure
C4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.
SYLLABUS	
UNIT	Details
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.
IV	Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.
Course Outcomes	
Course Outcomes	On completion of this course, students will;
	Program Outcomes

CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7
CO3	Have better idea and understanding about production function and market structure	PO6, PO7
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7

Reading List

1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial_economics/?courseid=4207
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857
4.	The Indian Economic Journal - SAGE Journals

References Books

1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 th Edition (2021)
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 th Edition, 2020.

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3				
CO 2				3		2	2	
CO 3						3	3	
CO 4								2
CO 5							2	

3-Strong 2-Medium 1-Low

SEM	ONE	NATURE	CORE	L	P	T	C
COURSE CODE		23260SEC17		2	0	0	2

RESEARCH METHODOLOGY

LEARNING OBJECTIVES:

1. To acquaint the students with concepts and techniques used in Research
2. To enable them to apply this knowledge in business decision-making.
3. To give in-depth knowledge in emerging statistical tools in Research.
4. To explore the different methods of data collection
5. To prepare report catering to different industry requirements

UNIT I

Research : Meaning, Scope and Objectives, Types of Research, Steps Involved in Research Process, Definition of Research problem, Criteria for selecting research problem, techniques involved in defining research problem Research Design: Meaning and Types – Descriptive, Exploratory, Experimental Researches., Relevance of Research for decision making in various functional areas of Management.

UNIT II

Methods of data Collection – Census, Sample, Library. Techniques of Data Collection - Observation, Interview, Questionnaire and Schedules- Measurement and Scaling techniques - normal, ordinal, ratio, interval-Reliability and validity of the tool, pre-testing of the tool, Selection of samples, meaning of sample, Universe, Sampling Techniques and sample size determination for survey research, - Formulation of Hypothesis - Hypothesis testing.

UNIT III

Data Analysis: Editing, Coding of data: Univariate, Bivariate – Measures of dispersion -chi-square test - correlation and Regression analysis - Single and Two factor analysis of variance - Application of statistical tests - Parametric and Non-Parametric and interpretation of test results.

UNIT IV

Multivariate Analysis - Elementary concepts of factor analysis, Multiple Regression Analysis, Discriminate analysis, cluster analysis and conjoint analysis and their application in Management problem solving.

UNIT V

Presentation of Research results: Tabulation, Need, Nature and Guidelines- ungrouped and grouped frequency tables, Charts and Diagrams, organizing report: Report Writing, Types and Layout of Research Report, Mechanics of report writing, Precautions in Preparing the Research Report, Use of Executive summary, appendix and Bibliography.

Text Books:

1. C.R. Kothari- Research Methodology: Methods and Techniques, New Age International Publishers, Second edition.
2. Donald Cooper & Pamela Schindler , Business Research Methods, McGraw-Hill Education, 12th Edition.

3. S.P.Gupta - Statistical Methods, Sultan Chand & Sons, 28th Edition.

Reference Books

1. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012
3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
5. Richard I Levin and David S.Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
6. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To identify the research problem

CO2: To apply the different methods of data collection in real life situations

CO3: To understand the relevance of research for decision making

CO4: To Analyze the data using statistical tools

CO5: To Examine the Presentation of research results.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	3	2	2
CO2	2	3	2	2	2	2	2	2
CO3	2	2	2	2	2	2	2	2
CO4	2	2	3	2	2	3	2	2
CO5	2	2	3	3	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

SEMESTER II

SEM	TWO	NATURE	CORE	L	P	T	C
COURSE CODE	23260AEC21			3	0	1	3

Applied Operations Research		
Course Objectives		
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.	
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization	
C3	To learn about various methods adopted in transportation and Assignments models.	
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model	
C5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.	
SYLLABUS		
UNIT	Details	
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management	
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.	
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.	
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.	
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point – Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7
CO3	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7

CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7
CO5	Be imparted knowledge on the various methods of game model	PO2, PO7
Reading List		
1.	www.cbom.atozmath.com	
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii qt.pdf	
3.	http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf	
4.	https://www.journals.elsevier.com/operations-research-perspectives	
References Books		
1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019	
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014	
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11 th Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021	
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3 rd Edition – Paperback, New Age International Publishers, 2018	
5.	Taha, H.A., Operations Research: An Introduction, 10 th Edition, Pearson, 2019	
6.	Vohra, N.D., Quantitative Techniques in Management, 5 th Edition, Tata McGrawHill Education Pvt. Ltd., 2017.	

Sl. No	Course Objectives	No. of Hours
1	C1	08
2	C2	12
3	C3	12
4	C4	18
5	C5	10
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2	3	2				2	2	
CO 3	3	3				3	2	
CO 4	3	3				2	2	
CO 5		3					2	

3-Strong 2-Medium 1-Low

SEM	TWO	NATURE	CORE	L	P	T	C
COURSE CODE	23260AEC22			4	0	1	3

Human Resource Management		
Course Objectives		
C1	To embark importance of HRM role, functions and need	
C2	To assimilate theoretical and practical implications of HRP	
C3	To critically use appropriate training tools	
C4	To analyze and implement an effective performance management	
C5	To extrapolate and design compensation management techniques	
SYLLABUS		
UNIT	Details	
I	Introduction: Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.	
II	Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management	
III	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.	
IV	Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	
V	Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP- Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Gain an understanding of HRM policies and importance.	PO4, PO6

CO2	Implement appropriate HRP in workplace.	PO6
CO3	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7
CO4	Demonstrate managing performance of human resources.	PO6, PO7
CO5	Design and justify compensation framework.	PO4, PO6, PO7
Reading List		
1.	https://businessjargons.com/performance-management.html	
2.	https://www.hr-guide.com/data/G400.htm	
3.	https://www.managementstudyguide.com/training-development-hr-function.htm	
4.	https://www.tandfonline.com/toc/rijh20/current	
References Books		
1.	Ashwathappa, K., Human Resource Management, 9 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.	
2.	Ivanecevich, J.M., Human Resource Management, 12 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.	
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 th Edition, Pearson India Pvt. Ltd., 2020.	
4.	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 th Edition, Wiley India Pvt. Ltd., 2015.	
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 th Edition 2019.	
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 th Edition 2017.	

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2						M		
CO 3					S	S	M	
CO 4						M	M	
CO 5				M		M	M	

3-Strong 2-Medium 1-Low

SEM	TWO	NATURE	CORE	L	P	T	C
COURSE CODE	23260AEC23			4	0	0	3

Marketing Management		
Course Objectives		
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.	
C2	To provide with opportunities to analyze marketing activities within the firm.	
C3	To analyze and explore the buyer behavior pattern in marketing situations.	
C4	To understand the branding, pricing and strategies in marketing a product.	
C5	To upgrade the knowledge and awareness of Consumer Rights in the Market.	
SYLLABUS		
UNIT	Details	
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.	
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.	
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics	
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.	
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7
CO2	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7

CO4	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8
Reading List		
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/	
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html	
3.	https://www.ama.org/ama-academic-journals/	
4.	https://www.emerald.com/insight/publication/issn/0736-3761	
References Books		
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.	
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 st Edition, 2017	
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 th Edition, Pearson, 2022	
4.	<u>Warren J. Keegan</u> , Global Marketing Management, 8thEdition, Pearson, 2017.	
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 th Edition, McGraw-Hill, 2010.	
6.	Philip Kotler and <u>Keven Lane Keller</u> , Marketing Management, 15 th Edition, Pearson, 2015	

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				3		3		
CO 3				2		2	2	
CO 4			2	2		2	2	
CO 5						2		2

3-Strong 2-Medium 1-Low

SEM	TWO	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC24		3	0	0	3

Operations Management	
Course Objectives	
C1	To understand the production function, production design & capacity planning,
C2	Exploring the Make or Buy decision, and thus understanding the role of inventory management
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.
C4	To elucidate the importance and usefulness of work-study and quality control tools
C5	To provide insights on service operations management and waiting line analysis.
SYLLABUS	
UNIT	Details
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.
III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.
Course Outcomes	

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7

Reading List

1.	www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf
3.	https://www.emerald.com/insight/publication/issn/0144-3577
4.	https://www.inderscience.com/jhome.php?jcode=ijaom

References Books

1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 rd Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1 st Edition, Wiley, 2022.

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		2				
CO 2		2					2	
CO 3						2	2	
CO 4	2	2				2	2	
CO 5		2				2	2	

SEM	TWO	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC25		3	0	0	3

Financial Management		
Course Objectives		
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.	
C2	To create awareness on the various investment techniques on the investment decision making.	
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.	
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.	
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique	
SYLLABUS		
UNIT	Details	
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.	
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.	
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.	
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.	
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7

CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7
Reading List		
1.	https://accountingexplained.com/managerial/capital-budgeting/	
2.	http://www.studyfinance.com/lessons/workcap/	
3.	Journal of International Financial Management & Accounting	
4.	The Management Accountant Journal - icmai-rnj.in	
References Books		
1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019	
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.	
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.	
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019	
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.	
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.	

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2	2	3				2	2	
CO 3		2					3	
CO 4						2	3	
CO 5	2	2		3			2	

3-Strong 2-Medium 1-Low

SEM	TWO	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC26		4	0	0	3

Strategic Management		
Course Objectives		
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.	
C2	To provide insights on how business is responsible socially and ethically.	
C3	To highlight on the environmental analysis framework.	
C4	To throw light on strategic formulation and strategic choice.	
C5	To understand strategic implementation and strategic control.	
SYLLABUS		
UNIT	Details	
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.	
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.	
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.	
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS	
V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to frame vision and mission statements.	PO3, PO4, PO7
CO2	Be social and ethically responsible.	PO3, PO8
CO3	Possess insights on making environmental analysis.	PO3, PO8
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
CO5	Understanding strategic implementation and control.	PO4, PO5, PO7
Reading List		
1.	Strategic Management Journal – Wiley online Library	

2.	Journal of strategy and Management – Emerald Insight
3.	Mastering Strategic Management – www.opentextbooks.org.hk
4.	Mastering Strategic Management – www.saylor.org .
References Books	
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			3	2			3	
CO 2			3					3
CO 3			2					3
CO 4		2			3			2
CO 5				3	3			3

3-Strong 2-Medium 1-Low

SEM	TWO	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC27		3	0	0	3

International Business	
Course Objectives	
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.
C3	To throw light on international trade theories and the management of business functional operations in an international context.
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.
C5	To know about regional economic integration and contemporary issues in international business.
SYLLABUS	
UNIT	Details
I	Introduction: Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)- GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign

	Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7
CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7
CO3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7
CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
CO5	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8
Reading List		
1.	www.internationalbusinesscorporation.com	
2.	www.business-ethics.org	
3.	https://www.jstor.org/journal/jintebusistud	
4.	Journal of International Business and Management (JIBM)	
References Books		
1.	International Business: Competing in the Global Marketplace (SIE) 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)	
2.	International Business Fourth Edition By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)	
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.	
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.	
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3			2	
CO 2				M			2	
CO 3				3		3	3	
CO 4		3		3			3	
CO 5						3	3	3

3-Strong 2-Medium 1-Low

SEM	TWO	NATURE	Soft Skills I	L	P	T	C
COURSE CODE		23260SEC28		2	0	026	2

Executive Communication		
Course Objectives		
C1	To acquire communication awareness they are going to get for the industry.	
C2	To make the customer realize that you can provide them with information and other essential things	
C3	To explore the skill of writing business proposals	
C4	To develop a plan for the meetings and interviews	
C5	To analyze the skills required for non-verbal communication	
SYLLABUS		
UNIT	Details	
I	UNIT 1- Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.	
II	UNIT 11- Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.	
III	UNIT III- Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	
IV	UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	
V	UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6
CO2	Development of skills on developing Business Correspondence	PO4, PO6
CO3	Development of skills on preparing Business Reports and Proposals	PO4, PO6

CO4	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6
CO5	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6
Reading List		
1.	https://www.skillsyouneed.com/ips/communication-skills.html	
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers	
3.	http://skillopedia.com	
4.	https://www.habitsforwellbeing.com/9-effective-communication-skills	
References Books		
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.	
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011	
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.	
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.	
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3				3		3		
CO 4				3		3		
CO 5				3		3		

3-Strong 2-Medium 1-Low

SEM	TWO	NATURE	CORE	L	P	T	C
COURSE CODE	23260SEC29			2	0	0	2

Soft Skills II - Business Etiquette	
Course Objectives	
C1	To analyze the Business etiquette at workplace
C2	To determine the Principles of exceptional work behavior
C3	To explore Tech etiquette in using various telecommunication devices and channels
C4	To successfully handle Multi-cultural challenges
C5	To ascertain sensitivity to new and emerging issues in etiquette
SYLLABUS	
UNIT	Details
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dining-Specific food Etiquette guidelines.
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call- Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.

	Total	30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn using business etiquette at work place	PO4, PO6, PO7	
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins		
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.		
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.		
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.		
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				2		2	2	
CO 3				2		2	2	
CO 4				2		2	2	
CO 5				2		2	2	

3-Strong 2-Medium 1-Low

SEMESTER III

SEM	ONE	NATURE	CORE	L	P	T	C
COURSE CODE	23260AEC31			3	0	1	4

Quantitative Techniques and Research Methods in Business		
Course Objectives		
C1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.	
C2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.	
C3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.	
C4	To recognize the principles and characteristics of the multivariate data analysis techniques.	
C5	To become familiar with the process of drafting a report that poses a significant problem	
SYLLABUS		
UNIT	Details	
I	Introduction: Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.	
II	Research Methods: Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.	
III	Data Preparation and Analysis: Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.	
IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis - Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	
V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing - Academic Vs Business Research Reports - Ethics In Research.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7

CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6
CO5	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6

Reading List

1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf
2.	https://study.com/academy/topic/probability.html
3.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview
4.	https://hbr.org/1964/07/decision-trees-for-decision-making

References Books

1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill, 12th Edition, 2012.
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

Sl. No	Course Objectives	No. of Hours
1	C1	17
2	C2	10
3	C3	15
4	C4	09
5	C5	09
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				3	3	
CO 2				3		3		
CO 3				2		2		
CO 4				2		2		
CO 5				2		3		

SEM	THREE	NATURE	SOFT SKILL	L	P	T	C
COURSE CODE		23260SEC38		3	0	1	2

EMPLOYABILITY SKILLS

Course Objectives

C1	To learn about the employability skills
C2	To understand dimensions of task oriented skills
C3	To study on critical problem-solving techniques
C4	To develop employability skills
C5	To understand the logical and reasoning skills

SYLLABUS

UNIT	Details
I	INTRODUCTION TO EMPLOYABILITY SKILLS Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.
II	UNPACKING EMPLOYABILITY SKILLS Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.
III	INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.
IV	RESUME WRITING Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.
V	Arithmetic and Logical Reasoning Skills – Exercise.

Course Outcomes

Course Outcomes	On completion of this course, students will;	
CO1	Acquire employability skills	PO4, PO6, PO7
CO2	understand dimensions of task oriented skills	PO4, PO6, PO7
CO3	study on critical problem-solving techniques	PO4, PO6, PO7
CO4	develop employability skills	PO4, PO6, PO7
CO5	understand the logical and reasoning skills	PO4, PO6, PO7

Reading List

1.	https://www.jobjumpstart.gov.au/article/what-are-employability-skills
2.	https://www.simplilearn.com/why-are-employability-skills-important-article
3.	https://blog.hubspot.com/marketing/employability-skills
4.	https://www.indeed.com/career-advice/finding-a-job/employability-skills

References Books

1.	Soft Skills, Dr. K. Alex
2.	Winning Interview Skills, Compiled & Edited by J.K. Chopra.
3.	A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.
4.	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in

	the Graduate Job Market. United Kingdom: Pearson Education Limited.
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3		2		3		3		
CO 4				3	2	3	1	
CO 5				3		3		

3-Strong 2-Medium 1-Low

SEM	THREE	NATURE		L	P	T	C
COURSE CODE		23260SEC39		3	0	1	2

Leadership & Team Building Skills		
Course Objectives		
C1	To understand the characteristics, style, traits of leaders, and theories of leadership.	
C2	To learn more about self-leadership and developing team-building skills through case studies and examples.	
C3	To understand how to form, manage and lead the team.	
C4	To understand the measures of conflict in a team	
C5	To explore team roles & processes in developing and managing a team	
SYLLABUS		
UNIT	Details	
I	Leadership Theories: Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership	
II	Leadership Styles: Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.	
III	Leadership Skills: Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.	
IV	Team Work: Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.	
V	Exploring team roles & processes: mapping the stages of group development - Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO5, PO6, PO7
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO5, PO6, PO7
CO3	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
CO4	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
CO5	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7
Reading List		
1.	Uday Kumar Haldar, Leadership and Team Building,	
2.	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014	

3.	International Journal on Leadership, Publishing India Group
4.	International Journal of Organizational Leadership, CIKD
References Books	
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Nouna: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3	3	3	3	
CO 2				3	3	3	3	
CO 3		3		3	3	3	3	
CO 4				3	3	3	3	
CO 5				3		3	3	

3-Strong 2-Medium 1-Low

ELECTIVE
FINANCE MANAGEMENT

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EA32			3	0	0	3

Security Analysis and Portfolio Management		
Course Objectives		
C1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.	
C2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.	
C3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.	
C4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.	
C5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.	
Syllabus		
UNIT	Details	
I	Investment - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver-Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.	
II	Securities Market - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.	
III	Fundamental Analysis - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.	
IV	Technical Analysis - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.	
V	Portfolio Management -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7

CO2	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO4, PO6, PO7
CO3	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO4, PO7, PO8
CO4	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	PO4, PO6 PO7
CO5	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7

Reading List

1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009
3.	The Journal of Portfolio Management, Springer
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank

References Books

1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.

Sl. No	Course Objectives	No. of Hours
1	C1	09
2	C2	09
3	C3	09
4	C4	09
5	C5	09
	Total	45

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		3				3	3	
CO 2		3		2		3		
CO 3		3		3		2		
CO 4				2		3	3	
CO 5						2	3	

3-Strong 2-Medium 1-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EA33		4	0	0	3

Merchant Banking and Financial Services		
Course Objectives		
C1	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.	
C2	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.	
C3	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.	
C4	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.	
C5	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	
SYLLABUS		
UNIT	Details	
I	Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI.	
II	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing–Post Issue Activities.	
III	Fee based financial services: Mergers and Acquisitions-Portfolio Management Services – Credit Syndication – Credit Rating – Business Valuation.	
IV	Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.	
V	Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	PO4, PO6

CO2	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6
CO3	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6
CO4	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6
CO5	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6
Reading List		
1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011	
2.	Pathak Barthi, Indian Financial System, 5 th Edition, Pearson Education, 2018	
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate	
4.	Journal of Corporate Finance, Elsevier	
References Books		
1.	M. Y. Khan, Financial Services, TataMcGraw-Hill, 12 th Edition, 2012	
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.	
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 nd Edition, 2010.	
4.	J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,	
5.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.	
6.	Sasidharan, Financial Services and System, TataMcgrawHill, New Delhi.	

Sl. No	Course Objectives	No. of Hours
1	C1	09
2	C2	09
3	C3	09
4	C4	09
5	C5	09
	Total	45

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2		2				2		
CO 3		2		2		2		
CO 4		2				2		
CO 5				2		2		

3-Strong 2-Medium 1-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EA34		3	0	0	3

Derivatives Management		
Course Objectives		
C1	To familiarize and enable the students to understand the fundamentals of Derivatives and its types.	
C2	To throw light on forward and futures contract.	
C3	To educate the students on Options.	
C4	To elucidate the various Option Pricing models.	
C5	To educate the students on the indices of various derivative instruments	
SYLLABUS		
UNIT	Details	
I	Introduction: Derivatives – Definition –Types – participants and functions-Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives, Risks in Derivatives.	
II	Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts -Margin Requirements – Marking to Market – Hedging using Futures — Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.	
III	Options -Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits - American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models –Differences between future and Option contracts.	
IV	Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.	
V	Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	List the fundamentals of Derivatives and its types.	PO4, PO6
CO2	Classify the Forward and Future Contracts.	PO6, PO7
CO3	Assess the Options.	PO6, PO7
CO4	Summarize the various Option Pricing models.	PO6, PO7
CO5	Generalize the knowledge on the indices of various Derivative Instruments.	PO6, PO7

Reading List	
1.	Aron Gottesman, Derivatives Essentials: An Introduction to Forwards, Futures and Options and Swaps, Wiley, 2016
2.	ArkadevChatterje, Robert A. Jarrow, An Introduction to Derivative Securities, Financial Markets, and Risk Management, World Scientific, Kindle Edition,
3.	International Journal of Financial Markets and Derivatives, Inderscience Publishers
4.	Journal of Risk and Financial Management, MDPI
References Books	
1.	Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 10th edition, 2015.
2.	S.L. Gupta, Financial Derivatives, Theory, Concepts and Problems, PHI Learning 2nd edition, 2017
3.	Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, Pearson, 10th Edition, 2018.
4.	Patrick Boyle, Jesse McDougall, Trading and Pricing Financial Derivatives, De Gruyter, A Guide to Future, Options and Swaps, 2nd Edition, Publishers, 2018.
5.	James A. Overdahl, Financial Derivatives, Wiley India Pvt. Ltd, 3rd Edition, 2014

Sl. No	Course Objectives	No. of Hours
1	C1	09
2	C2	09
3	C3	09
4	C4	09
5	C5	09
	Total	45

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		3	2	
CO 2						3	2	
CO 3						3	2	
CO 4						3	2	
CO 5						3	2	

3-Strong 2-Medium 1-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EA35		3	0	0	3

Behavioral Finance		
Course Objectives		
C1	To enable the students to understand the basics of Behavioural Finance	
C2	To create awareness and understanding on the various theories of Behavioural Finance	
C3	To elucidate the students on the various financial decision theory paradoxes	
C4	To throw light on the non-behavioural finance through the extended knowledge on Efficient Market Hypothesis	
C5	To educate the students on arbitrage, risks in share trade and on contemporary financial issues.	
SYLLABUS		
UNIT	Details	
I	Introduction to Behavioral Finance: Introduction, Traditional vs Behavioural Theory, The Decision Making Process and Behavioural Biases, Limits to Arbitrage.	
II	Behavioural Finance Theory and Bubbles: Prospect Theory, SP/A Theory, Behavioural Portfolio Theory, Empirical and Statistical detection tests.	
III	Decision Theory Paradoxes: Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma, The Monty Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox.	
IV	Non-Behavioral Finance: Introduction - The roles of securities prices in the economy; Efficient markets hypothesis (EMH) – Definitions - EMH in supply and demand framework - Theoretical arguments for flat aggregate demand curve; Equilibrium expected return models.	
V	Demand by Arbitrageurs and Average Investors & Contemporary Issues: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation), Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment - contemporary behavioral finance issues	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain the basics of Behavioural Finance	PO6
CO2	Compare and classify the awareness and understanding on the various theories of Behavioural Finance	PO6, PO7
CO3	Categorize the various financial decision theory paradoxes	PO2, PO6
CO4	Assess the non-behavioral finance through the extended knowledge on Efficient Market Hypothesis	PO6
CO5	Estimate on arbitrage, risks in share trade and on contemporary financial issues.	PO6, PO7

Reading List	
1.	Subrahmanyam, A. (2008). Behavioural finance: A review and synthesis. European Financial Management.
2.	Forbes, W. (2009). Behavioural finance. John Wiley & Sons.
3.	Kapoor, S., &Prosad, J. M. (2017). Behavioural finance: A review. Procedia computer science.
4.	Bloomfield, R. (2010). Behavioural finance. In Behavioural and Experimental Economics (pp. 32-41). Palgrave Macmillan, London.
References Books	
1.	Prasaanna Chandra, Behavioural Finance, 2 nd Edition, Paperback – 1, Mcgraw Hill, 2020
2.	Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Markets, Mcgraw Hill Education, 2017

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			2			2		
CO 2						3	3	
CO 3							3	
CO 4		3				2	3	
CO 5						2	2	

3-Strong 2-Medium 1-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EA36		3	0	0	3

Capital Market and Financial Services	
Course Objectives	
C1	To acquire knowledge on Indian financial systems and its regulators
C2	To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.
C3	To understand leasing and hire purchase
C4	To familiarize with credit rating and securitization
C5	To know Depositories & Contemporary Issues
SYLLABUS	
UNIT	Details
I	<p>Indian Financial System: Regulators: Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority. Primary Market: Role of Primary Market, Functions, Intermediaries, methods of floatation of capital – IPO’s, FPO’s and Rights issues, Investor protection in primary market, Recent trends in primary market. Book building process. Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India. Indian Stock Exchanges: Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries</p>
II	<p>Listing and trading of Securities: Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing & Settlement: Different types of settlements - DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement. Risk Management system in BSE & NSE: Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE. Index Management: Importance of index computation Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India</p>
III	<p>Leasing and Hire Purchase Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications Microfinance: Consumer Credit - Factoring and Forfeiting</p>
IV	<p>Credit rating & Securitization: Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs. Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.</p>
V	<p>Depositories & Contemporary Issues Depository services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role- Stock</p>

	Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Estimate the Indian financial systems and its regulators	PO3,PO6
CO2	Summarize the listing and trading securities, Risk management in BSE & NSE, Index management.	PO6, PO7
CO3	Explain the leasing and hire purchase	PO7
CO4	Prioritize the credit rating and securitization	PO2,PO6,PO7
CO5	Summarize the depositories & contemporary Issues	PO6,PO7
Reading List		
1.	Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. The Quarterly Review of Economics and Finance.	
2.	Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. World development.	
3.	Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. Review of Quantitative Finance and Accounting.	
References Books		
1.	Khan M.Y, Financial Services, 8th edition, McgrawHill ,2015,.	
2.	K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008.	
3.	Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning,2014..	
4.	Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education, 2014.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			2			2		
CO 2						3	3	
CO 3							3	
CO 4		3				2	3	
CO 5						2	2	

3-Strong 2-Medium 1-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EA37		3	0	0	3

International Financial Management		
Course Objectives		
C1	To give clarity on the concept of international finance	
C2	To throw light on Foreign Exchange Market	
C3	To acquire knowledge on management of foreign exchange exposure and risk involved in it.	
C4	To understand cross-border investment decisions	
C5	To study about multinational financing institutions and contemporary issues	
SYLLABUS		
UNIT	Details	
I	Introduction to international finance: Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates.	
II	Foreign exchange market: Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage.	
III	Management of foreign exchange exposure and risk: Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operations exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect	
IV	Cross-border investment decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Corporate Risk in Investment Decisions. Financing Decisions of MNC`s.	
V	Multinational financing institutions and contemporary issues: The International Bank for Reconstruction and Development, the International Development Association, The International Finance Corporation, International monetary fund, Export and Import financing.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Identify the concept of international finance	PO2
CO2	Sketch on the functions of Foreign Exchange Market	PO6,PO7
CO3	Appraise the knowledge on management of foreign exchange exposure and risk involved in it.	PO2,PO7
CO4	Appraise the cross-border investment decisions	PO2, PO7
CO5	Generalize on multinational financing institutions and contemporary issues	PO6,PO7
Reading List		
1.	Madura, J. (2020). International financial management. Cengage Learning.	
2.	Apte, P. G., &Kapshe, S. (2020). International Financial Management . McGraw-Hill Education.	
3.	Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis.	
4.	Eun, C. S., & Resnick, B. G. (2010). International Financial Mgmt 4E. Tata McGraw-Hill Education.	

References Books	
1.	Machi Raju International Financial Management, Third Edition, HPH, 2016.
2.	V. A Avadhani, International Financial Management, Second Edition, HPH, 2011
3.	Eiteman&Stonchill, "Multinational Business Finance", 12 th Edition, Pearson, 2010
4.	Cheol Eul& Bruce Resnick, International Financial Management, 7 th Edition, China Machine Press, 2016.
5.	V.K.Bhalla. "International Financial Management for the Multinational Firm",4 th Edition, S Chand,.2014
6.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2						
CO 2						2	2	
CO 3		2					2	
CO 4		2					2	
CO 5						2	2	

3-Strong 2-Medium 1-Low

ELECTIVE
MARKETING MANAGEMENT

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EB32			3	0	0	3

Advanced Marketing Research and Consumer Behaviour		
Course Objectives		
C1	To create an understanding of market research concepts.	
C2	To create awareness of sampling techniques and its implications on market research.	
C3	To throw light on models of consumer behavior.	
C4	To foster knowledge on determinants of consumer behavior.	
C5	To create awareness on the consumer decision-making process.	
SYLLABUS		
UNIT	Details	
I	Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.	
II	Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research.	
III	Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel-Blackwell-Miniard Model, Environment influences on Consumer: Culture – Social Class – Social Groups – Family– Personal Influence and Opinion Leadership.	
IV	Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change. Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.	
V	Multivariate analysis: Discriminant analysis, Factor analysis, Conjoint analysis, Cluster analysis - Multidimensional scaling and Multiple Regression - Model Building, Data Visualization Tools – Usage of forecasting techniques - Time Series Analysis, ARIMA.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the basic concepts of marketing research.	PO4,PO7
CO2	Understand the complexity of sampling techniques and its implications on market research.	PO4, PO6
CO3	Have insights on models of consumer behavior and helps them to develop models.	PO6,PO7
CO4	Possess knowledge on determinants of consumer behavior.	PO6
CO5	Have insights on consumer decision process.	PO2, PO6,PO7
Reading List		
1.	Suja R. Nair , Consumer Behaviour & Marketing Research, Himalaya Publishing, 2015	

2.	S. Sumathi, P. Saravanavel, Consumer Behaviour & Marketing Research , S.Chand,2003
3.	Rajendra Nargundkar ,Marketing Research: Text and Cases .Tata Mc Graw Hill , 2017
4.	G.C.Beri, Marketing Research ,Tata Mc Graw Hill,2013
References Books	
1.	Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11 th Edition, Pearson, 2015.
2.	Naresh K.Malhotra and Satyabhusan., Marketing Research, 7 th Edition, Pearson, 2019.
3.	Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7 th Edition, Pearson. 2020.
4.	Majumdar, Ramanuj, Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020.
5.	S. Ramesh Kumar., Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2 rd Edition, 2021.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			S	
CO 2				M		S		
CO 3						S	S	
CO 4						M		
CO 5		S				M	M	

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EB33		3	0	0	3

Advertising Management and Sales Promotion		
Course Objectives		
C1	To introduce students to advertising fundamentals	
C2	To impart knowledge on advertising media and budget.	
C3	To orient students on advertising agencies and its operations.	
C4	To make students understand sales promotion campaigns.	
C5	To enable students understand the relevance of sales promotion	
SYLLABUS		
UNIT	Details	
I	Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.	
II	Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning.	
III	Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.	
IV	Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.	
V	Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.	
SCourse Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess knowledge and good understanding on the fundamentals of advertising	PO4, PO7
CO2	Have good understanding and knowledge on advertising media and budget	PO2, PO4, PO7
CO3	Have good orientation on advertising agencies and its operations.	PO5, PO7
CO4	Understand sales promotion campaigns.	PO4, PO5, PO6
CO5	Understand the relevance of sales promotion	PO4, PO6, PO7
Reading List		
1.	S A Chunawalla, Advertising Management and Sales Promotion, Himalaya Publishing, 2015	
2.	Vv Rathna & S L Guptha, Advertising and Sales Promotion Management, Sultan Chand, 2011	
3.	S H H Kazmi & Satish Batra, Advertising and Sales Promotion Management, Excel Books, 2008	
4.	Mishra M N, Sales Promotion and Advertising Management, Mishra M N, Himalaya Publishing 2015	
References Books		
1.	Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12 th edition, McGraw Hill Education, 2021	

2.	Advertising, Promotion, and other aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.
3.	Percy, L. and Rosenbaum-Elliot, R., Strategic Advertising Management, 4 th Edition, Oxford University Press, 2012.
4.	Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8 th Edition, Cengage Learning India, 2012.
5.	Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition, Tata McGraw-Hill Education, 2009.
6.	Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			S	
CO 2		S					S	
CO 3					M		S	
CO 4				S	S	M		
CO 5				M		M	M	

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EB34			3	0	0	3

Sales and Distribution Management		
Course Objectives		
C1	To introduce students to sales management and its related software	
C2	To impart knowledge on sales performance strategies and tactics.	
C3	To acquaint students with sales forecasting techniques, sales quotas and sales force planning	
C4	To provide inputs on sales force staffing, training and sales audit.	
C5	To orient students on role of distribution in sales management	
SYLLABUS		
UNIT	Details	
I	Introduction, Nature, Concepts and Scope - Organization Framework of The Field Sales Force - Sales force Automation - Types of Field Sales Organizations – Career in Field Sales Management. Field – Emerging trend in Sales Management - Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force. Software application in Sales management. Sales Management Process.	
II	Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards –Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Review of Training and Staffing Programmes.	
III	Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.	
IV	Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior- Training and Development of Sales force. Sales Training Process, Designing Training Content- Training for Different sales personnel, Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs.	
V	Distribution: Role of Distribution in the Marketing Mix Distribution center network, suppliers milk run, supply tracking, network configuration, quality control monitoring; Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport. Organization, Machines, Procedures and Documentation- Policies; Role of Transport; Transport in emergencies; safety and security of goods- Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution- Channel Information System- Designing a Channel information system. Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution- Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes

CO1	Be able to understand sales management and its related software	PO4, PO6
CO2	Know sales performance strategies and tactics.	PO1,PO2, PO6
CO3	Understand sales forecasting techniques, sales quotas and sales force planning	PO4, PO6,PO7
CO4	Know the concepts of sales force staffing, training and sales audit.	PO5, PO6
CO5	Have knowledge on the role of distribution in sales management	PO6,PO7

Reading List

1.	Dr.S.S.Guptha, Sales and Distribution Management – Text and Cases an Indian Perspective,Laxmi Publications Pvt Ltd; 2018
2.	Pingali Venugopal ,Sales and Distribution Management: An Indian Perspective, Sage, 2008
3.	Ramendra Singh , Sales And Distribution Management,Vikas Publishing , 2016

References Books

1.	Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.
2.	Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution Management ISBN: 9780199499045, Oxford University Press, 2019.
3.	Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Publications, 2008.
4.	Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10 th Edition, Wiley India Pvt. Ltd., 2011.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		S		
CO 2	M	S				S		
CO 3				M		S	M	
CO 4					M	S	M	
CO 5						M	M	

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EB35		3	0	0	3

Digital Marketing		
Course Objectives		
C1	Understand the digital marketing space and acquire knowledge on digital marketing strategy	
C2	To learn and comprehend on SEO and SEM	
C3	To acquire knowledge on the various channels of SMM	
C4	To learn, understand, and evaluate Search analytics and Web analytics	
C5	To create awareness and understanding on google analytics	
SYLLABUS		
UNIT	Details	
I	Digital Marketing Strategy: Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.	
II	SEO: Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.	
III	Social Media Marketing: Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management - Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.).	
IV	Search and Web Analytics: Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.	
V	Google Analytics: Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	To examine and explore the role and importance of digital marketing in today’s rapidly changing business environment.	P01, PO3, PO7

CO2	To focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.	PO1, PO2, PO7, PO8
CO3	To know the key elements of a digital marketing strategy	PO1, PO3, PO6
CO4	To study how the effectiveness of a digital marketing campaign can be measured	PO2, PO5, PO7
CO5	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	PO1, PO3, PO8
Reading List		
1.	M Bala, D Verma - ... (2018). A Critical Review of Digital Marketing ..., 2018 - papers.ssrn.com	
2.	Digital marketing : global strategies from the world's leading experts YJ Wind, V Mahajan - 2002 - books .google.com	
3.	Digital marketing : A practical approach A Charlesworth - 2014 - taylorfrancis.com	
4.	Modern trends in the development of digital marketing NI Arkhipova, MT Gurieva - RSUH/RGGU Bulletin. Series ..., 2018 - ideas.repec.org	
References Books		
1.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.	
2.	Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.	
3.	Vandana Ahuja, (2015), Digital Marketing, 1stedition, Oxford University Press.	
4.	Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.	
5.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.	
6.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		M				S	
CO 2	S	S					S	S
CO 3	M		S			S		
CO 4		S			M		S	
CO 5	S		S					S

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EB36		3	0	0	3

New Product Strategies		
Course Objectives		
C1	To familiarize the students to the basic concepts of New Product Strategy	
C2	To provide insights on Generation of new product ideas and identifying new market opportunities	
C3	To throw light on Selecting Market opportunity and Designing new market offers	
C4	To elucidate on Brand identity development	
C5	To hypothesize and implement new product Entry Strategies	
SYLLABUS		
UNIT	Details	
I	Basics of New Product Strategy: New Product Strategy-decisions- consumer behavior adoption and diffusion of innovations; characteristics, purpose, risk in new products; PLC.	
II	Idea Generation and Development: Generation of new product ideas and identifying new market opportunities, New Product Planning Process-stage gate system and its application.	
III	The Product offer: Selecting Market opportunity and Designing new market offers-Concept Generation and Evaluation, Developing and Testing Physical offers.	
IV	New Product Brand Development and Pricing Strategies: Importance of Brand decisions and Brand identity development; Pricing of a new product, Pre-test Marketing.	
V	New Product Launch: Entry Strategies - Pre-launch, during launch and Post launch preparations.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be familiar with the basic concepts of New Product Strategy	P01, PO3, PO7
CO2	Be well versed in Generation of new product ideas and identifying new market opportunities	PO1, PO2, PO7, PO8
CO3	Select Market opportunities and Designing new market offers	PO1, PO3, PO6
CO4	Develop Brand identity development	PO2, PO5, PO7
CO5	Hypothesize and implement new product Entry Strategies	PO1, PO3, PO8
Reading List		
1.	Product Strategy & Roadmaps, Kindle Edition, 2017	
2.	Roman Picher, Strategize: Product Strategy and Product Roadmap Practices for the Digital Age, Kindle Edition, 2016	
3.	Journal of Product Innovation, 2004 - Wiley Online Library	
4.	Industrial Marketing Management, 2009 - Elsevier	
References Books		

1.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.
2.	Crawford, Merle, Di Benedetto, Anthony, (2014), New Products Management, 11 th edition, McGraw-Hill.
3.	Robert G.Cooper, (2011), Winning at New Products, Creating Value through Innovation, 4 th edition, Basic Book, Perseus Books Group.
4.	Bettencourt, Lance, (2010), Service Innovation: How to Go from Customer Needs to Breakthrough Services, McGraw-Hill.
5.	Jaime Levy (2021), UX Strategy: Product Strategy Techniques for Devising Innovative Digital Solutions, O'Reilly Media, Inc.
6.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3		2				3	
CO 2	3	3					3	3
CO 3	2		3					3
CO 4		3			2		3	
CO 5	3		3					3

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EB37		3	0	0	3

Strategic Marketing		
Course Objectives		
C1	To learn fundamentals of strategic marketing	
C2	To have understanding about external environmental analysis	
C3	To know about strategic marketing advantage	
C4	To have insights about market resource allocation and customer value	
C5	To get familiar about implementation and contemporary issues in marketing strategy	
SYLLABUS		
UNIT	Details	
I	Introduction to Strategic Marketing: Fundamentals of Marketing Strategy - Market scope - competitive advantage - strategic target and strategic advantage - consumer and business markets.	
II	External environmental analysis: Political, economic, socio cultural, technological forces and strategic uncertainty in marketing. Analysis of effects Scenario analysis and forecasting for marketing.	
III	Strategic marketing advantage: Strategic marketing group analysis – Types of Strategic marketing group - Strategic marketing group mapping - positional advantage and sources of advantage in marketing – Creating and Challenging Competitive Advantage – Creating Corporate Advantage.	
IV	Marketing Resource allocation and customer value: Meaning – Types and Principles of Resource allocation models – Allocation between advertising and sales promotion – Allocation to new media - Allocation across markets and countries – Allocation to future research issues - Portfolio methods used for product market combination for different SBUs.	
V	Implementation issues in marketing strategy and Contemporary Issues: Marketing mix policies, control, implementation and marketing organization issues. Effect of current digital era on marketing strategy.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcome
CO1	Understand fundamentals of strategic marketing	P01, PO3, PO7
CO2	Learn and understand about external environmental analysis	PO1, PO2, PO7, PO8
CO3	Having knowledge about strategic marketing advantage	PO1, PO3, PO6
CO4	Derive insights about market resource allocation and customer value	PO2, PO5, PO7
CO5	Familiar about implementation and contemporary issues in marketing strategy	PO1, PO3, PO8
Reading List		
1.	D. W. Cravens, N Piercy, Strategic marketing, academia.edu, 2006	

2.	RMS Wilson, C Gilligan Strategic Marketing Management, taylorfrancis.com, 2012
3.	Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises R Varadarajan - Journal of the Academy of Marketing Science, 2010 – Springer
4.	Journal of Strategic Marketing, Taylor & Francis,
References Books	
1.	Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning.
2.	West, D. C., Ford, J., & Ibrahim, E. (2015). Strategic marketing: creating competitive advantage. Oxford University Press, USA.
3.	Andaleeb, S. S., & Hasan, K. (Eds.). (2016). Strategic marketing management in Asia: case studies and lessons across industries. Emerald Group Publishing Limited.
4.	Abratt, R., & Bendixen, M. (2018). Strategic Marketing: Concepts and Cases. Routledge
5.	Morgan, R. E. (2016). Strategic marketing: New horizons in theory and research. J. Rudd, M. Jaakkola, & G. W. Marshall (Eds.). Emerald Group Publishing Limited.
6.	Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3		2				3	
CO 2	3	3					3	3
CO 3	2		3					3
CO 4		3			2		3	
CO 5	3		3					3

3-Strong 2-Medium 1-Low

**ELECTIVE
HUMAN RESOURCE
MANAGEMENT**

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EC32			3	0	0	3

Human Resources Development	
Course Objectives	
C1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.
C2	To analyse and explore the models and factors influencing employee behavior and Learning.
C3	To explore the developing needs of Human capacity and its impact of HRD initiatives.
C4	To understand the training need & explore the technique for development.
C5	To explore the recent trends in career planning & development.
UNIT	Details
I	Introduction: Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.
II	Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.
III	Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development. Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.
IV	Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On - job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.
V	Career Planning and Development: Definition - objectives – importance – career development –Career path defining- principles of theories career planning – steps involved – succession planning. Recent Trends in HRD: Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.
Course Outcomes	

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the need of the HRD professionals.	PO1, PO8
CO2	Integrate the concept and practical implication of learning & behavior.	PO3, PO5
CO3	Understand the developing need of Human capacity.	PO3, PO5
CO4	Understand Training need & its development.	PO1, PO2, PO4
CO5	Have a better understanding of career planning & development.	PO6, PO7, PO8
Reading List		
1.	Brian Becker, Mark Huselid, Dave Ulrich, 'The HR Scorecard', Harvard Business School Press.	
2.	Kirsten & Martin Edwards, 'Predictive HR Analytics: Mastering the HR Metric', Kogan Page.	
3.	KirsWayne Cascio, John Boudreau, 'Investing in people. Financial Impact of Human Resource Initiatives'.	
4.	Tomas Chamorro-Premuzic, 'The Talent Delusion'.	
References Books		
1.	Gibb, S., Human Resource Development: Foundations, Process, Context, 3 rd Edition, Palgrave Macmillan, 2011.	
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.	
3.	Noe, R. and Deo, A., Employee Training and Development, 5 th Edition, Tata McGraw-Hill Education, 2012.	
4.	Rishipal, Training and Development Methods, S.Chand, 2011.	
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.	
6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 th Edition, Cengage Learning, 2012.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M							M
CO 2			S		S			
CO 3			M		M			
CO 4	M	M		M				
CO 5						M	M	M

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EC33		3	0	0	3

Industrial and Labour Relations		
Course Objectives		
C1	To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.	
C2	To provide insights on Industrial Harmony and Conflicts	
C3	To throw light on Labour Relations, Joint consultation	
C4	To explicate on Trade Union, Problems and role of Indian Trade Unions.	
C5	To elucidate on Collective Bargaining, Tripartite Machinery	
UNIT	Details	
I	Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.	
II	Industrial Harmony and Conflict: Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Code of Discipline- Grievance procedure-Labour management co-operation; Worker's participation in management.	
III	Labour Relations: Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.	
IV	Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions. Problems and Role of Indian Trade Unions: Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.	
V	Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice. Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Generalize with the basic concepts of Industrial Relations.	PO2, PO6

CO2	Enumerate insights on Industrial Harmony and Conflicts.	PO4, PO8
CO3	Have insights on Labor Relations, Joint Consultation	PO8
CO4	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO1, PO5
CO5	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	PO1, PO3, PO5
Reading List		
1.	Campbell Balfour, 'Industrial Relations in the common market'	
2.	Michael Poole, 'Theories of Trade unionism'	
3.	Srikanth Goparaju, 'Industrial Relations in Modern India'	
4.	Glenn Diesen, 'Great Power Politics in the fourth Industrial Revolution'	
References Books		
1.	Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6 th Edition 2020.	
2.	Sen, R., Industrial Relations: Text and Cases, 2 nd Edition, Macmillan PublishersIndia, 2009.	
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 nd Edition, Tata McGraw-Hill, 2012.	
4.	PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 rd Edition, 2017.	
5.	Sivarethinamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 st Edition 2010.	
6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2 nd Edition, 2017.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2				M				M
CO 3								S
CO 4	M				S			
CO 5	M		M		S			

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EC34		3	0	0	3

Career Management		
Course Objectives		
C1	To comprehend the dimensions of career planning and career development, career management.	
C2	To demonstrate techniques of self-assessment and changing landscapes of career management.	
C3	To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.	
C4	To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	
C5	To summarize and select appropriate Learning and Development for Career & Organizational growth	
UNIT	Details	
I	Introduction to Career Management: Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.	
II	Self-Assessment and Career Management: Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.	
III	Contemporary Issues in Career Management: Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.	
IV	Career Management System in Organization: Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.	
V	Role of Learning in Career Growth: Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Comprehend fairly the dimensions of career planning and career development, career management.	PO4, PO6
CO2	Demonstrate techniques of self-assessment and changing landscapes of career management.	PO2, PO8
CO3	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.	PO3, PO6

CO4	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	PO1, PO8
CO5	Summarize and select appropriate Learning and Development for Career & Organizational growth	PO1, PO3, PO6
Reading List		
1.	Ben Horowitz, ' <i>The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers</i> '.	
2.	Angela Duckworth, ' <i>Grit: The Power Of Passion and Perseverance</i> '.	
3.	Elaine Welteroth, ' <i>More Than Enough: Claiming Space For Who You Are (No Matter What They Say)</i> '.	
4.	Amy Cuddy, ' <i>Presence: Bringing Your Boldest Self To Your Biggest Challenges</i> '.	
References Books		
1.	Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.	
2.	John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.	
3.	Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers	
4.	Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st edition Sage Pub.	
5.	Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, Encyclopedia of Personality Development and Career Management, 1st Edition 2016 Himalaya publishing house Pvt. Ltd.	
6.	Jonothan P West, Career Planning, Development, and Management: An Annotated Bibliography Routledge, 1st edition 2017.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		M		
CO 2		M						M
CO 3			S			M		
CO 4	M							M
CO 5	M		M			S		

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EC35			3	0	0	3

Emotional Intelligence and Managerial Effectiveness		
Course Objectives		
C1	To familiarize the students to the basic concepts of Emotional Intelligence	
C2	To provide insights on Emotional Competencies	
C3	To throw light on Emotional literacy	
C4	To elucidate on significance of Emotional Intelligence	
C5	To create awareness and importance of Emotional Learning in organizations	
UNIT	Details	
I	Introduction to Emotional Intelligence: Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.	
II	Emotional Competencies: The emotional competency framework- Self-awareness, self-regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventory.	
III	Emotional literacy: Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training- developing emotional skill (awareness), cognitive skills and behavioural skill.	
IV	Emotional Intelligence at work place: The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.	
V	Emotional Learning in organizations: Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recognize and apply basic concepts of Emotional Intelligence	PO4, PO6, PO7
CO2	Enumerate and chart Emotional Competencies	PO3, PO6, PO8
CO3	Annotate and signify Emotional literacy	PO6, PO7
CO4	Be aware of using Emotional Intelligence tools	PO1, PO7, PO8
CO5	Hypothesize and assimilate importance of Emotional Learning in organizations	PO1, PO6, PO7
Reading List		
1.	Goleman, Richard Boyatzis, Annie McKee, ' <i>Primal Leadership</i> '.	
2.	Travis Bradberry, Greaves, ' <i>Emotional Intelligence 2.0</i> '	
3.	Colleen Stanley, ' <i>Emotional intelligence for sales success: Connect with customers and get results</i> '	
4.	David R. Caruso, Peter Salovey, ' <i>The Emotionally Intelligent Manager</i> '.	
References Books		
1.	Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25 th Anniversary Edition 2020.	
2.	Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.	

3.	Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1 st Edition 2015.	
4.	M S Battacharya, Emotional Intelligence, Excel Publications, 1 st Edition 2007.	
5.	Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.	
6.	Sumner Redstone , Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1 st Edition 2001.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		S	M	
CO 2			M			S		S
CO 3						S	M	
CO 4	M						M	S
CO 5	M					S	M	

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EC36			3	0	0	3

Talent Management		
Course Objectives		
C1	To have a clear understanding of the concept of talent management and its role	
C2	To acquire knowledge on talent planning	
C3	To obtain knowledge on talent acquisition and retention	
C4	To understand the concept of competency mapping and models of competency mapping	
C5	To understand the methodology to be followed in competency mapping	
UNIT	Details	
I	<p>Introduction to Talent Management: Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building the sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management, Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent , Tools for Managing Talent.</p> <p>Building blocks of talent management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.</p>	
II	<p>Talent Planning – Understanding the needs and mind set of employees, Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.</p>	
III	<p>Talent Acquisition and Retention – Talent Acquisition- Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model (Satisfy, Motivate and Reward), Employee Retention Programs, Career Planning and Development, Best practices in employee retention.</p>	
IV	<p>Competency Mapping: Concepts and definition of competency; types of competencies, Features of competency, approaches to mapping methods, Competency mapping procedures and steps , 5- level competency model, Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals.</p>	
V	<p>Methodology of Competency Mapping: Competency models people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping , competency-based interviewing, assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.</p>	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have a clear understanding the concept of talent management and its role	PO2,PO4,PO5

CO2	Have knowledge on talent planning	PO1,PO4
CO3	Have knowledge of talent acquisition and retention	PO3,PO5,PO8
CO4	Have an understanding of the concept of competency mapping and models of competency mapping	PO1,PO6
CO5	Have an understanding the methodology to be followed in competency mapping	PO1,PO7
Reading List		
1.	Talent management, William J Rothwell	
2.	Talent Management for the 21 st century, P Cappelli-HBR	
3.	Strategic Talent Management, Robert J Greene	
4.	Reinventing Talent Management, Edward E Lawler	
References Books		
1.	Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016	
2.	Lance A. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People Tata McGraw Hill, 3rd Edition, 2018.	
3.	Edward J Cripe, Competency Development Guide, Workitect Inc., 1st Edition, 2012.	
4.	Lyle M. Spencer, Signe M. Spencer, Competence at work: Models for Superior Performance, John Wiley Publishing, 1st Edition 2008.	
5.	Rao T.V., Performance Management: Toward Organizational Excellence, SAGE, 2nd Edition, 2015.	
6.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE, 1st Edition, 2019.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M		S	M			
CO 2	M			M				
CO 3			M		S			S
CO 4	M					M		
CO 5	S						M	

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EC37			3	0	0	3

Stress Management		
Course Objectives		
C1	To understand the concept of stress management	
C2	To understand the impact of stress	
C3	To analyse the stress reduction techniques	
C4	To study the strategies to cope up with stress	
C5	To develop resilience to stress	
UNIT	Details	
I	Introduction to Stress Management: Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,	
II	Impact of Stress: Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal	
III	Stress Reduction Techniques: Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress	
IV	Coping Strategies: Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model	
V	Developing Resilience to Stress: Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have a clear understanding on the concept of stress management	PO3
CO2	Illustrate the impact of stress and predict Stress warning signals	PO2
CO3	Develop ability to analyse the stress reduction techniques	PO1, PO4
CO4	Acquire the ability to identify the strategies to cope up with stress	PO5,PO6
CO5	Develop resilience strategies to stress	PO7,PO8
Reading List		
1.	Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini	
2.	Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce A. Adkins, PhD, Debra L. Nelson	
3.	Stress Management, Richard Pettinger	
4.	Stress and stress management,	

	Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.
References Books	
1.	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1 st Edition, 2022.
2.	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1 st Edition, 2011.
3.	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Live a Longer Life, 1 st Edition, 2014.
4.	Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1 st Edition, 2019.
5.	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1 st Edition 2016.
6.	Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5 th Edition 2010.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			M					
CO 2		M						
CO 3	M			S				
CO 4					M	M		
CO 5							M	M

S-Strong M-Medium L-Low

**ELECTIVE
LOGISTICS AND SUPPLY
CHAIN MANAGEMENT**

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260ED32		3	0	0	3

Supply Chain Management		
Course Objectives		
C1	To provide an in-depth understanding of various frameworks on the concepts of Supply Chain management	
C2	To analyze and evaluate the insights on Supply chain synergies	
C3	To examine the dimensions on Sales & Operation Planning	
C4	To appraise on the overview on Customer value and supply chain management	
C5	To appraise the various elements of supply chain analytics	
UNIT	Details	
I	Introduction to Supply Chain: Historical perspective Understanding Supply Chain key issues in supply chain management Objectives, importance, Decision phases - Examples of supply chains Supply chain strategies, The supply chain becomes value chain Supply chain as a competitive weapon	
II	Supply chain synergies: Collaborate with supply chain partners Supply Chain Drivers and Design Drivers of supply chain performance: Framework for structuring Facilities, including warehouse, Inventory, Transportation, Information, Sourcing, and Pricing – Yield management /Revenue management	
III	Sales and Operations Planning: Demand management Demand forecasting, Aggregate Planning and Managing Supply, Demand and Inventory Aggregate Planning in a Supply Chain: role, aggregate planning problems, strategies, role of IT, Implementation Responding to predictable variability in supply chain – Types of supply chains-creating responsive supply chains lean and agile supply chain their characteristics.	
IV	Leadership and Control: Customer value and supply chain management: Dimensions of customer value-value added services –customer value measures Push-pull boundary –mass customization and supply chain management outsource - Third and Fourth - Party Logistics providers – managing risk in supply chains Creating a sustainable supply chain.	
V	Supply chain analytics: Use of computer software in supply chain problems - Electronic commerce – emerging mega trends supply chain of the future –seeking structural flexibility–The multi-channel revolution 2020 vision.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the basic concepts of Supply Chain management.	PO4, PO6, PO8
CO2	Be able to apprehend, analyze and evaluate the insights on Supply chain synergies.	PO1, PO2
CO3	Be able to learn and examine the insights on Sales & Operation Planning.	PO5, PO6, PO7

CO4	Be able to classify, appraise and assess the Customer value and supply chain management.	PO4, PO5
CO5	Be able to appraise, and evaluate on the various elements of supply chain analytics.	PO3, PO8
Reading List		
1.	Supply chain management and advanced planning, Springer.	
2.	Supply chain management: An international journal, Emerald.	
3.	Industrial marketing management, Elsevier.	
4.	Journal of Business logistics, Wiley online.	
References Books		
1.	The Supply Chain Revolution, Suman sarkar,2017, Amacom	
2.	Supply Chain Metrics that Matter, Lora M. Cecere , 2014,wiley publication.	
3.	Supply Chain Strategy, Second Edition Unleash the Power of Business Integration to Maximize Financial, Service, and Operations Performance, Edward Frazelle, 2017,McGraw hill.	
4.	Managing Supply Chain Operations, Lei Lei , 2017, World scientific publications	
5.	Essentials of Supply Chain Management, Michael H. Hugos ,2018,wiley publication	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		M
CO 2	M	S						
CO 3		S			M	M	M	
CO 4				S	S		S	
CO 5			S					S

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260ED33			3	0	0	3

Principles and Practice of Logistics Management		
Course Objectives		
C1	To provide an in-depth understanding of various frameworks on the concepts & functions of logistics.	
C2	To analyze and evaluate the activities of logistics & Inventory	
C3	To examine the dimensions of transportation warehousing and distribution	
C4	To appraise on the overview of operational need on effective logistic performance.	
C5	To appraise the various elements of logistics cost and need for integration.	
UNIT	Details	
I	Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management – Competitive Advantages of Logistics – Functions of Logistics management – principles – Logistics Network – Integrated Logistics system.	
II	Elements of Logistics and Inventory carrying – Ware housing – Material handling – Order processing – Transportation – Demand Forecasting – Impact of Forecasts on Logistics and Performance measurements.	
III	Transportation – participants in Transportation Decisions – Modes of Transportation – Factors influencing Transport economics – documents in Transport Decision Making Warehousing / Distribution – Functions of Warehouse – benefits of Warehouse – Service – Warehousing Alternatives – Warehouse site selection – Factors while initiating Warehouse Operations – Warehouse Management System.	
IV	Packing and Materials Handling – Functions of packaging – Communication – Packaging cost – Types of Packaging Material – Unitization – Containerization – Designing a package factors affecting choice of packaging materials.	
V	Organization for effective logistics performance – centralized and decentralized structures – stages of functional aggregation in organization, financial issues in logistics performance – Measures – Steps in ABC costing – Financial Gap Analysis integrated Logistics – Need for Integration - Activity Centers in Integrated Logistics Role of 3PL and 4PL – Principles of LIS.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the broad concepts of evolution and functions of logistics management.	PO1, PO2
CO2	Be able to apprehend, analyze and evaluate the basic principles of logistics, warehousing and material handling	PO1, PO2, PO3, PO8
CO3	Be able to learn and examine the process of transportation, distribution, packaging etc	PO5, PO6, PO7

CO4	Be able to classify, appraise and assess the knowledge on integrated logistics and linguistic information system.	PO4, PO5
CO5	Be able to appraise, and evaluate on the various elements of logistics cost and need for integration in logistics facilities.	PO3, PO8
Reading List		
1.	Journal of Logistics Management, ingenta.	
2.	Periodicals of Engineering and Natural Sciences	
3.	The International Journal of Logistics Management, emerald.	
4.	Advances in Logistics and Supply Chain Management, springer.	
References Books		
1.	1st Edition Logistics Principles and Practice By Hessel Visser, 2007, Routledge.	
2.	Logistics and Supply Chain Management by Saikumari V. (Author), Purushothaman S (Author), Sultan Chand.	
3.	Logistics Management 1St Edn 2014 Edition by GANAPATHI AND NANDI, OXFORD	
4.	Textbook of Logistics and Supply Chain Management Agarwal D K, Trinity publications, 2018.	
5.	Logistics Management 3rd ED Paperback,2012 by V.V Sople ,Pearson publication.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S						
CO 2	M	S	S					S
CO 3					M	M	M	
CO 4				S	S			
CO 5			S					S

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260ED34			3	0	0	3

Inventory & Warehousing Management		
Course Objectives		
C1	To provide an in-depth understanding of Inventory Management and its impact on Logistics	
C2	To analyze and evaluate the activities of various models, tools and techniques of Inventory control and inventory management	
C3	To examine the dimensions of knowledge of various inventory ranking methods, and how to use technology in inventory control	
C4	To appraise on the overview of basics of warehouse management, its location, layout and principles of warehouse design	
C5	To appraise the various elements on knowledge about the standardization, codification, safety and security of inventory and the role of Information technology in warehouse management	
UNIT	Details	
I	Introduction to Inventory – Definition, principles, role, functions and importance of Inventory, Types of Inventory, Inventory Policy, Costs Associated with Inventory, Inventory and Profitability, Impact of Inventory on total logical cost – Inventory management – objectives / importance, symptoms of poor inventory management, Improving effectiveness of inventory management.	
II	Inventory Control and models – Importance and scope of Inventory control, Selective Inventory control, Inventory Models – Economic Lot size, EOQ, Economic Batch Quantity [EBQ], ROL – reorder level, P model, Q model, two bin system, fair share allocation model, MRP, ABC analysis, Just in Time (JIT). Modern methods Kanban, DRP and ERP.	
III	Inventory Methods – Inventory ranking methods and Quadrant technique, FIFO. LIFO, Weighted average method, Inventory under certainly and uncertainly, Risk Management, Work in progress inventories, Finished Goods Inventories, Spare parts inventories, Use of Computers in Inventory Management – RFID, EDI, Satellite tracking system.	
IV	Warehouse Management – Definition, Principles, Roles, Importance of Warehouses, Need for Warehousing, Warehouse selection and planning, functions and operations of a warehouse, Warehouse location, Area of Warehouse, Factors affecting warehousing cost, Warehouse layout, Design principles.	
V	Planning – codification and standardization of the Materials, Incoming Materials Receipts, Retrieval and Transaction Processing System, Security and Loss Prevention, Consumption Based Planning – MRP and lot sizing procedure, Forecasting parameter and result, planned order planning file consolidation, Break bulk, Cross docking, Mixing, Assembly – competitive advantage, production support warehouse – ERP, Role of IT in warehousing.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the broad concepts of Inventory Management and its impact on Logistics.	PO1, PO4, PO6, PO8

CO2	Be able to apprehend, analyze and evaluate the basic principles of various models, tools and techniques of Inventory control and inventory management.	PO3, PO4
CO3	Be able to learn and examine the process of various inventory ranking methods, and how to use technology in inventory control.	PO5, PO6, PO7
CO4	Be able to classify, appraise and assess the basics of warehouse management its location, layout and principles of warehouse design.	PO4, PO5
CO5	Be able to appraise, and evaluate on the various elements of standardization, codification, safety and security of inventory and the role of Information technology in warehouse management	PO3, PO8

Reading List

1.	International Journal of Supply Chain and Inventory Management, Inderscience.
2.	International Journal of Logistics Systems and Management, Inderscience.
3.	Journal of Operations Management, wiley.
4.	International Journal of Logistics Research and Applications, Taylor and francis

References Books

1.	Basics of Warehouse and Inventory Management: (The pillars of business Logistics) INDIA SPECIFIC EDITION 2022, by Villivalam Rangachari Rangarajan, Notion Press
2.	Inventory Management: Principles and Practices Paperback 2008, by P. Narayan (Author), Jaya Subramanian (Author), Excel books
3.	Best Practice in Inventory Management Hardcover, 1997 by Tony Wild (Author), Publisher A Butterworth-Heinemann Title.
4.	Hands-On Inventory Management (Resource Management) Hardcover 2007, Ed C. Mercado, Auer Bach Publications.
5.	Inventory Management, 2006, Chandra bose, Prentice Hall India Learning Private Limited.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M			M		M		M
CO 2			M	S				
CO 3					M	M	M	
CO 4				S	S			
CO 5			M					S

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EE35			3	0	0	3

Distribution Management		
Course Objectives		
C1	To provide an in-depth understanding of logistics operating areas and their interrelationship.	
C2	To analyze and evaluate the activities of planning and decision making and process steps.	
C3	To examine the dimensions of organizing structure in distribution.	
C4	To appraise on the overview of distribution organization and its leadership and Control	
C5	To appraise the various elements of Business Ethics of the organization.	
UNIT	Details	
I	Introduction to Distribution Distribution – Definition – Need for physical distribution – functions of distribution – marketing forces affecting distribution. The distribution concept – System perspective. Physical distribution trends in India. Transportation: Scope – principles of transportation function – relationship of transportation to other business functions.	
II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models	
III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.	
IV	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Level of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE)	
V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the broad concepts of logistics operating areas and their interrelationship.	PO4, PO6, PO8
CO2	Be able to apprehend, analyze and evaluate the basic principles of planning and decision making and process steps.	PO1, PO2

CO3	Be able to learn and examine the process of organizing structure in distribution.	PO5, PO6, PO7
CO4	Be able to classify, appraise and assess the structure of distribution organization and its leadership and Control	PO4, PO5, PO7
CO5	Be able to appraise, and evaluate on the various elements of Business Ethics of the organization.	PO3, PO8
Reading List		
1.	Supply chain management and advanced planning, Springer.	
2.	Supply chain management: An international journal, Emerald.	
3.	Industrial marketing management, Elsevier.	
4.	Journal of Business logistics, Wiley online.	
References Books		
1.	D K Agrawal. (2007). Distribution and Logistics Management: A Strategic Marketing Approach: Macmillan publishers. India.	
2.	Kapoor Satish K & Kansal Purva (2003) Basics of Distribution Management: A Logistical Approach: Prentice HALL of India.	
3.	Alan Ruston, Phil Crouches, Peter Baker (2014) The Handbook of Logistics and Distribution Management: Kogan page India New Delhi.	
4.	Basics of distribution management: a logistics approach by Purva Kansal and Satish K. Kapoor, 2003.	
5.	The strategy of distribution management, by Martin Christopher , 1985	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		M
CO 2	M	S						
CO 3					M	M	M	
CO 4				S	S		S	
CO 5			S					S

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260ED36			3	0	0	3

Logistics Infrastructure		
Course Objectives		
C1	To provide an in-depth understanding of salient logistics infrastructure and environment.	
C2	To analyze and evaluate the activities of technical infrastructure and web.	
C3	To examine the dimensions modes of transportation and the infrastructure.	
C4	To appraise on the overview of storage operations and control.	
C5	To appraise the various elements of Infrastructure and Layout Of Container Terminals	
UNIT	Details	
I	Infrastructure: Salient Features - Importance - Types - Commercialization of Infrastructure - Infrastructure and Environment - Infrastructure and the poor-Policy framework -Indian Scenario - Phases of project development - Slow progress.	
II	Technology Infrastructure : Internet and World Wide Web, internet protocols-FTP, intranet and extranet, Cloud Service Models – SAAS, PAAS, IAAS, Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud, Auto-Scaling in the Cloud, Internet information publishing technology-basics of webserver hardware and software.	
III	Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness– 3PLadvantages – Indian transport infrastructure – IT solutions–EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology	
IV	Storehouse Operations and Control: Introduction, Objectives, Storehouse Operations and its Objectives, Daily Activities of Stores, Organizing a Store, Store Location and Layout, Selecting appropriate storage system, Centralisation, Decentralisation and variety reduction of stores, Store Housekeeping, Stores Accounting	
V	Infrastructure and Layout Of Container Terminals: Infrastructure and layout of container terminals - Berth and quay characteristics- Apron width, quay crane rails - Container yard size, layout and markings Container Freight Station (CFS) -Gates, offices, maintenance facilities, fencing and traffic control. Types and purpose of equipment used in container terminals - Ship to shore handling equipment – Yard equipment for transfer, storage and delivery - CFS and other terminal equipment, Terminal automation.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the broad concepts of the salient logistics infrastructure and environment.	PO4, PO6, PO8
CO2	Be able to apprehend, analyze and evaluate the basic principles of technical infrastructure and web.	PO1, PO2
CO3	Be able to learn and examine the process modes of transportation and the infrastructure.	PO5, PO6, PO7

CO4	Be able to classify, appraise and assess the storage operations and control.	PO4, PO5
CO5	Be able to appraise, and evaluate on the various elements of Infrastructure and Layout Of Container Terminals	PO3, PO8
Reading List		
1.	https://www.projectmanager.com/blog/purchase-management	
2.	Supply chain management: An international journal, Emerald.	
3.	Industrial marketing management, Elsevier.	
4.	https://www.procurementexpress.com/purchase-orders/purchasing-management/	
References Books		
1.	David Simchi, Levi, Philip Kaminsky, Ravi Shankar. (2010). Designing & Managing the Supply Chain:TataMcGrawHill. 14 th Edition JOSHI R. N. (2013).	
2.	Public Private Partnership in Infrastructure: Perspectives, Principles and Practices: VisionBooks. NewDelhi.K. Hariharan. (2007).	
3.	Containerization, Multimodal Transport and Infrastructure Development in India: Shroff Publishers and distributors Pvt. Ltd. 5th Edition.	
4.	Lean Logistics: High-velocity Logistics Infrastructure and C-5 Galaxy Timothy L. Ramey,1999.	
5.	The fundamentals of military logistics: a primer of the logistics infrastructure,2005.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		M
CO 2	M	S						
CO 3		S			M	M	M	
CO 4				S	S			
CO 5			S					S

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260ED37		3	0	0	3

Packaging and Material Handling	
Course Objectives	
C1	To provide an in-depth understanding of packaging materials and design.
C2	To analyze and evaluate the activities of Functions and Essentials of Packaging.
C3	To examine the dimensions of consumer packaging Identification codes, bar codes, and electronic data interchange.
C4	To appraise on the overview of the Packing Considerations: Protection, Convenience, Environment, Use/Re- use- Cost and Competition.
C5	To appraise the various elements of Eco friendly Packaging for Exports- Scientific Packaging-Standardization in Packaging.
UNIT	Details
I	Packaging/Packing Materials & Components: Various Materials/Metals Flexible, Folding, Insulated, Corrugated Packing Materials-Packing materials: Paper, Wood, Adhesive, Aluminum foil, Cushioning-stuff, Packaging gas, Pallet, Paperboard, Plastic wrap, Shrink wrap, Screw cap, Slip sheet- Security printing- Stretch wrap – Time temperature indicator- Tinfoil. Packaging Industry Process and Machining: Packaging Demands of Consumer goods Industry- Packaging Demands of Industrial Users-Technology Trends in Packaging Industry – Aseptic processing - Authentication-Automatic identification and data capture - Blow fill seal - Blow molding -Containerization -Electronic article surveillance -Graphic Design - Induction sealing -Plastic welding -Printing
II	Packaging: Meaning, Functions and Essentials of Packing- Packaging: Meaning, Functions and Essentials of Packaging- Difference between Packing and Packaging- Packing for Storage- Packing for Overseas Shipment-Packing for Inland Transportation- Packaging for Product content Protection-Test of packaging: Mechanical, Climatic & Lab test- International Care labeling code - Packaging cost
III	Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging – Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels. Heavy, Medium and small Packaging- Active packaging-Child-resistant packaging Pilfer/Tamper Evident/Proof Packaging-Product-Packaging compatibility-Pharma Packaging- Food Packaging- Electronic goods Packaging- FMCG packaging- Heavy engineering Goods/Equipment Packaging.
IV	Packing Considerations: Protection, Convenience, Environment, Use/Re- use- Cost and Competition – Packing as a systems approach to Logistics- Transport/Storage Requirements- Physical, Chemical Environmental, Biological Nature of the Products Packing as Protection Against Hazards- Package design considerations: Structural design, marketing, shelf life, quality assurance, logistics, legal, regulatory, graphic design, end-use, environmental factors- Packaging for Marketing and Visual Appeal-Biodegradation -Recycling: Glass, Plastic &Paper-Reuse- Sustainable packaging - Waste management.
V	Packaging Economics: Packaging Cost Vs Product cost- Cost Reduction in Packaging. Packing for Inventory Control, Value Analysis- Packing and Value Engineering, Packaging Laws-Consumer Protection in Food Packaging, Marking and Labeling, Eco friendly Packaging for Exports- Scientific Packaging-Standardization

	in Packaging. Quality assurance-Radio- frequency identification -Track and trace -Vacuum forming Verification and validation - Barcode printer - Barcode reader -Bottling line –Carton machine- Check weighed -Conveyor system -Heat gun - Heat sealer - Industrial robot Injection molding machine –Logistics automation	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the broad concepts of types of packaging materials and design.	PO1, PO6, PO8
CO2	Be able to apprehend, analyze and evaluate the basic principles of Functions and Essentials of Packaging.	PO3, PO4
CO3	Be able to learn and examine the process of consumer packaging Identification codes, bar codes, and electronic data interchange.	PO5, PO6, PO7
CO4	Be able to classify, appraise and assess the packing Considerations: Protection, Convenience, Environment, Use/Re- use- Cost and Competition.	PO4, PO5
CO5	Be able to appraise, and evaluate on the various elements of Eco friendly Packaging for Exports- Scientific Packaging-Standardization in Packaging.	PO3, PO8
Reading List		
1.	Supply chain management: An international journal, Emerald.	
2.	Industrial marketing management, Elsevier.	
3.	https://in.sagepub.com/en-in/sas/export-and-import-management/book276434	
4.	https://www.ettintl.com/blog/Why-Export-Import-Management-Course-Is-Important.html	
References Books		
1.	Calver G. (2003). What Is Packaging Design: Rot vision.	
2.	Dean D. A. (2000). Pharmaceutical Packaging Technology: Taylor & Francis.	
3.	McKinley A. H. (2004) Transport Packaging: IoPP.	
4.	Robertson G. L. (2005). Food Packaging.	
5.	Introduction to Materials Management Eighth Edition By Pearson, 2017.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		M
CO 2			S	S				
CO 3					M	M	M	
CO 4				S	S			
CO 5			S					S

S-Strong M-Medium L-Low

**ELECTIVE
HOSPITAL MANAGEMENT**

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EE32		3	0	0	3

Health Policy and Health Care System		
Course Objectives		
C1	To provide an in-depth understanding of various frameworks on social determinants of health and broad concepts of Health scenarios in India.	
C2	To understand the activities of health agencies in India and the functions of international health organizations in the health care sector.	
C3	To illuminate the dimensions of public health policy, their structure, funding, governance, and their integration into the healthcare system.	
C4	To understand the overview of the Health Care Sector in India and assess the healthcare delivery system in the Hospitals.	
C5	To provide an overview of the various elements of Medical Tourism and to realize the potential of government policy on medical tourism in India.	
UNIT	Details	
I	Determinants of Health; Life Style – Socio – Economic conditions – Heredity – Environment – Health and Family Welfare Services – Other Factors – Health Scenario of India.	
II	Organizations for Health; Voluntary health agencies in India – Indian Red Cross Society – Indian Council for child welfare – Tuberculosis Association of India – RAI – Rockefeller Foundation – Ford Foundation - CARE - International organizations – WHO – UNICEF – UNDP.	
III	Health Policy; Meaning – Need – National health policy – features – National health programmers in India – Health planning – Planning under Five Year Plans – Plan Outlays. – National Population Policy.	
IV	Health care; concept of health care – Levels; Primary, Secondary, Tertiary – Health for all by 2000 A.D. – Health care system in India – Structure of Government Machinery – Private, Government, Corporate Hospitals.	
V	Medical Tourism; Role of Medical Tourism, Methods to attract Foreign Medical; Tourists, Facilities available for foreign patients, Role of travel Agencies, Govt. Policy on Medical Tourism.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand broad concepts of public health and role of healthcare in Human Development, Economic Development and Inclusive Growth.	P01, P05
CO2	Be able to apprehend basic principles of international health organizations in order to give them a better understanding of the wider context of health systems and public health across various countries.	P04, P08
CO3	Be able to learn the process of public health policy making and plans in healthcare system in India.	P04, P08
CO4	Be able to classify the health care the system at primary, secondary and national level and government machinery setup in India.	P06, P08
CO5	Have better understanding of medical tourism marketing, regulatory laws & Ethical issues for Medical Tourism.	P04, P06

Reading List		
1.	https://alraziuni.edu.ye/uploads/pdf/An-Introduction-to-Community-Health.pdf	
2.	https://www.who.int/docs/default-source/primary-health/vision.pdf	
3.	https://ncert.nic.in/textbook/pdf/gess302.pdf	
4.	https://www.researchgate.net/publication/25109436_Health_Policy_An_Introduction_to_Process_and_Power	
Reference Books		
1.	Robbins, S and Coulter, M, 11 th Edition, Management, Prentice Hall, 11 th edition, January 2012	
2.	Shaikh Ubaid, Disaster Management, Technical publications, 1 st edition, 2020	
3.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 th Edition, Tata McGraw Hill Education Private Ltd., July 2020	
4.	Moniz Cynthia D(2018), Health Care Policy and Practice, fifth edition, Taylor & Francis.	
	Park K, Textbook on Hygiene and Preventive Medicine, Banarsidas, Bhanoy	
5.	Park Textbook of Preventive and Social Medicine 23rd edition (park psm) (English, Hardcover, K. PARK), 2015	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2				3			
CO 2				2				3
CO 3				3				2
CO 4						2		3
CO 5				S	3	M	2	

3-Strong

2-Medium

1-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EE33			3	0	0	3

Hospital Planning and Administration		
Course Objectives		
C1	To make the students understand the concept of hospital administration.	
C2	To provide insights on the location layout of hospitals.	
C3	To highlight on effective analysis of hospital utilization.	
C4	To throw light on critical, administration and service zone.	
C5	To understand different standards maintained in hospital.	
UNIT	Details	
I	Hospital: Classification – Changing role of hospitals – Role of hospital administration – Hospital system – Need for scientific planning and design of hospitals.	
II	Planning: Principles of Planning – Planning process – Size of the hospital – Size selection – Location Layout – Hospital architect – Selection of architect – Equipping a hospital – Graphics and design.	
III	Technical analysis: assessment the extent need for the hospital services – Demand and need – Factors influencing hospital utilization – Bed planning – Project cost – Land requirements – Space requirements – hospital drawings and documents.	
IV	Hospital Design: Building requirement – Entrance and ambulatory zone – diagnostic zone – Intermediate zone – Critical zone – Service zone – Administrative zone.	
V	Facilities Planning: Transport – Food Services – Communication – Information System – Minor facilities – others. Standard in Hospital: General Standards – Voluntary and mandatory Standards – Mechanical Standards – Electrical Standards – Standard for centralized medical gas system – Biomedical waste handling.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the concept of hospital administration.	P01,P04
CO2	Have insights on the location layout of hospitals.	P02,P06
CO3	Know the effective analysis of hospital utilization.	P02,P05
CO4	Have knowledge on critical administration & service zone.	P01,P08
CO5	Understands the different standards maintained in hospitals.	P07,P08
Reading List		
1.	https://www.pdfdrive.com/hospital-planning-and-administration-e25041502.html	
2.	https://www.researchgate.net/publication/259389319_hospital_administration	
3.	https://www.vpmthane.org/ad/Uploads/Hospital_Admin.pdf	
4.	http://202.91.76.90:81/fdScript/RootOfEBooks/E%20Book%20Collection%202021%20-%20A/MANAGEMENT/OBM752%20-%20Hospital%20Management%20(Ripped%20from%20Amazon%20Kindle%20eBooks%20by%20Sai%20Seena).pdf	

Reference Books		
1.	Shi, L. & Singh, A. D., 2009. Delivering Health Care in America, 4th ed., Jones & Bartlett Publishers.	
2.	Paradkar, R. A., 2008. Hospital and Clinical Pharmacy, 1st ed., Pragati Books Pvt.Ltd.	
3.	Ruggiero, S. J., 2008. Staffing patterns in hospital pharmacy; four case studies, 2nd ed., Duquesne University Press.	
4.	Schneider, J. M., 2010. Introduction to Public Health, 3rd ed., Jones and Bartlett Publishers, Inc.	
5.	Miller, M. K., 2006. Planning, Design, And Construction of Health Care Facilities, 1st ed., Joint Commission Resources.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2			3				
CO 2		2				3		
CO 3		2			3	3		
CO 4	2							3
CO 5							2	3

3-Strong

2-Medium

1-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EE34			3	0	0	3

Hospital Records Management			
Course Objectives			
C1	To help the students in using of Information technology in Healthcare industry.		
C2	To acquaint the students with Hospital records maintenance systems.		
C3	To enhance the students with knowledge of latest trends in record maintenance.		
C4	To provide the students with insights on challenges in record maintenance.		
C5	To deliver students about the significance of statutory compliance in record administration.		
UNIT	Details	No. of Hours	Course Objectives
I	Hospital Records; Meaning – Functions – Importance of medical records to Patients, Doctors, Hospitals, Public Health, Press, LIC, Police – court of Law, Education and Research.		
II	Records Management; Registers, Forms; Meaning and importance – Principles of records keeping – Merits and limitations – Principles of records keeping – Merits and limitations – latest trends in record maintenance – Electronic forms of records maintenance		
III	Types – Out - patient record, in-patient records, causality, emergency, surgery, obstetrics and gynaecology, paediatrics, investigation and diagnosis.		
IV	Records Organization and Management; Classification of records – Bases for Classification – Indexing and filling of records – Problems associated with medical records.		
V	Medical Registers; Meaning - Types - Purpose – Advantages – Principles of designing records – Registers in various departments – Common issues. Medical Forms and Reports; Meaning – types and significance – Principles of designing – Statutory registers and reports to be maintained – Specimens.		
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn using of Information technology in Healthcare industry.	P01, P02	
CO2	Be able to acquire knowledge with respect to Hospital records maintenance systems.	P02, P08	
CO3	Be able to enhance their knowledge of latest trends in record maintenance.	P06, P08	
CO4	Get familiarized with the challenges in record maintenance.	P02, P03	
CO5	Know about the significance of statutory compliance in record administration.	P02, P07	
Reading List			
1.	https://www.researchgate.net/publication/343577236_HEALTH_RECORD_MANAGEMENT_SYSTEM_IN_PUBLIC_HOSPITALS_-AN_ANALYSIS		

2.	https://www.researchgate.net/publication/228740128_Electronic_Medical_Records_Management_Systems_An_Overview	
3.	http://www.irmt.org/documents/educ_training/public_sector_rec/IRMT_hospital_records.pdf	
4.	https://www.jlab.org/ir/records/handbook/records_handbook.pdf	
Reference Books		
1.	Rajendra Pal and Korlahalli J S, Essential of Business Communication, Sultan Chand and Sons, New Delhi	
2.	Prasanth Ghosh K, Office Management, Sultan Chand and Sons, New Delhi.	
3.	Francis CM and Mario C de Souza, Hospital Administration, 3 rd Ed. Jaypee Brothers, New Delhi	
4.	George, M A, The Hospital Administrator, Jaypee Brothers, New Delhi.	
5.	DC Joshi, Mamta Joshi, Hospital Administration, Jaypee brothers, 1 st edition.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	3						
CO 2		2						3
CO 3						2		3
CO 4		2	3					
CO 5		2					2	

3 - Strong

2 - Medium

1 - Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EE35			3	0	0	3

Hospital Core Services		
Course Objectives		
C1	To familiarize the students to the basic concepts of Hospital Services	
C2	To provide insights on Clinical Services	
C3	To throw light on importance of Non-Clinical Services	
C4	To discuss on Nursing services	
C5	To create awareness Hospital General Services and Hospital Information System	
UNIT	Details	
I	Hospital Services: Meaning – Types – Clinical – Non-Clinical – Nursing and Administrative Services, Departments in the Hospital Management.	
II	Clinical Services: Part I - Meaning – Importance- Types – Overview of each service. Clinical Services: Part II – Types Anesthesia – Internal medicine- Cardiology – Dermatology – Endocrinology – Gastroenterology – Nephrology – Neurology – Oncology – Orthopedics – Plastic Surgery – General Pediatrics – Urology – Obstetrics and Gynecology – Neonatology – Physiotherapy.	
III	Non-Clinical Services: Blood Bank Management, Meaning – Importance – Types – Blood Bank, Non-Clinical Services: Diagnostic Services (Laboratory Services): Clinical bio-chemistry – Clinical pathology – Clinical hematology – Histopathology – Microbiology-Immunology, Non-Clinical Services: Radiology and Imaging Services – Nuclear medicine – Radiotherapy, Non-Clinical Services: Pharmacy – Staff health – Medical staff organization and community health.	
IV	Nursing Services: Objectives – Nursing administration – Duty of nursing officers – Nursing and support staff in the ward – Nursing by-laws, rules, policies and procedures – Nursing meetings, Nursing Audit: Determining nursing complement in hospital – Health education.	
V	Hospital Administrative Services: Hospital administration – Hospital administrator – Duties of hospital administrator – Teaching – Training services (in-service education, attached medical college or paramedical sciences etc.), Hospital General Services: General and medical purchase – General stores, Hospital Information System: Computer and hospital information system.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be familiar with the basic concepts of Hospital Services	PO4, PO6, PO8
CO2	Compare and use appropriate Clinical Services	PO4, PO6
CO3	Categorize Non-Clinical Services, Medical staff organization and community health.	PO4, PO6, PO8
CO4	Summarize and manage Nursing services	PO4, PO6, PO8
CO5	Contrast and use Hospital General Services and Hospital Information System	PO4, PO6, PO7
Reading List		

1.	Kumar R and Goel S L, Hospital Managerial Services, Deep and Deep Publications, 2004,	
2.	Goel S L, Primary Health Care Management, Deep and Deep Publications, 2001	
3.	Journal of Hospital Medicine, Society of Hospital Medicine.	
4.	Journal of Hospital Infection, Elsevier.	
References Books		
1.	S.L.Geol, R.Kumar, Hospital Core Services, Hospital administration in the 21 st century, Deep & Deep Publication, 2004.	
2.	Gurol-Urganci Ipek, Understanding Health Services 2 nd edition, Open University Press.	
3.	S. L. Goel, & R. Kumar, Hospital Supportive Services, Deep & Deep Publication, 2004.	
4.	Joseph Tan, Handbook of Research on Emerging Perspectives on Healthcare Information Systems and Informatics (Advances in Healthcare Information Systems and administration) 1st Edition, IGI Global, 2018.	
5.	Lawrence F. Wolper, Health Care Administration: Managing Organized Delivery Systems, 5th Edition. Jones and Bartlett Publishers, Inc., 2010.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		3		3
CO 2				2		3		
CO 3				2		3		3
CO 4				2		2		3
CO 5				2		3	2	

3 - Strong

2 - Medium

1 - Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EE36		3	0	0	3

Hospital Support Services		
Course Objectives		
C1	To familiarize the students to the basic concepts of Hospital Support Services	
C2	To provide insights on Documentation and various services related to Emergency	
C3	To demonstrate importance of Laboratory safety and management	
C4	To elucidate on Dietary Services and Hospital Diets	
C5	To summarize on occupational hazards and Holistic Approach To Health	
UNIT	Details	
I	Basics of Hospital Support Services: Principles and methods of organizing, clinical and support services for hospitals. Role of supportive services / departments in the hospital management Nursing Care and Ward Management.	
II	Laboratories and Rules: Duties and responsibilities – Documentation and records Emergency Services: Ambulance service – First aid measures. Meaning-Importance of various services relate to Emergency Laboratories for Investigation: Laboratory rules – Conduct – Housekeeping.	
III	Laundry and Linen Services: Safety in the laboratory – Blood bank management Linen and Laundry: Meaning – Importance – Type of service. Laundry arrangements – Washing materials – Washing arrangements.	
IV	General Kitchen Equipment Store: Dietary Services and Hospital Diets: Important and function Equipment – Store – Day store – Visual arrangements General kitchen – Special diet kitchen –Food distribution.	
V	Holistic Approach to Health: Occupational Hazards –Physical Hazards, Chemical hazards, Biological hazards, Psycho-social Hazards, Prevention and Control Hazards. Evolution of Health Care delivery system– Changing trends in evolution of health care delivery system.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be familiar with the basic concepts of Hospital Support Services	P01, P02,P03
CO2	Compile and manage Documentation and various services related to Emergency	P03, P05,P06
CO3	Understand importance of Laboratory safety and management	P02,P04,P05,P08
CO4	Moderate Dietary Services and Hospital Diets	P03, P04, P08
CO5	Reflect concepts on occupational hazards and Holistic Approach To Health	P03, P06, P07,P08
Reading List		
1.	https://www.jaypeedigital.com/book/9789352501328	
2.	https://www.researchgate.net/publication/259389319_hospital_administration	

3.	https://www.academia.edu/38166165/Healthcare and Hospital Management Edited book Excel	
4.	https://www.scribd.com/document/460337396/Hospital-Support-Services-pdf	
Reference Books		
1.	Natrajan Sangeetha, Hospital support service, Excel Books, 2010.	
2.	S. L. Goel & R Kumar, Hospital support service, Deep & Deep Publication, 2004..	
3.	Francis CM & Mario C de. Souza, Hospital Administration, 3rd ed., Jaypee Brothers, 2019.	
4.	George, MA, The Hospital Administrator, Jaypee Brothers, N. Delhi, 2003.	
5.	Hospital Medical International Pvt. Ltd., Hospital Administration, Office Journal of I.H.A.	
6.	Llewellyn Davies R, & Macaulay H.M.C, Hospital Planning and Administration, Monograph series, Geneva , W.H.O, Jaypee Brothers, 1966.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	2	3					
CO 2			2		2	3		
CO 3		2		3	2			3
CO 4			2	3				3
CO 5			2			3	3	3

3 - Strong

2 - Medium

1 - Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EE37		3	0	0	3

Quality Assurance In Healthcare		
Course Objectives		
C1	To familiarize the students to the basic concepts of quality in Healthcare	
C2	To provide insights on Quality planning for Health service organization	
C3	To throw light on Tools of evaluating quality in medical care	
C4	To elucidate on Quality Assurance	
C5	To discuss on Quality Circle & Recognition	
UNIT	Details	
I	Quality-meaning, concept, importance-Quality terminologies-quality philosophies-Deming's 14 points, Juran & Crosby.	
II	Quality planning for service organization-Customer satisfaction-cost of quality, determinants of quality in medical care-norms for medical staff-Medical Audit. Medical Audit Committee.	
III	Tools of evaluating quality in medical care-Aspects of medical care that need evaluation-TQM concept- ISO 9000 Series, its implication on hospitals; Quality control techniques-Elective Competence, Bench marking.	
IV	Quality Assurance-major functions of Quality Assurance-patient care evaluation- Utilisation review, Continuous medical Education, Continuous Monitoring and Credentialing-Documentation Process-Communication System.	
V	Quality improvement-Problem solving-Employee Participation-instruction & measurement-Quality Circle-Quality Recognition-Quality Awards.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be familiar with the basic concepts of quality in Healthcare	P01, P02
CO2	Implement Quality planning for Health service organization	P03, P04, P08
CO3	Use Tools of evaluating quality in medical care	P03, P05, P06, P08
CO4	Plan Quality Assurance and audit the processes	P05, P06, P08
CO5	Form Quality Circles & Recognize improvements	P03, P05, P08
Reading List		
1.	https://www.jaypeedigital.com/book/9789350909652	
2.	https://www.moh.gov.gh/wp-content/uploads/2016/02/Healthcare-Quality-Assurance-Subdistrict.pdf	
3.	https://www.researchgate.net/publication/353807287 Text book of Quality management	
4.	https://www.pdfdrive.com/an-introduction-to-quality-assurance-in-health-care-e184351049.html	
Reference Books		
1.	Avedis Donabedian, An Introduction to Quality Assurance in Health care, OUS Publisher, 2003.	
2.	Gyani J Girdhar, Handbook Of Healthcare Quality & Patient Safety, 2 nd Edition, Association of Health Care Providers 2017.	
3.	Robert C Lloyd, Quality Health Care: A Guide to Developing and Using Indicators 2nd Edition, Jones & Bartlett Learning; 2nd edition 2017.	

4.	Richard H. Egdahl, Paul M. Gertman , Quality Assurance in Health care, Imprint unknown, 1979.
5.	<u>Roger Ellis</u> , Quality Assurance of Healthcare: A Hand Book, CRC Press, 1993.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	3						
CO 2			2	2				2
CO 3			2		2	3		3
CO 4					2	2		3
CO 5			2		2			3

3 - Strong

2 - Medium

1 - Low

**ELECTIVE
SYSTEMS MANAGEMENT**

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EF32		3	0	0	3

Data Base Management System		
Course Objectives		
C1	To provide insights to the database concepts and modeling.	
C2	To throw light on RDBMS and basic structure of SQL.	
C3	To familiarize on integrity & domain constraints and normalization using functional, multivalued, join dependencies.	
C4	To create awareness and importance of object oriented data model.	
C5	To elucidate on database system architectures.	
SYLLABUS		
UNIT	Details	
I	Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E - R Diagram – Weak Entity Sets – reduction of E- R Diagram to tables.	
II	Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.	
III	Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition – normalization using functional, multivalued, Join dependencies– Domain – Key Normal form – alternative approaches.	
IV	Object Oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects – comparison.	
V	Database System Architectures : Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction –inter query –intra query, intra-operation –interoperation parallelism –distributed databases –distributed data storage–network transparency –Query processing –Transaction model–Commit protocols –coordinator selection –concurrency control –deadlock handling –multi database systems.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Summarise the database concepts and modeling.	P02, P06
CO2	Recall the concept of RDBMS and basic structure of SQL.	P01, P06
CO3	Generalise on integrity & domain constraints and normalization using functional, multivalued, join dependencies.	P01, P05, P06
CO4	Formulate one's understanding on object oriented data model.	P01, P06
CO5	Criticise and compare the database system architectures.	P02, P05, P06
Reading List		

1.	T. William Olle, Database management system, Encyclopedia of Computer Science	
2.	Journal of Intelligent Information Systems - Integrating Artificial Intelligence and Database Technologies, Springer	
3.	Knowledge and Information Systems, Springer	
4.	Journal of Network and Systems Management, Springer	
TEXT BOOKS		
1.	C.J. Date, A.Kannan, S.SwamiNadhan, An Introduction to Database systems, , Pearson, 8 th Edition, 2003	
2	Paneerselvam, R; Database Management Systems; PHI; 2018	
3	SatinderBal Gupta; Aditya Mittal; Introduction to Database Management; Laxmi Publication; 2009	
4	Raghu Ramakrishnan;JohannesGehrke; Database management systems; third edition; McGraw Hill; 2000	
5	Rajiv Chopra; Database management sytems: A Practical approach; 5 th edition; S Chand and company; 2008	
References Books		
1.	A Silberschatz, H Korth, S Sudarshan, “Database System and Concepts ”, McGraw-Hill, 6 th Edition, 2013	
2.	Raghurama Krishnan, Johannes Gehrke, Data base Management Systems, McGraw-Hill 3 rd Edition, 2014.	
3.	ElmasriNavathe, Fundamentals of Database Systems, Pearson Education, 7 th Edition, 2015	
4.	Rob, Coronel, “Database Systems”, Seventh Edition, Cengage Learning, 2006.	
	Total	100 Marks

CO – PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		S				S		
CO 2	M					S		
CO 3	M				S	M		
CO 4	S					M		
CO 5		S			S	M		

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EF33		3	0	0	3

System Analysis and Design		
Course Objectives		
C1	To familiarize the students on the fundamentals of system analysis and design.	
C2	To provide insights on computer-assisted tools and types of automated tools.	
C3	To throw light on review and selection fact-finding techniques.	
C4	To elucidate on the essentials of design designing effective output.	
C5	To create awareness and importance on software design & documentation and case studies on various domains.	
SYLLABUS		
UNIT	Details	
I	System Analysis Fundamentals: Introduction to System, System Analysis and Design, Need for System Analysis and Design, Role of the System Analyst System Development Strategies: SDLC, Structured Analysis Development Method, System Prototype Method.	
II	Case Tools: Benefits of Computer-Assisted Tools, Categories of Automated Tools, Case Components Organizations as System: Interrelatedness and Interdependence of System, System Process, Boundaries, System Feedback, Managing Project.	
III	Review and Selection Fact-Finding Techniques: Interview, Questionnaire, Record Review, Observation Data Flow Diagram: Advantages, Notations, Rules, Leveling, Logical and Physical DFD. Data Dictionary: Importance, Data Elements, Describing Process Specification Structured Decisions: Decision Tree, Decision Tables, Structured English.	
IV	The Essentials of Design Designing Effective Output: Objectives, Types of Output, Method, Factors to consider - Designing Effective Input: Objectives, Guideline for Form design, Screen and Web Forms, Designing User Interface: Objectives, Types of user interface, Designing Accurate Data – Entry Procedures: Objectives, Effective coding, Data-Entry Method, Ensuring data quality through input validation	
V	Quality Assurance through Software Engineering - Design of Software, Software design and documentation: Structured Flowcharts, HIPO, Warnier /Orr Diagrams Managing Quality Assurance: Level of Assurance, Level of Test Implementation of Information System: Training Strategies, Conversion, Post Implementation Review -Case Studies - Financial Accounting System - Payroll System – Library System - Inventory System - Online Banking System - Railway Reservation system(Input, Output, DFD)	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recall the fundamentals of system analysis and design.	P01, P02
CO2	Describe the computer-assisted tools and types of automated tools.	P02, P06

CO3	Analyse the review and selection of fact-finding techniques.	P01, P04
CO4	Formulate the essentials of designing effective output.	P02, P06
CO5	Organise your understanding on software design & documentation and case studies on various domains.	P01, P06
Reading List		
1.	Finite Elements in Analysis and Design, Elsevier	
2.	Formal Methods in System Design, Springer	
3.	Journal of Systems and Software, Elsevier	
4.	Telecommunication Systems - Modelling, Analysis, Design and Management, Springer	
Text book		
1	V Rajaraman; Analysis and Design of Information Systems; PHI; 2018	
2	J B Dixit; Structured system Analysis and Design ; Laxmi Publications; 2007	
3	AruneshGoyal; System Analysis and Design ; PBI Learning; 2011	
4	Dr V k Jain; System Analysis and Design handbook; Dreamtech Press; 2000	
5	Preeti Gupta; Structured System Analysis and Design; Firewall Media; 2005	
References Books		
1.	Hoffer J. A, George J.F, Valacich J.S, Modern Systems Analysis and Design, Pearson Education, 6 th Edition, 2011	
2.	Alan Dennis and Barbara Wixom, Roberta M. Roth, Systems Analysis and Design, Wiley, 2018.	
3.	Whitten J. L, Bentley L. D, Systems Analysis and Design Methods, McGraw Hill, 2005.	
4.	Kenneth E. Kendall, Julie E. Kendall, Systems Analysis and Design, Pearson	
5.	Elias M. Awad, System Analysis and Design, Galgotia Publications Pvt. Ltd, 2010	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S					S		
CO 2		S				S		
CO 3	M			S				
CO 4		M				M		
CO 5	S					S		

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE	23260EF34			3	0	0	3

Decision Support System		
Course Objectives		
C1	To provide insights on components and characteristics of DSS.	
C2	To throw light on modeling process, model directory and model base management system.	
C3	To familiarize on data structure and data base languages.	
C4	To create awareness and importance of dialog management, user interface and	
C5	To elucidate on development of decision support system.	
SYLLABUS		
UNIT	Details	
I	Introduction: Decision concept – Steps – Decision Support System – Components – Characteristics – Classifications and Applications.	
II	Model Management: Model – Modeling Process – Types of Models – Optimization – Simulation – Heuristic: Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.	
III	Data Management System: Data Base – Sources of Data – Data Directory – Data Structure and Data Base Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.	
IV	Dialog Management: User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface.	
V	Development of Decision Support System: Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.	
Course Outcomes		
Course Outcomes		Program Outcomes
CO1	On completion of this course, students will; Have insights on components and characteristics of DSS.	P01, P02
CO2	Possess knowledge on DSS architecture; approaches to development; and models in DSS.	P02, P04
CO3	Possess knowledge on Group DSS and Executive Information Systems (EIS).	P01, P05
CO4	Have better understanding on AI and expert	P02, P06
CO5	Learn and understand on development of decision support system.	P01, P06
Reading List		
1.	Decision Support Systems and Electronic Commerce, Elsevier	
2.	Decision Support Systems, Science Direct	

3.	Decision Sciences – Wiley Online Library
4.	Soft Computing - A Fusion of Foundations, Methodologies and Applications Springer
Text Books	
1	Sitansu S Mitra; Decision Support Systems: Tools and Techniques; Wiley; 1986
2	RamanathanSugumaran; John Degroote; Spatial Decision Support System: Principles and Practices; Taylor and Francis; 2011
3	V S Janakiraman; Sarukesi, K; Decision Support Systems; PHI; 2008
4	B Ravindranath; Decision Support Systems and Data Warehouses; NewAge International; 2003
References Books	
1.	Efraim Turban, Jay E. Aronson, Ting-Peng Liang, Ramesh Sharda, Decision Support & Business Intelligent Systems, Pearson Education, 8 th Edition, 2007
2.	Mallach, Efreem G, Decision Support & data Warehouse Systems –McGraw-Hill, 2002
3.	Marakas, George. M, Decision Support Systems in the 21st century – Pearson Education, 1999
4.	Daniel J Power, Decision Support Systems – Concepts and Resources for Managers: Quorum Books, 2002
5.	Efraim Turban, Ramesh Sharda, DursunDelen, Business Intelligence and Analytics – Systems for decision support, Pearson, 2018

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	M						
CO 2		S		S				
CO 3	M				S			
CO 4		M				S		
CO 5	S					M		

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EF35		3	0	0	3

Internet of Things (IoT)		
Course Objectives		
C1	To provide insights to the students on the basic concepts of IoT	
C2	To throw light on the various models related to IoT architecture.	
C3	To familiarize on the design and building blocks of IoT.	
C4	To create awareness and importance of data analytics tools for IoT.	
C5	To elucidate on IoT related case-studies and real world applications.	
SYLLABUS		
UNIT	Details	
I	Introduction: Evolution of Internet of Things - Physical Design of IoT - Logical Design of IoT - IoT Enabling Technologies - IoT Levels and Deployment Templates - Domain Specific to IoTs.	
II	IoT Architecture: ETSI, IETF, OGC architectures - IoT reference model - Domain model - information model - functional model - communication model - IoT reference architecture.	
III	Building IoT: IoT Systems - Logical Design using Python - IoT Physical Devices and Endpoints: What is an IoT Device - Basic building blocks of an IoT device - Exemplary Device: Raspberry Pi - Programming Raspberry Pi with Python - Other IoT Devices.	
IV	IoT Data Platform: Data Analytics for IoT: Introduction - Apache Hadoop - Using Hadoop Map Reduce for Batch Data Analysis - Apache Oozie - Apache Spark - Tools for IoT - Introduction - Chef: Setting up Chef.	
V	Case Studies and Real-World Applications: Real world design constraints - IoT Physical Servers & Cloud Offerings - Case Studies Illustrating IoT Design: Introduction - Asset management – Smart Cities - Environment - Productivity Applications.	
Course Outcomes		
Course Outcomes		Program Outcomes
CO1	Infer the basic concepts of IoT.	P04, P06
CO2	Comparison on the various models related to IoT architecture.	P02, P04, P05
CO3	Recall the design and building blocks of IoT.	P01, P02, P06, P07
CO4	Assess the importance of data analytics tools for IoT.	P02, P06, P07
CO5	Analyse the IoT related case-studies and real world applications.	P01,P02,P03,P06, P07
Reading List		
1.	Internet of Things – Science Direct	
2.	International Journal of Internet of Things and Cyber-Assurance, Inderscience	

3.	S Li, LD Xu, S Zhao, The internet of things: a survey, , Information systems frontiers, Springer
4.	F Wortmann, K Flüchter ,Internet of things - Business & Information Systems Engineering, Springer
	Text Books
1.	ArshdeepBahga, Vijay Madiseti, - Internet of Things – A hands-on approach, University Press, 2015
2	DrKamleshLakhwani; DrHemant Kumar Gianey; Joseph KoftWireko; Internet of Things; BPB Publications; 2020
3	Sunil Cheruvu; Anil Kumar; Ned Smith; Demystufying Internet of Things Security: Successful IoT; Apress; 2019
4	RajkumarBuyya; Amir VahidDastjerdi; IoT: Principles and Paradigms; Elsevier; 2016
5	AbhikChaudhry; Internet of things, for things and by things; Taylor and Francis; 2019
References Books	
2.	Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), —Architecting the Internet of Thingsl, Springer, 2011.
3.	Honbo Zhou, —The Internet of Things in the Cloud: A Middleware Perspectivel, CRC Press, 2012.
4.	Jan Holler, VlasiosTsiatsis , Catherine Mulligan, Stamatis , Karnouskos, StefaAvesand. David Boyle, "From Machine-to-Machine to the Internet of Things – Introduction to a
5.	Olivier Hersent, David Boswarthick, Omar Elloumi , —The Internet of Things – Key applications and Protocolsl, Wiley, 2012
6.	Adrian McEwen and Hakim Cassimally, “Designing the Internet of Things”, John Wiley & Sons, 2013.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		S		
CO 2		M		S	S			
CO 3	S	S				M	M	
CO 4		M				S	S	
CO 5	S	S	S			M	S	

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EF36		3	0	0	3

Software Project and Quality management	
Course Objectives	
C1	To comprehend and reflect on overview of project planning, project evaluation, project analysis and technical planning, software estimation
C2	To elaborate and critically analyze Resource scheduling and management, CMM, key process indicators, process monitoring and control.
C3	To generate and align Critical Chain Project Management, Test Maturity Model & Six Sigma and collate reports.
C4	To evaluate existing Adaptive Project Framework and build quality models based on Six Sigma & Lean Process Model.
C5	To contrast Software configuration management processes and audit quality standardisations.
SYLLABUS	
UNIT	Details
I	Introduction: Project Overview - Traditional Project Management - Scoping the Project - Identifying Project Activities-An overview of project planning, project evaluation, project analysis and technical planning, software estimation. Organizational quality goals, policy, quality plans, certification, accreditation, process measurements, audits.
II	Requirements: Estimating Duration, Resource Requirements and Cost - Constructing and Analyzing the Project Network Diagram - Finalizing the Schedule and Cost Based on Resource Availability - Organizing and Conducting the Joint Project Planning Session. Capability Maturity Model: CMM & CMMI, goals, commitment, ability, measurement & verification, maturity levels, key process areas, key process indicators, process monitoring and control.
III	Project Teams: Recruiting Organizing and Managing the Project Team - Monitoring and Controlling Progress - Closing out the Projects - Critical Chain Project Management - Activity planning, project schedules, sequencing and scheduling projects. Test Maturity Model & Six Sigma: Overview, Key Process Areas, TPI framework of test quality, levels of maturity, assessment, analysis, reporting.
IV	Framework: Introduction to the Adaptive Project Framework - Version Scope - Cycle Plan - Cycle Build - Client Checkpoint - Post-Version Review - network planning model, shortening project duration, Identifying critical activities. Six Sigma & Lean Process Model: quality criteria, quality metrics, frameworks, process wastages, operational processes, guidelines and templates
V	Standardisations: Variations to APF- Software configuration management, Basic functions, Responsibilities, standards configuration management, prototyping, models of prototyping. Organizational Considerations - Project Portfolio Management - Project Support Office Case study - PRINCE Project management standards. Audits: ISO, CMM, People CMM, TMM, Six Sigma.
Course Outcomes	
Course Outcomes	On completion of this course, students will;
	Program Outcomes

CO1	Comprehend and reflect on overview of project planning, project evaluation, project analysis and technical planning, software estimation	P01, P02, P06, P07
CO2	Critically analyze Resource scheduling and management, CMM, key process indicators, process monitoring and control.	P05, P06, P07
CO3	Generate and align Critical Chain Project Management, Test Maturity Model & Six Sigma and collate reports.	P01, P02, P06
CO4	Evaluate existing Adaptive Project Framework and build quality models based on Six Sigma & Lean Process Model.	P01, P02, P05, P06
CO5	Contrast and conclude Software configuration management processes and audit quality standardisations.	P04, P05, P07, P08

References Books

1.	Richard L. Chamberlain, Planning Quality Project Management of (EMR/EHR) Software Products (HIMSS Book Series), CRC Press, 1 st Edition 2017.
2.	Ronald Cummings - John, Owais Peer, Leading Quality: How Great Leaders Deliver High Quality Software and Accelerate Growth, ROI Press, 1 st Edition 2019.
3.	Greg Caldwell, Lean Mastery: 8 Books in 1 - Master Lean Six Sigma & Build a Lean Enterprise, Accelerate Tasks with Scrum and Agile Project Management, Optimize with Kanban, and Adopt The Kaizen Mindset, Greg Caldwell Publishing, 1 st Edition 2020.
4.	Tom C. Witt, IT Best Practices: Management, Teams, Quality, Performance, and Projects, CRC Press, 1 st Edition 2018.
5.	Linda Westfall, The Certified Software Quality Engineer Handbook, ASQ Quality Press, 2 nd Edition, 2017.
6.	Stephan Goericke, The Future of Software Quality Assurance, 1 st 2020, Springer Open.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	M				M	S	
CO 2					S	M	S	
CO 3	M	S				S		
CO 4	S	M			S	S		
CO 5				S	M		S	S

S-Strong M-Medium L-Low

SEM	THREE	NATURE	ELECTIVE	L	P	T	C
COURSE CODE		23260EF37		3	0	0	3

Data Warehousing		
Course Objectives		
C1	To provide insights to the characteristics and architecture of data warehouse.	
C2	To throw light on the fundamentals, classification and major issues in data mining.	
C3	To familiarize on APRIORI principle & Algorithm and Association rule	
C4	To create awareness and importance of classification techniques, decision tree and	
C5	To elucidate on the various clustering techniques.	
SYLLABUS		
UNIT	Details	
I	Data warehouse: Introduction to Data warehouse, Difference between operational database systems and data warehouses, Data warehouse Characteristics, Data warehouse Architecture and its Components, Extraction-Transformation-Loading, Logical(Multi-Dimensional), Data Modeling, Schema Design, Star and Snow-Flake Schema, Fact Constellation, Fact Table, Fully Addictive, Semi-Addictive, Non-Addictive Measures; Fact-Less-Facts, Dimension Table Characteristics; OLAP Cube, OLAP Operations, OLAP Server Architecture-ROLAP, MOLAP and HOLAP.	
II	Data Mining: Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Integration of a Data Mining System with a Database or Data Warehouse System, Major issues in Data Mining. Data Preprocessing: Need for Preprocessing the Data, Data Cleaning, Data Integration & Transformation, Data Reduction, Discretization and Concept Hierarchy Generation.	
III	Association Rules: Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation; APRIORI Algorithm, The Partition Algorithms, FP-Growth Algorithms, Compact Representation of Frequent Item Set- Maximal Frequent Item Set, Closed Frequent Item Set.	
IV	Classification: Problem Definition, General Approaches to solving a classification problem, Evaluation of Classifiers , Classification techniques, Decision Trees- Decision tree Construction, Methods for Expressing attribute test conditions, Measures for Selecting the Best Split, Algorithm for Decision tree Induction; Naive-Bayes Classifier, Bayesian Belief Networks; K- Nearest neighbor classification-Algorithm and Characteristics, prediction: Accuracy and Error measures, Evaluating the accuracy of a classifier or a predictor, Ensemble methods.	
V	Clustering: Clustering Overview, A Categorization of Major Clustering Methods, partitioning methods, hierarchical methods, , partitioning clustering-k-means algorithm, pam algorithm; hierarchical clustering-agglomerative methods and divisive methods, Basic Agglomerative Hierarchical Clustering Algorithm, Key Issues in Hierarchical Clustering, Strengths and Weakness, Outlier Detection.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes

CO1	Have insights to the characteristics and architecture of data warehouse.	P05, P06, P07
CO2	Possess knowledge on the fundamentals, classification and major issues in data mining.	P01, P02, P06
CO3	Possess knowledge on APRIORI principle & Algorithm and Association rule generation.	P01, P02, P06, P07
CO4	Have better understanding on classification techniques, decision tree and Bayesian Belief Networks.	P01, P05, P06
CO5	Learn and understand the various clustering techniques.	P04, P05, P07,

Reading List

1.	Data Mining and Knowledge Discovery, Springer
2.	International Journal of Information Management, Science Direct
3.	BH Wixom, HJ Watson, An empirical investigation of the factors affecting data warehousing success, MIS quarterly, JSTOR

Text Books

1.	P Chandra, MK Gupta, Comprehensive survey on data warehousing research, International Journal of Information Technology, Springer
2.	PaulrajPonniah, Data warehousing Fundamentals, Wiley Publications. 2 nd Edition, 2012
3	Parteek Bhatia; Data mining and data warehousing; Principles and Practical applications; Cambridge University Press; 2019
4	Arshad khan; Data warehousing 101 : Concepts and Implementation; iUniverse; 2003
5	Prabhu CSR; Data warehousing: Concepts, Techniques and Products; PHI Universal; 2008

References Books

1.	George M. Marakas, Modern Data Warehousing, Mining and Visualization, Pearson Publications. 3 rd Impression, 2009
2.	Jaiwei Ham and MichelineKamber, Data Mining concepts and techniques, Kauffmann Publishers, 2006
3.	W.H.Inmon, Building the Data Warehouse, 4th edition Wiley India Pvt. Ltd, 2005.
4.	Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1					S	M	S	
CO 2	M	S				M		
CO 3	S	S				S	M	
CO 4	S				S	S		
CO 5				S	M		S	

S-Strong M-Medium L-Low

SEMESTER IV

SEM	THREE	NATURE	CORE	L	P	T	C
COURSE CODE		23260AEC41		4	0	1	4

Information Systems for Business		
Course Objectives		
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making	
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.	
C3	To manage system applications and data to best support functional areas of business	
C4	To provide insights in securely managing database and information using the process of	
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace	
SYLLABUS		
UNIT	Details	
I	Introduction to information system-The management, structure and activities-Information needs and sources-Types of management decisions and information need.System classification Elements of system, input, output, process and feedback.	
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.	
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.	
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security- Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.	
V	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6
CO2	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,

CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8
CO4	To study the various models and new technologies	PO1, PO2, PO6, PO7
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8
Reading List		
1.	Information Systems for Business and Beyond – opentextbooks.site.	
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com	
3.	Information systems Journal – Wiley Online Library.	
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.	
References Books		
1.	Azam, M., Management Information System, McGrawHill Education, 2012	
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11 th Edition, Pearson, 2010.	
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3 rd Edition, PHI, 2011.	
4.	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9 th Edition, Tata McGraw-Hill Education, 2009.	
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 rd Edition, Wiley India Pvt. Ltd., 2009.	
6.	Stair, R. and Reynolds, G., Information Systems, 10 th Edition, Cengage Learning, 2012.	

Sl. No	Course Objectives	No. of Hours
1	C1	12
2	C2	12
3	C3	12
4	C4	12
5	C5	12
	Total	60

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2				3		
CO 2			3		3			3
CO 3	2		3		2			3
CO 4	3	3				2	3	
CO 5	3	2			2			3

3-Strong 2-Medium 1-Low

SEM	THREE	NATURE	PROJECT	L	P	T	C
COURSE CODE		23260PRW42		0	0	0	20

Project Work