



# **The American College**

Re-accredited (3<sup>rd</sup> cycle) by NAAC with Grade “A+”, CGPA – 3.47 on a 4 point scale

(An Autonomous Institution Affiliated to Madurai Kamaraj University)

**Madurai – 625 002**

## **DEPARTMENT OF MANAGEMENT STUDIES BOARD OF STUDIES**

**Date: 1-8-2024**

**Venue: Saunders Hall,  
The American College.**

## **Vision & Mission of The American College**

### **Vision**

- To be a Christian higher educational Institution of global standards and reputation

### **Mission**

- To train students to be responsible global citizens
- To impart knowledge in every discipline
- To develop in students individual competencies to meaningfully relate with the emerging global space
- To develop vibrant campus sub-cultures of pluralism, Christian inclusiveness, and aesthetic self-expression
- To inculcate in students the highest ideals of service to the poor and the marginalized

### **Quality Policy Statement**

- To impart knowledge of global standards with inclusive Christian values for socio-economic uplift

## **Programme Outcomes for Postgraduates (POs)**

### **PO 1: Disciplinary Knowledge**

Exhibit comprehensive understanding and proficiency in the core disciplines of respective courses. Apply adeptly advanced theoretical concepts, analytical frameworks, and methodologies, encouraging a deep and nuanced comprehension essential for scholarly and professional endeavours.

### **PO 2: Communication Skills**

Exhibit advanced communication skills effectively articulating ideas across diverse audiences and mediums. Demonstrate proficiency in verbal, written and non-verbal communication nurturing collaborative environments and enhancing professional relationships in various academic and professional contexts.

### **PO 3: Problem Solving and Analytical Reasoning**

Exhibit proficiency by applying problem solving methodologies and analytical reasoning to address complex challenges across diverse contexts. Demonstrate the capacity to effectively analyse information, identify innovative solutions and make decisions contributing effectively in the respective areas of work.

### **PO 4: Critical Thinking**

Exhibit advanced critical thinking skills, effectively analyzing complex problems, synthesizing diverse information, and generating innovative solutions. Demonstrate the capacity to evaluate evidence, challenge assumptions, and make informed decisions, contributing to scholarly discourse and professional advancement.

### **PO 5: Research Skills**

Exhibit advanced research skills, including the ability to formulate research questions, design rigorous methodologies, gather and analyze data, and communicate findings effectively. Demonstrate critical thinking, and scholarly integrity, and contribute to advancing knowledge in the fields concerned.

**PO 6: Digital Literacy**

Exhibit advanced digital literacy by adeptly navigate digital platforms, critically evaluate online content, and effectively communicate complex ideas through various mediums. Competent to excel in diverse professional environments and contribute meaningfully to the specific fields.

**PO 7: Professional competencies**

Exhibit advanced entrepreneurial and employability skills, showcasing proficiency in leadership and effective teamwork. Adeptly navigate dynamic professional environments, demonstrating innovative thinking, strategic decision-making, and the ability to collaborate efficiently with diverse teams to achieve organizational goals.

**PO 8: Moral and Ethical Awareness/Reasoning**

Exhibit heightened moral and ethical awareness, demonstrating advanced reasoning skills in navigating complex ethical dilemmas. Integrate ethical principles into professional practice, nurturing integrity, accountability, and responsible decision-making in the respective environments.

**PO 9: Multicultural Competence**

Exhibit multicultural competence, demonstrating the ability to navigate diverse cultural contexts with sensitivity, respect, and understanding. Communicate, collaborate, and lead in multicultural environments, adopting inclusivity and embracing the richness of cultural diversity.

**PO 10: Self-directed & Lifelong Learning**

Exhibit advanced proficiency in self-directed and lifelong learning methodologies, autonomously pursuing professional development opportunities. Assess critically the learning needs, continuously expanding expertise, and adapting to complex and dynamic contexts, fostering a commitment to lifelong learning and growth.

## DEPARTMENT OF MANAGEMENT STUDIES (PG)

### American School of Business Administration

#### Programme Specific Outcomes (PSOs)

On the successful completion of the Postgraduate programme, the students will be able to

<b>PSO1 Disciplinary Knowledge</b>	exhibit comprehensive understanding with skills, attitudes and professional competence in their respective functional specializations.
<b>PSO2 Communication Skills</b>	communicate effectively in the economic, legal, social and ethical aspects of business at global level.
<b>PSO 3 Problem Solving &amp; Analytical Reasoning</b>	showcase proficiency in finding solutions to problems through application of analytical skills and knowledge.
<b>PSO 4 Critical Thinking</b>	display advanced critical thinking skills and abilities for rational decision making.
<b>PSO 5 Research Skills</b>	perform independent scientific enquiry through research skills, that demonstrates scholarly integrity and contributes to the body of knowledge in Management sciences.
<b>PSO 6 Digital Literacy</b>	adopt digital developments and portray digital literacy through critically evaluating online content and effectively communicating the ideas.
<b>PSO 7 Professional competencies</b>	lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment to establish industrial harmony through professional competencies
<b>PSO 8 Moral and Ethical Awareness/Reasoning</b>	demonstrate ethical and moral values and exhibit leadership skills to resolve ethical dilemmas.
<b>PSO 9 Multicultural Competence</b>	accept and exhibit inclusivity and embrace multicultural diversity.
<b>PSO 10 Self-directed &amp; Lifelong Learning</b>	foster commitment towards continuous independent learning and growth.

**Department of Management Studies**  
**Learning Outcome - Based Curriculum Framework (LOCF)**  
**(w.e.f 2024-2025)**

Sem	Category	Course Code	Course Title	Hours/ Wk.	Credits	Marks	
1	CC	24MBA4301	Management Principles and Business Ethics	4	3	60	
1	CC	24MBA4401	Managing Organizational Behaviour	4	4	80	
1	CC	24MBA4403	Managerial Economics	4	4	80	
1	CC	24MBA4501	Quantitative Techniques	5	5	100	
1	CC	24MBA4503	Accounting for Managers	5	5	100	
1	DSE	24XXXNNNN	<i>Discipline Specific Elective –I</i>	4	3	60	
1	GE	24XXXNNNN	<i>Generic Elective – I</i>	4	3	60	
			<b>Total</b>	<b>30</b>	<b>27</b>	<b>540</b>	
2	CC	24MBA4402	Operations Management	4	4	80	
2	CC	24MBA4404	Human Resource Management	4	4	80	
2	CC	24MBA4406	Marketing Management	4	4	80	
2	CC	24MBA4408	Financial Management	5	4	80	
2	CC	24MBA4410	Applied Operations Research	5	4	80	
2	DSE	24XXXNNNN	<i>Discipline Specific Elective –II</i>	4	3	60	
2	GE	24XXXNNNN	<i>Generic Elective – II</i>	4	3	60	
			<b>Total</b>	<b>30</b>	<b>26</b>	<b>520</b>	
3	CC	24MBA5421	Strategic Management	5	4	80	
	CC	24MBA5423	Business Research Methods	5	4	80	
Specialization Streams: Marketing/HR/Finance/Entrepreneurship*							
3	CC	24MBA5401	MKTG	Services Marketing	5	4	80
		24MBA5411	HR	Learning and Development	5	4	80
		24MBA5431	FIN	Security Analysis and Portfolio Management	5	4	80
		24MBA5451	ENT	Start-up Ecosystem	5	4	80
3	CC	24MBA5403	MKTG	Marketing Analytics	5	4	80
		24MBA5413	HR	Human Resources Analytics	5	4	80
		24MBA5433	FIN	Forensic Accounting and Fraud Examination	5	4	80
		24MBA5453	ENT	Effective Business Plan Preparation	5	4	80
3	CC	24MBA5405	MKTG	Advertising Management and Sales promotion	5	4	80
		24MBA5415	HR	Organisational Change	5	4	80
		24MBA5435	FIN	Financial Modelling	5	4	80
		24MBA5455	ENT	Entrepreneurship & Family Business	5	4	80
3	CC	24MBA5407	MKTG	Retail Marketing	5	4	80
		24MBA5417	HR	Industrial and Labour Relations	5	4	80
		24MBA5437	FIN	Strategic Cost Management	5	4	80
		24MBA5457	ENT	Designing and Configuring Business Models	5	4	80
3	IS	24MBA5233	Internship*	-	2	40	
			<b>Total</b>	<b>30</b>	<b>24+2</b>	<b>520</b>	

**Specialization Streams: Marketing/HR/Finance/Entrepreneurship\***

4	CC	24MBA5422	MKTG	Advanced Selling and Negotiation skills	6	4	80	
		24MBA5442	HR	Talent Management	6	4	80	
		24MBA5462	FIN	Derivatives Management	6	4	80	
		24MBA5482	ENT	Entrepreneurial Marketing and Sales Strategy	6	4	80	
4	CC	24MBA5424	MKTG	Brand Management	6	4	80	
		24MBA5444	HR	Compensation and Rewards management	6	4	80	
		24MBA5464	FIN	Banking and Insurance	6	4	80	
		24MBA5484	ENT	Financial Institutions and Funding for Entrepreneurs	6	4	80	
4	CC	24MBA5426	MKTG	Digital Marketing	6	4	80	
		24MBA5446	HR	Organisational Development	6	4	80	
		24MBA5466	FIN	Financial Planning and Wealth management	6	4	80	
		24MBA5486	ENT	Project management and control	6	4	80	
4	CC	24MBA5428	MKTG	Channel Management Strategies	6	4	80	
		24MBA5448	HR	Emotional Intelligence and Managerial Effectiveness	6	4	80	
		24MBA5468	FIN	Capital Market and Financial Services	6	4	80	
		24MBA5488	ENT	International Business Venture environment	6	4	80	
4	CC	24MBA5500	Project		6	5	100	
4	SEC	24MBA5244	Professional Competency Skill		-	2	40	
					<b>Total</b>	<b>30</b>	<b>18+5</b>	<b>460</b>
					<b>Grand Total</b>	<b>120</b>	<b>102</b>	<b>2040</b>

*In III and IV Semester, students will opt for any one specialization streams: Marketing/HR/Finance/ Entrepreneurship. Students will choose one stream in 3<sup>rd</sup> semester and another stream in 4<sup>th</sup> semester depending on his/her choice, thus leading to dual specialization for wider employment opportunities in premier MNC's and Corporates.*

**\* Internship - First Year Vacation. This is to be done for a period of 4 weeks.**

**Part III -Discipline Specific Elective (DSE)**

Sem	Category	Course Code	Course Title	Hours /Wk.	Credits	Marks
1	DSE	24MBA4303	Legal Systems in Business	4	3	60
		24MBA4305	Industrial and Company Law	4	3	60
2	DSE	24MBA4302	Information Systems for Business	4	3	60
		24MBA4304	Business Analytics	4	3	60

**Generic Elective (GE)**

<b>Sem</b>	<b>Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Hours/ Wk.</b>	<b>Credits</b>	<b>Marks</b>
1	GE	24MBA4307	Executive Communication	4	3	60
		24MBA4309	Computing Skills for Managers	4	3	60
2	GE	24MBA4306	Entrepreneurial Development and Design Thinking	4	3	60
		24MBA4308	International Business Management and Practices	4	3	60



### Mapping with POs

MBA	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
	3	3	2	3	3	3	2	2	2	2

### Mapping of Courses with PSOs

Courses	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
24MBA4301	3	2	2	3	2	2	3	2	2	3
24MBA4401	3	3	2	3	3	2	3	3	3	3
24MBA4403	3	3	3	3	1	2	2	2	2	2
24MBA4501	2	1	3	3	3	1	1	1	1	2
24MBA4503	3	2	2	3	3	2	2	2	2	2
24MBA4303/ 24MBA4305	3	2	2	2	2	2	2	2	2	2
24MBA4402	3	2	3	3	2	1	1	3	1	3
24MBA4404	3	3	3	3	2	2	2	3	3	3
24MBA4406	3	2	3	3	2	2	3	2	2	3
24MBA4408	3	2	3	3	2	2	2	2	2	2
24MBA4410	2	2	3	3	2	1	2	1	1	2
24MBA4302/ 24MBA4304	3	2	3	3	3	2	2	2	2	3
24MBA5421	3	3	2	3	3	3	3	3	2	3
24MBA5423	3	2	2	2	2	2	2	2	2	2
24MBA5401	3	3	3	2	3	2	2	2	1	3
24MBA5411	3	2	3	3	2	2	2	2	1	3
24MBA5431	3	2	3	3	2	2	2	2	2	2
24MBA5451	3	2	2	3	2	2	3	2	2	3
24MBA5403	3	2	3	2	2	3	3	1	2	3
24MBA5413	2	2	3	3	2	3	2	2	1	2
24MBA5433	3	2	2	2	2	2	2	2	2	2
24MBA5453	3	2	3	3	2	2	2	1	1	2
24MBA5405	3	2	2	3	2	3	3	2	2	3
24MBA5415	3	2	2	3	2	1	2	2	2	2
24MBA5435	3	2	3	2	2	3	2	2	2	2
24MBA5455	2	2	2	2	2	1	2	2	2	2
24MBA5407	3	2	2	2	2	2	3	2	2	2
24MBA5417	2	2	1	2	2	1	3	2	2	2

24MBA5437	3	2	3	3	2	1	3	2	2	3
24MBA5457	3	2	2	3	2	2	1	2	2	2
24MBA5233	3	2	2	2	2	2	2	2	2	2
24MBA5422	3	3	3	3	2	3	2	3	2	2
24MBA5442	3	2	2	3	2	3	3	2	1	2
24MBA5462	3	2	2	2	2	3	2	1	2	2
24MBA5482	3	2	2	2	2	2	3	2	2	2
24MBA5424	3	3	2	3	3	2	2	2	2	2
24MBA5444	3	3	2	3	3	2	3	2	2	2
24MBA5464	3	3	2	2	1	2	3	2	2	2
24MBA5484	3	2	2	2	2	2	2	2	2	3
24MBA5426	3	2	2	3	2	2	3	2	2	3
24MBA5446	3	2	2	2	2	1	3	2	2	2
24MBA5466	2	1	2	2	2	1	2	2	2	3
24MBA5486	3	2	3	2	3	2	2	1	1	2
24MBA5428	3	3	3	3	2	2	2	2	2	2
24MBA5448	2	2	2	2	1	1	3	2	2	2
24MBA5468	3	2	2	2	2	2	2	2	2	2
24MBA5488	2	3	2	2	2	2	2	2	2	2
24MBA5500	3	2	2	2	2	2	2	2	2	2
24MBA5244	2	3	3	3	2	3	2	1	1	2
<b>Average</b>	2.8	2.2	2.4	2.6	2.1	2.0	2.3	2.0	1.8	2.3

### Mapping of Courses with POs

<b>Courses</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>
24MBA4307/ 24MBA4309	3	3	2	2	2	2	2	2	2	2
24MBA4306/ 24MBA4308	3	3	2	3	3	3	2	2	2	2
<b>Average</b>	3	3	2	2.5	2.5	2.5	2	2	2	2

**Department of Management Studies (PG)**

**Value Added Courses  
w.e.f. 2024-2025**

<b>Sem</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Hours/Wk</b>	<b>Credits</b>
2	24MBA422V	Business Etiquettes	2	2
3	24MBA521V	Intellectual Property Rights	2	2

Course Code	Name of the Course	Category	Hours/ Wk	Credits
24MBA4301	Management Principles and Business Ethics	Core	4	3

This course aims to familiarize students with the basic concepts of management, providing insights into planning and decision-making, organizing, managing change and innovation, leadership, communication, and control. It also emphasizes the importance of business ethics and social responsibility

### **Course Outcomes:**

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

**CO1:** describe the fundamental principles of management and the essential business skills.

**CO2:** explain the process of planning and decision-making in organizational management

**CO3:** apply the organizing and staffing functions in management.

**CO4:** formulate strategies that comply with leadership, communication, and control principles

**CO5:** develop an industry-specific strategy for promoting business ethics and social responsibility

### **Unit I: Introduction**

**12 Hours**

Nature of Management – Concepts and Theories of Management – Managerial Functions – Management Skills for the 21<sup>st</sup> Century–Management Gurus – The Evolution of Management Thought – Tasks of a Professional Manager – Systems Approach to Management – Levels in Management – Disaster Management

### **Unit II: Planning & Decision Making**

**12 Hours**

Steps in the 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 Types

### **Unit III: Nature of Organizing and Staffing**

**12 Hours**

Organization Structure and Design – Delegation of Authority and Decentralization – Emerging Trends in Corporate Structure, Strategy, and Culture – Impact of Technology on Organizational Design – Mechanistic vs. Adaptive Structures – Formal and Informal Organization – Span of Control – Staffing – Approaches to Manager Development: On the Job and Off-the-Job Training – Managing International Workforce

### **Unit IV: Leadership and Control**

**12 Hours**

Leadership: Approaches to Leadership and Communication – Difference between Leadership and Management - Barriers in Communication – Guidelines for Improving Communication. Control: Concept of Control – Techniques of Control – Application of the Process of Control at Different Levels of Management (top, middle, and first line). Performance Standard– Measurements of Performance – Remedial Action – An Integrated Control System in an Organization – Japanese Management Practices –fear of missing out (FOMO)

### **Unit V: Business Ethics**

**12 Hours**

Importance of Business Ethics – Ethical Issues and Dilemmas in Business – Ethics in functional areas – Ethical Decision Making and Ethical Leadership – Ethics Audit –Business Ethics and CSR Models

## Learning Resources:

### Text Books

Koontz, H. and Wehrich, H., Essentials of Management: An International Perspective, 11<sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2020

### References

1. Mukherjee, K., Principles of Management, 2<sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2. S. K. Mandal., Management Principles and Practice, 3<sup>rd</sup> Edition, Jaico Publishing House, Jan.2011.
3. Griffin, R. W., Management, 11<sup>th</sup> Edition, South–Western College Publication, January 2018.
4. Certo, S C. and Certo, T, Modern Management, 13<sup>th</sup> Edition, Prentice Hall, January 2014.
5. Robbins, S and Coulter, M, 11<sup>th</sup> Edition, Management, Prentice Hall, 11<sup>th</sup> edition, January 2012

### Websites/ e-Learning Resources

1. <https://journals.sagepub.com>
2. <http://www.managementconcepts.com>
3. International Journal of Management Concepts and Philosophy
4. <https://www.mangementstudyguide.com>

## CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	1	1	2	2	2	3	1	2	3
<b>CO 2</b>	3	1	3	3	2	1	3	2	1	3
<b>CO 3</b>	3	2	2	3	1	2	3	1	2	2
<b>CO 4</b>	2	1	2	3	2	2	2	2	2	2
<b>CO 5</b>	2	3	2	2	1	2	2	3	3	3
<b>Total</b>	13	8	10	13	8	9	13	9	10	13
<b>Average</b>	2.6	1.6	2	2.6	1.6	1.8	2.6	1.8	2	2.6

**Strong -3    Medium-2    Low-1**

Course Code	Name of the Course	Category	Hours /Wk.	Credits
24MBA4401	Managing Organizational Behaviour	Core	4	4

This course will familiarize the students on basic concepts of managing organizational behaviour and provide insights on individual differences, perception, learning, attitudes values and motivation and throw light on group dynamics and interpersonal communication and elucidate them on leadership, politics, conflicts and negotiation and create awareness and importance of work stress and emotional Intelligence.

**Course Outcomes:**

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

**CO1:** state the evolution of organizational behaviour and relevance of OB to managerial roles

**CO2:** recognize the impact of individual dynamics on behavior and performance in organizations.

**CO3:** interpret the importance of group behaviour and its effect on organizational outcomes

**CO4:**examine the effectiveness of different leadership styles and enable suitable conflict negotiation strategies

**CO5:** create strategies to combat stress and develop emotional intelligence

**Unit I: Introduction**

**12 Hours**

Organisational Behaviour – Definition, Need, Importance and Scope, Historical background of OB - Contributing disciplines - Challenges and opportunities for OB, Models of OB - Organizational Citizenship Behaviour

**Unit II: Individual Dynamics**

**12 Hours**

Personality: concept and determinants of personality – theories of personality – type theories – trait theory – psychoanalytic theory - social learning theory – Erikson’s stages of Personality Development. Perception: Meaning, Process – Factors influencing perception 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, Reinforcement theory, Equity theory, Expectancy theory.

**Unit III: Group Dynamics**

**12 Hours**

Foundations of Group Behaviour : Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making process. Interpersonal Communication : Communication Process – Barriers to Communication– Guidelines for Effective Communication

**Unit IV: Leadership and Conflict Management**

**12 Hours**

Leadership: Trait, Behavioural and Contingency theories, Leaders vs Managers. Power and Politics: Sources of Power – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.

**Unit V: Stress and Emotional Intelligence**

**12 Hours**

Work Stress: Stressors in the Workplace – Individual Differences in Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices.

## Learning Resources:

### Text Book

Stephen P. Robbins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019

### References

1. Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.
2. Kavita Singh, Organizational Behaviour –Text and Cases, Pearson Education, 2010

### Websites/ e-Learning Resources

1. <https://egyankosh.ac.in/bitstream/123456789/83455/1/Unit-3.pdf>
2. <https://www.thomas.co/resources/type/hr-guides/what-are-big-5-personality-traits>
3. <https://knowledge.insead.edu/leadership-organisations/live-abroad-excel-language-leadership>
4. <https://ocw.mit.edu/courses/15-301-managerial-psychology-fall-2006/resources/lec21/>

### CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	3	3	2	3	2	1	3	3	3	3
CO 2	3	3	2	3	3	2	3	3	3	3
CO 3	3	3	2	3	3	2	3	3	3	3
CO 4	3	3	2	3	3	2	3	3	3	3
CO 5	3	3	2	3	3	1	3	3	3	3
Total	15	15	10	15	14	8	15	15	15	15
Average	3	3	2	3	2.8	1.6	3	3	3	3

Strong -3      Medium-2      Low-1

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA4403	Managerial Economics	Core	4	4

This course Managerial Economics highlights the concepts of Microeconomics and Macroeconomics. The course includes the applications of economics in a managerial perspective. There are fundamental concepts for those who are not familiar with economics. In other words, the course equips students with managerial decision making in relevance to supply factors, market situations and macro-economic factors.

### Course Outcomes:

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

**CO1:** recall the basic micro and macro-economic concepts

**CO2:** demonstrate the production and supply through the different factors.

**CO3:** apply the concept of different market situations and pricing decisions.

**CO4:** appraise the macro-economic policies and their impact on the business.

**CO5:** adapt the concepts of behavioural economics and sustainable economics in real life.

### Unit I: Introduction

**12 hours**

Definition of Managerial Economics. Decision Making and the Fundamental Concepts – Types of Economy-Principles- the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle.



**Unit II: Utility Analysis and Demand curve****12 hours**

Elasticity of Demand – Classification of goods-Input-Output Analysis – The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs –Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs.

**Unit III: Market Structure****12 hours**

Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Game theory and Competitive strategy –Pricing Methods- Price Discrimination - Break-Even Point and application.

**Unit IV: Macro Economics****12 hours**

Macro economic Variables – National Income-Concepts — Measurement of National Income – Business Cycles and Contracyclical Policies — Money Market Equilibrium – Inflation– Deflation – Stagflation-Monetary and Fiscal Policies in India – Devaluation and Demonetisation

**Unit V: Trends in Economics****12 hours**

Behavioural Economics – Economics of Sustainability - Green Economics - Food Economics and Global Food waste - energy economics - Post Covid Economic Scenario - Impact of G20 leadership on Indian Economics - Industrial Policy in India- Govt. measures for the Economic growth - Make in India - Start up India .

**Learning Resources:****Text Books**

Sundharam KPM, Sundharam EN , Business Economics, Sultan Chand & Sons., New Delhi , 2022.

**References**

1. William E. Samuelson, Stephen G. Marks , Managerial Economics , John Wiley & sons, 7th Edition, 2012.
2. Mankar, G , Business Economics, Vikas Publishing House, Mumbai,2016.
3. Mehta.P.L. , Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2016.
4. VarshneyR .L and Maheswari K.L., ManagerialEconomics,SultanChand&Sons, NewDelhi, 2014.

**Websites/ e-Learning Resources**

1. [https://www.tutorialspoint.com/managerial\\_economics/](https://www.tutorialspoint.com/managerial_economics/)
2. <https://www.managementstudyguide.com/managerial-economics.htm>
3. <https://www.udemy.com/course/introduction-to-managerial-economics/>
4. <https://aits-tpt.edu.in/wp-content/uploads/2018/08/Introduction-to-Managerial-Economics.pdf>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	3	3	3	2	-	3	-	2	1
<b>CO 2</b>	3	3	3	2	2	-	2	3	2	1
<b>CO 3</b>	2	3	3	2	2	1	3	3	1	2
<b>CO 4</b>	3	3	3	3	2	1	2	3	1	3
<b>CO 5</b>	3	3	2	3	2	1	2	3	3	3
<b>Total</b>	14	15	14	13	10	3	12	12	9	10
<b>Average</b>	2.8	3	2.8	2.6	2	1	2.4	2.4	1.8	2

**Strong -3      Medium-2      Low-1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA4501	Quantitative Techniques	Core	5	5

This course Quantitative Techniques is intended to provide basic knowledge of analyzing data using various statistical and mathematical techniques for business decisions. The objective of this course is to provide students the knowledge of statistical techniques and their application in various decision making situations. It orients the students to various hypothesis testing models as to how and where appropriately they can be applied.

### **COURSE OUTCOMES**

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

**CO 1:** adapt the ability to deal with numerical and quantitative issues in business

**CO 2:** construct hypothesis testing for large and small samples

**CO 3:** apply diagnostic and analytical skills for decision making

**CO 4:** evaluate the mathematical models to solve management problems

**CO 5:** create values using correlation and regression techniques

#### **Unit – I: Introduction to Statistics**

**15 hours**

Statistics - Meaning – Statistics in Business - Scope & Limitations - Measures of Central Tendency – Mean, Median and Mode - Measures of Dispersion – Range, Quartile deviation, Mean deviation and Standard deviation – Pictorial representation of Data - Drawing Histogram, Charts and diagrams.

#### **Unit – II: Testing of Hypotheses**

**15 hours**

Hypothesis testing – Meaning - Null & Alternate Hypothesis – Definition - Steps in hypothesis testing - Type I error & Type II error - Meaning - Chi-square test - Definition - properties – Uses - Chi-square test for independence of attributes and goodness of fit – Numerical problems.

#### **Unit – III: Small Samples Test**

**15 hours**

t – test – Definition – Uses – Types – One sample t test – Two sample t test – Paired sample t test - Numerical problems.

#### **Unit – IV: F - Test & ANOVA**

**15 hours**

F-test for Equality of Variances - Numerical problems – Analysis of Variance (ANOVA) – Definition – Types - One way ANOVA and Two way ANOVA - Numerical problems.

#### **Unit – V: Correlation & Regression**

**15 hours**

Correlation – Definition - Types - Properties - Methods to understand Correlation - Karl Pearson's coefficient of Correlation - Spearman's Rank Correlation - Numerical problems - Regression - Meaning - Numerical Problems.

#### **Learning Resources:**

##### **Text Book**

S.P. Gupta, Statistical Methods, 46<sup>th</sup> Edition, New Delhi, Sultan Chand, 2021

##### **References**

- 1) Vohra N.D. Business Statistics, New Delhi: Tata McGraw Hill, 2017
- 2) Beri G.C., Business Statistics, New Delhi: Tata McGraw Hill, 2017

##### **Websites / e -Learning Resources**

1. <https://www.riosalado.edu/web/oer/wrkdev100->

[20011\\_inter\\_0000\\_v1/m5/pdf/m5\\_11\\_mean\\_median\\_mode\\_practice\\_probs.pdf](#)

2. <https://rcub.ac.in/econtent/ug/bcom/sem4/Business%20Statistics%20Unit%204%20Correlation%20and%20Regression.pdf>
3. [https://saylordotorg.github.io/text\\_introductory-statistics/s15-04-f-tests-in-one-way-anova.html](https://saylordotorg.github.io/text_introductory-statistics/s15-04-f-tests-in-one-way-anova.html)

### CO - PSO Mapping

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO6	PSO 7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	1	3	2	2	1	1	1	1	1
<b>CO 2</b>	2	2	3	3	2	1	1	1	1	2
<b>CO 3</b>	2	1	3	3	3	1	1	1	1	2
<b>CO 4</b>	3	1	3	3	3	1	1	2	1	2
<b>CO 5</b>	2	1	3	3	3	1	2	1	1	1
<b>Total</b>	12	6	15	14	13	5	6	6	5	9
<b>Average</b>	2.4	1.2	3	2.8	2.6	1	1.2	1.2	1	1.8

**Strong - 3      Medium - 2      Low - 1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA4503	Accounting for Managers	Core	5	5

This course will give the students an understanding of the concepts in financial accounting and components of financial statements, develops the skills in understanding the various accounting standards and its applications, interpreting the income statements, balance sheets and cash flow statements, Costing, Variance Analysis and Budgeting practices of the organization

#### Course Outcomes:

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

- CO1:** list the key concepts of financial accounting and preparation of financial statements.
- CO2:** identify the Financial Performance and Financial health of the corporate's using ratios.
- CO3:** demonstrate the decision making under marginal costing.
- CO4:** analyze Budgets on Cash, Flexible and other functional domains.
- CO5:** create & compare the cost on Variance analysis.

#### Unit I: Financial Accounting

**15 Hours**

Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance –Preparation of Final Accounts; International Accounting Standards – IFRS- Comparative Analysis of Indian GAAP and IndAS. Vertical Format as per Schedule VI, Part A&B - Understanding and Interpretation of Published Financial Statements- Quarterly- Half yearly Reports. Introduction to Financial Statements of Banks.

**Unit II: Financial Statement Analysis****15 Hours**

Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis – Accounting KPI. 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 - Cash Flow Statement as per AS-3.

**Unit III: Marginal Costing****15 Hours**

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.

**Unit IV: Budget****15 Hours**

Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting- Activity Based Budgeting (ABB)-Budgeting KPI.

**Unit V: Cost Accounting****15 Hours**

Meaning – Objectives - Elements of Cost – Statement of Cost and profit – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing- Costing KPI. Standard costing and variance analysis (Material and Labour) Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting- Fraud and Forensic Accounting-Recent Scam & Scandals in Financial Reporting.

**Learning Resources:****Text Books:**

Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.

**References:**

1. Horngren T Charles, Introduction to Financial Accounting, 11th Ed, Pearsons, 2017
2. Singhvi NM & Ruzbeh J. Bodhanwala Management Accounting Text & Cases PHI, 2018
3. Narayanaswamy R. - Financial Accounting A Managerial perspective, PHI, 2017
4. Debarshi Bhattacharyya, Management Accounting, Pearson Education India, 2012
5. Maheshwari SN, Sharad CA K Maheshwari & Suneel K Maheshwari, A Textbook of Accounting for Management, Vikas Publishing, 2018.

**Websites/ e-Learning Resources:**

1. [www.accountingformanagement.org/](http://www.accountingformanagement.org/)
2. [www.mca.gov.in/content/mca/global/en/acts-rules/ebooks/accounting-standards.html](http://www.mca.gov.in/content/mca/global/en/acts-rules/ebooks/accounting-standards.html)
3. [www.aafmindia.co.in/financial-statement-analysis-tools-limitation-uses-process](http://www.aafmindia.co.in/financial-statement-analysis-tools-limitation-uses-process)
4. <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-Sep-2021.pdf>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	2	2	2	2	2	1	1	2	2
<b>CO 2</b>	3	2	3	3	3	2	2	2	2	2
<b>CO 3</b>	2	2	3	3	3	3	2	2	2	2
<b>CO 4</b>	2	2	2	2	3	2	3	2	2	3
<b>CO 5</b>	3	3	2	3	2	2	2	2	3	3

<b>Total</b>	13	11	12	13	13	11	10	9	11	12
<b>Average</b>	2.6	2.2	2.4	2.6	2.6	2.20	2	1.8	2.2	2.4

**Strong -3      Medium-2      Low-1**

<b>Course Code</b>	<b>Name of the Course</b>	<b>Category</b>	<b>Hours/Wk.</b>	<b>Credits</b>
24MBA4402	Operations Management	Core	4	4

The course Operations Management is an industry-oriented course. It deals with the various facets of production from craft manufacturing to agile manufacturing. Various concepts of production systems from the location analysis, production and layout systems, inventory management, project management and scheduling will fulfill the industry requirements. Concepts of TQM will be an added advantage to the students.

**Course Outcomes:**

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

**CO1:** relate the core concepts of operations or production management, to the types of production, layout techniques.

**CO2:** interpret the production function, design & Capacity planning.

**CO3:** organize inventory management strategies, evaluate, make or buy decisions.

**CO4:** analyse and evaluate the importance and measurement of work-study methods.

**CO5:** appraise the Total Quality management and certifications.

**Unit I: Introduction:**

**12 Hours**

Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective-Challenges- Manufacturing Trends in India- Agile and Scrum - Robotics Test Automation (RTA) and Flexible Manufacturing Systems - Production Design and Process Planning- Types of Production Processes- Plant Capacity- Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection process. .

**Unit II: Facility Design**

**12 Hours**

Plant Location and Factors to be considered - 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

**Unit III: Inventory control and Plant Maintenance**

**12 Hours**

Basic Inventory Models- Economic Order Quantity-Economic Batch Quantity-Reorder Point- Safety Stock- Inventory Costs-Classification and Codification of Stock-Materials Requirement Planning (MRP)- ERP concepts - JIT- Implications of Supply Chain Management- Plant Maintenance Management : Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution.

**Unit IV: Work Systems and Quality Control**

**12 Hours**

Work Study- Objectives- Procedure-Method Study and Motion Study- Work Measurement- Time Study- Work Sampling Techniques- Ergonomics - Job Sequencing and Scheduling.

Quality Control: Purpose of Inspection and Quality Control- Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes;

**Unit V:Total Quality Management**

**12 Hours**

Importance, Pillars , Difficulties in TQM implementation - TQM Gurus – Tools of TQM- TPM - Lean Six Sigma, Kaizen, 5S, 5W2H- Quality Circles - Toyota Production Systems - Quality Management Systems : Standard Operating Procedures (SOP) -Benchmarking- Types - case study of Xerox - ISO certifications- Steps in certification

**Learning Resources:**

**Text Books**

William J. Stevenson , Operations management., Tata McGraw Hill Ltd.,2019

**References**

- 1.S.N.Chary,Production and Operations Management, McGraw-Hill Education, Sixth Edition, 2019.
2. Buffa&Sarin, Modern Production / Operations Management – Ninth Edition – Wiley publishers ltd., 2010
3. R. Panneerselvam , Production and Operations Management , PHI Learning Pvt. Ltd., Third Edition,2012.
4. V. Vijayan and H .Ramakrishnan , Total Quality Management ,S.Chand ,2019

**Websites/ e-Learning Resources**

1. <https://www.tutorialspoint.com/market/course/operations-management>
2. <https://www.managementstudyguide.com/production-and-operations-management.htm>
3. <https://egyankosh.ac.in/bitstream/123456789/31710/1/Unit-7.pdf>
4. <https://egyankosh.ac.in/bitstream/123456789/95778/3/Unit-8.pdf>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	1	3	3	2	2	1	-	-	3
<b>CO 2</b>	3	2	3	3	3	1	2	-	-	3
<b>CO 3</b>	3	3	3	3	2	1	1	2	1	2
<b>CO 4</b>	3	3	3	3	2	1	1	3	1	2
<b>CO 5</b>	3	3	3	3	2	1	1	3	-	3
<b>Total</b>	15	12	15	15	11	6	6	8	2	13
<b>Average</b>	3	2.4	3	3	2.2	1.2	1.2	2.6	1	2.6

**Strong -3      Medium-2      Low-1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA4404	Human Resource Management	Core	5	4

This course will enable the students to embark on the importance of Human Resource Management, assimilate theoretical and practical implications of Human Resource Planning, critically use appropriate training tools, analyze and implement an effective performance management system and to extrapolate and design compensation management techniques

### Course Outcomes:

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

**CO1:** state the basic concepts of Human Resource Management

**CO2:** recognise the Human Resources concepts and apply the knowledge of Human Resource Planning through Job Analysis and Job Specification

**CO3:** interpret and apply the training needs and enable career management for employees

**CO4:** examine performance and adopt suitable compensation management strategies

**CO5:** develop the cognitive knowledge on decision making using HR analytics

### Unit I: Introduction to HRM

**15 Hours**

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.

### Unit II: Human Resource Planning

**15 Hours**

Human Resource Planning: Definition, Objectives, scope, Types – Long term and Short term, and importance, Methods of forecasting; Job Analysis - objectives, process and methods, Job Description, Job Specification, Job Evaluation and Job Design, 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

### Unit III: Training, Development & Career Management

**15 Hours**

Importance and benefits of Training and Development, Types of Training Methods, Orienting and On-boarding new employees, conducting the training need analysis, developing the Programme, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.

### Unit IV: Performance and Compensation Management

**15 Hours**

Importance, process and Methods: Ranking, rating scales, critical incident method, removing subjectivity from evaluation, Management By Objectives as a method of appraisal, Performance Feedback, Online Performance Management System. Compensation: Definition and objectives, Employee benefits, Compensation Criteria, Rewards and Recognition. Current trends in Compensation Management and Wage Administration

### Unit V: RECENT TRENDS IN HRM & OVERVIEW OF HR ANALYTICS 15 Hours

International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life. HR Analytics : Need for HR

Analytics; HR Information Systems and data sources, HR Metrics and HR Analytics; Intuition vs. Analytical thinking; Analytics frameworks - LAMP, HCM: 21(r) Model.

### Learning Resources:

#### Text Books

1. Ashwathappa, K., Human Resource Management, 9<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.
2. Gary Dessler & Biju Varrkey, Human Resource Management, 16<sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.

#### References

1. Ivancevich, J.M., Human Resource Management, 12<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.
2. DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11<sup>th</sup> Edition, Wiley India Pvt. Ltd., 2015.
3. Leigh Thompson, Making the team, A guide for Managers, Pearson, 6<sup>th</sup> Edition 2019.
4. Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4<sup>th</sup> Edition 2017

#### Websites/ e-Learning Resources

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>

### CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	3	2	3	2	1	3	3	3	3
<b>CO 2</b>	3	2	3	3	2	2	2	3	3	3
<b>CO 3</b>	3	3	3	3	1	1	3	3	3	3
<b>CO 4</b>	3	3	3	3	1	2	2	2	3	3
<b>CO 5</b>	3	3	3	3	2	2	2	3	3	3
<b>Total</b>	15	14	14	15	8	8	12	14	15	15
<b>Average</b>	3	2.8	2.8	3	1.6	1.6	2.4	2.8	3	3

**Strong -3      Medium-2      Low-1**



Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA4406	Marketing Management	Core	4	4

This course aims to enhance students' understanding of marketing concepts and their practical applications. It provides opportunities for analyzing marketing activities within organizations. Students will explore buyer behavior patterns in various marketing situations. The course also focuses on understanding branding, pricing, and strategies employed in marketing products and updates students' knowledge of emerging trends in marketing.

### **Course Outcomes:**

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

**CO1:** state the fundamental principles of marketing, marketing concepts, and ideas.

**CO2:** discuss the practical application of the marketing environment and explore marketing research with forecasting techniques.

**CO3:** analyze buyer behavior and segment the market to form competitive marketing strategies.

**CO4:** create a comprehensive strategy to address branding, pricing, and promotion issues.

**CO5:** design CRM strategies based on a comprehensive understanding of customer preferences.

### **Unit I: Introduction**

**12 Hours**

Marketing Management Philosophies - The concepts of marketing - Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing– Retail Marketing

### **Unit II: Marketing Strategy and Planning**

**12 Hours**

Strategic Marketing – Marketing planning process – Analysis of Marketing opportunities, Selecting Target Consumers, Developing Marketing Mix – Analysis of Macro and Micro environment – Marketing Research Process – Marketing Information Systems – Sales Forecasting – Techniques

### **Unit III:Buyer Behavior**

**12 Hours**

Factors Influencing Consumer Behaviour – Buying Situation – Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning – Competitive Marketing Strategies.

### **Unit IV: Product Policies**

**12 Hours**

Consumer and Industrial Product Decisions, Branding, Packaging, and Labeling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion – Publicity and Personal Selling – Managing Salesforce – Qualities of sales executives – Sales presentations – Selling strategies – Channel Management – Managing Retailing, Wholesaling, and Logistics Distribution Management.

### **Unit V: CRM & Emerging Trends in Marketing**

**12 Hours**

Customer Relationship Management Concepts – Customer Engagement Marketing – Customer Life Cycle – Customer Loyalty - Customer Lifetime Value – Sales Force Automation – Introduction to Marketing Analytics – Emerging Trends: Neuro marketing – Green marketing – Metaverse marketing.

## Learning Resources:

### Text Books

Philip Kotler and Kevin Lane, Marketing Management, PHI Learning / Pearson Education, 16<sup>th</sup> edition, 2021.

### References

1. Gupta Prachi, AggarwalAshita, et al., Marketing Management: Indian Cases, 1<sup>st</sup> Edition, 2017.
2. G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16<sup>th</sup> Edition, Pearson, 2022.
3. Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian Context, Macmillan Education, New Delhi, 6th edition, 2018.

### Websites/ e-Learning Resources

- 1.<https://marketinginsidergroup.com>
- 2.<https://www.themediaant.com>
- 3.<https://www.ama.org/ama-academic-journals/>
- 4.<https://www.emerald.com/insight/publication/issn/0736-3761>

## CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	3	2	3	3	1	3	3	2	2	3
CO 2	2	3	3	3	2	2	2	2	2	3
CO 3	3	2	2	3	3	1	2	1	2	2
CO 4	2	1	3	2	2	2	3	2	2	3
CO 5	3	2	3	2	1	3	3	2	2	3
<b>Total</b>	13	10	14	13	9	11	13	9	10	14
<b>Average</b>	2.6	2	2.8	2.6	1.8	2.2	2.6	1.8	2	2.8

**Strong -3    Medium-2    Low-1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA4408	Financial Management	Core	5	4

This course is to familiarize students with the four major decision areas of finance, viz. investment, financing, earnings distribution and liquidity decisions, sharpen the financial decision-making skills of the students. Infer the valuation process of a business through spreadsheets.

**Course Outcomes:**

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

**CO1:** compare the financial avenues best suited for investment requirements.

**CO2:** apply the finance decision using capital structure theories.

**CO3:** analyze the cost of capital budgeting techniques for investment and financing.

**CO4:** design the dividend decision models and management decisions for investment proposals.

**CO5:** estimate working capital requirements for the firms.

**Unit I: Introduction**

**15 Hours**

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- Behavioral Finance- Capital Market- Money Market- Microfinance- Financial Information System.

**Unit II: Investing Decision**

**15 Hours**

Capital Budgeting Process – Techniques of Investment Appraisal: Payback Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems using spreadsheets - Risk analysis in Capital Budgeting.

**Unit III: Cost of Capital**

**15 Hours**

Cost of specific sources of capital – Hurdle Rate-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.

**Unit IV: Capital Structure**

**15 Hours**

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.

## Unit V: Working Capital Management and Recent trends

15 Hours

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, **Recent trends:** Implications of various Committee Reports- Introduction to Fintech – Digital Currency - Cryptocurrency – Overview of Financial modelling- Merger and Acquisition- Financial Distress.

### Learning Resources:

#### Text Books:

1. Rustagi, R.P., Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company, 2022.
2. Khan MY & Jain PK, “Financial Management-Text, Problems and Cases”, McGraw Hill Education, 7th edition.,2017

#### References:

1. Van Horne, J.C., Financial Management and Policy, 13th Ed., Prentice Hall of India,2015
2. Prasanna Chandra, “Financial Management- Theory and Practice”, Tata McGraw Hill Education Private Limited”, 10th edition, 2019.
3. Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.
4. IM Pandey, “Financial Management”, Vikas Publishing House Private Limited 11 edition, 2016.
5. Ross Westerfield Jordan, Fundamentals of Corporate Finance, 9<sup>th</sup> Edition, TheMcGraw-Hill.
6. Franklin Allen, Richard A. Brealey and Stewart Myers, Principles of Corporate Finance, 8<sup>th</sup>Edition, McGraw-Hill Education.

#### Websites/ e-Learning Resources:

1. <https://corporatefinanceinstitute.com/resources/valuation/time-value-of-money/>
2. [https://www.lkouniv.ac.in/site/writereaddata/siteContent/202003291621086664vasudha\\_Leverage\\_Analysis.pdf](https://www.lkouniv.ac.in/site/writereaddata/siteContent/202003291621086664vasudha_Leverage_Analysis.pdf)
3. [www.deskera.com/blog/capital-budgeting/](http://www.deskera.com/blog/capital-budgeting/)
4. <https://www.geeksforgeeks.org/dividend-decision-meaning-and-factors-affecting-dividend-decision/>

### CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	2	3	2	2	2	2	2	2	2
<b>CO 2</b>	2	2	3	3	2	2	2	1	2	1
<b>CO 3</b>	2	1	2	2	3	1	2	2	2	2
<b>CO 4</b>	3	2	3	3	2	2	2	1	2	2
<b>CO 5</b>	3	2	3	3	2	1	2	2	2	2
<b>Total</b>	13	9	14	13	11	6	10	8	10	9
<b>Average</b>	2.6	1.8	2.8	2.6	2.2	1.60	2	1.6	2	1.8

**Strong-3**

**Medium -2**

**Low -1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA4410	Applied Operations Research	Core	5	4

This course facilitates the students to learn and apply mathematical tools for managerial decision-making and optimizing resources.

**Course Outcomes:**

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

**CO1:** state the origin and nature of Operations Research and also the application of various models of Operations Research.

**CO2:** apply the concepts of Model formulation, graphical and Simplex methods of Linear programming problems

**CO3:** analyze the concept of transportation and Assignment models

**CO4:** assess the understanding of replacement models, job sequencing, networking model and Queuing model

**CO5:** devise a knowledge base on the various methods of game model

**Unit I: Introduction to Operations Research 15 Hours**

Introduction: Overview of operations research – Origin – Nature, scope & characteristics of operations research – Models in Operations research – Application of operations research in functional areas of management.

**Unit II: Linear Programming Problem 15 Hours**

Linear programming problem model Assumptions – Limitation – Application areas – Formulation – Maximization & Minimization problem – Graphical method – Simplex method - Application of Linear Programming using the latest Open Source Softwares

**Unit III: Transportation problem 15 Hours**

Balanced and Unbalanced transportation Problems - Basic Solution – North West corner Solution, Least Cost Method, Vogel's Approximation Method, Assignment model: Hungarian method - Application of Transportation problems in functional areas of management

**Unit IV: Project Scheduling and Resource Management 15 Hours**

Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Solving Application oriented problems using the latest Open Source Softwares

**Unit V: Game Theory and Strategies 15 Hours**

Games theory – two-player zero-sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method - Decision Theory – Steps of Decision- Making Process - Types of Decision-Making Environments Decision Tree Analysis - Application of Game Theory in functional areas of management.

**Learning Resources:**

**Text Books:**

- 1.Sharma J.K, Operations research Theory and applications, Trinity Press, Sixth Edition 2016
2. KantiSwarup, Gupta P.K and Manmohan, Operations Research, S. Chand & Co., 2019

**References:**

1. Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11th Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021
2. Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3rd Edition – Paperback, New Age International Publishers, 2018
3. Pannerselvam., Operations Research, 2nd Edition, PHI Learning, 2009
4. Taha, H.A., Operations Research: An Introduction, 10th Edition, Pearson, 2019

**Websites/ e-Learning Resources:**

1. <https://byjus.com/maths/linear-programming/>
2. <http://www.pondiuni.edu.in/storage/dde/downloads/mbaii qt.pdf>
3. <https://hbr.org/1964/07/decision-trees-for-decision-making>
4. <https://www.journals.elsevier.com/operations-research-perspectives>

**CO-PSO Mapping**

	PSO1	PSO2	PSO 3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	1	1	3	3	2	1	2	1	1	2
<b>CO 2</b>	3	2	3	3	2	1	1	1	1	2
<b>CO 3</b>	3	1	3	3	2	-	3	2	1	1
<b>CO 4</b>	1	2	3	2	1	2	2	2	2	2
<b>CO 5</b>	1	2	1	2	3	1	2	1	1	1
<b>Total</b>	9	8	13	11	10	5	10	7	6	8
<b>Average</b>	1.8	1.6	2.6	2.6	2	1.2	2	1.4	1.2	1.6

**Strong-3**

**Medium-2**

**Low-1**

**Discipline Specific Elective (DSE)**

Course Code	Name of the Course	Category	Hours/ Wk.	Credits
24MBA4303	Legal Systems in Business	DSE	4	3

This course aims to create knowledge and understanding on The Indian Contract Act, 1872, and to orient on the basic legal framework of the various Statutory Provisions in India that guides future managerial decisions. This course also provides an overall understanding of the Sale of Goods Act, the Negotiable Instruments Act, Partnership Act, Company Law and also familiarizes students with insights and awareness about the Consumer Protection Act and Intellectual Property Rights.

**Course Outcomes:**

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

CO1: state the Law of Contract comprehending its basics, elements, principles and intention to create legal relations.

CO2: explain the special contracts on indemnity, guarantee and bailment.

CO3: practice legal provisions governing sale of goods and negotiable instruments

CO4: comply the legal principles to complex scenarios involving partnerships

CO5: create comprehensive strategies for creating awareness on Intellectual Property of Business.

**Unit I: The Law of Contracts****12 Hours**

The Indian Contract Act, 1872: Definition of Contract – Essential Elements – Types of Contract - Offer and Acceptance – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts- Performance of Contracts – Discharge of Contracts- Breach of Contracts – Remedies for Breach of Contracts

**Unit II: Special Contracts****12 Hours**

Contracts of Indemnity: Essential Elements, Rights ; Contracts of Guarantee: Essentials and Features, Surety’s Liability, Rights of Surety, Discharge of Surety from Liability, Distinction between Indemnity and Guarantee Contracts of Bailment : Classification, Essentials –Types Essentials of a Valid Contract of Bailment, Specific Cases of Bailment, Duties and Rights of Bailor, Duties and Rights of Bailee, Right of Lien, Distinction between Particular and General Lien, Finder of Goods, Termination of Bailment

**Unit III: Sale of Goods Act & Negotiable Instruments Act****12 Hours**

Sale of Goods Act, 1930-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, 1881: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics

**Unit IV: Partnership Act & Limited liability Partnership Act****12 Hours**

Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. The Limited liability Partnership Act, 2008-Salient features of Limited liability Partnership - Difference between Limited liability Partnership and Partnership – Registration- Provisions.

**Unit V: Other Laws****12 Hours**

Consumer Protection Act, Cyber Crimes, Information Technology Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Tamilnadu Shops and Establishment Amendment Act 2023 - Scope of AI application in legal systems.

**Learning Resources:****Text Books**

1.Kapoor. N.D “Elements of Mercantile Law”, Sultan Chand & Sons, New Delhi, 2014

**References**

1. Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.
2. AkhileshwarPathak “Legal Aspects of Business”, Tata McGraw Hill Education P Ltd, New Delhi,4e, 2018
3. Rao, P.M., Mercantile Law, PHI Learning, 2011.
4. Intellectual Property Laws, Universal Law Publishing, 2012.

**Websites/ e-Learning Resources**

- 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>

**CO-PSO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO 10
<b>CO 1</b>	3	2	2	3	1	1	3	3	1	2
<b>CO 2</b>	3	1	3	2	2	1	2	2	2	1
<b>CO 3</b>	2	2	2	2	2	2	2	1	2	1
<b>CO 4</b>	2	1	2	1	1	2	1	2	2	2
<b>CO 5</b>	3	2	2	1	2	2	1	3	1	2
<b>Total</b>	13	8	11	9	8	8	9	11	8	8

<b>Average</b>	2.6	1.6	2.2	1.8	1.6	1.6	1.8	2.2	1.6	1.6
	<b>Strong-3</b>			<b>Medium-2</b>			<b>Low-1</b>			

<b>Course Code</b>	<b>Name of the Course</b>	<b>Category</b>	<b>Hours/ Wk.</b>	<b>Credits</b>
24MBA4305	Industrial and Company Law	DSE	4	3

This course helps in legal decision making in organizations guided by the knowledge gained regarding the fundamental legal framework. Students who take this course will gain knowledge and understanding of company and industrial laws.

**Course Outcomes:**

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

- CO1:** state the labour Laws for effective administration of an organization
- CO2:** explain the legal provisions governing Workman’s Compensation and Wages.
- CO3:** analyze legal principles on payment of Bonus and Gratuity.
- CO4:** evaluate on social legislative laws
- CO5:** summarise on suitable company laws and practices

**Unit I: Introduction to Labour Laws 12 Hours**

Introduction- Labour Legislations- Need-Principles- Labour legislations in India. Overview of labour laws- Factories Act, 1948 – Definitions – Provisions relating to Working Hours and Holidays – Provisions relating to Employment of Women and Child –Provisions relating to Health, Safety and Welfare Measures. Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes, Lockouts, Lay Offs, Retrenchment and Closure, Unfair Labour Practices.

**Unit II: Compensation Management Laws-I 12 Hours**

Workmen’s Compensation Act, 1923- Introduction- Definitions - Partial Disablement and Total Disablement - Employers Liability for Compensation - Distribution of Compensation. Payment of Wages Act, 1936 - Object - Application of the Act – Definitions -Responsibility for Payment of Wages-Deductions which may be made from Wages. Minimum Wages Act, 1948 - Concept of Minimum Wage, -Definitions-Fair Wage, Living Wage, Procedure for Fixation and Revision of Minimum Wages – Advisory Boards.

**Unit III: Compensation Management Laws-II 12 Hours**

Payment of Bonus Act, 1965 – Introduction - Eligibility and Disqualification for Bonus- Determination and Recovery of Bonus. Payment of Gratuity Act, 1972 – Introduction- Definitions- Forfeiture of Gratuity-Nomination, Determination and Recovery of Gratuity.

**Unit IV: Social Legislation Laws 12 Hours**

Employees State Insurance Act, 1948 - Objectives – Definitions – Standing Committee - Contribution, Kinds of Benefits and Eligibility. Employees Provident Fund and Miscellaneous Provisions Act, 1952- Introduction-Coverage-Contribution-Employees Pension Scheme,1995 Administration of the Scheme-Benefits.

**Unit V: Company Law 12 Hours**

Evolution of Company Form of Organisation –Characteristics, Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – Overview on Memorandum and Articles of Association, Prospectus– Officers, Meetings – Resolutions – Account



and Audit – Winding up of Companies

**Learning Resources:**

**Text Books**

1.Kapoor. N.D “Elements of Mercantile Law”, Sultan Chand & Sons, New Delhi, 2014

**References**

1. Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.
2. S.N.Maheswari, S.K.Maheshwari “A Manual of Business laws”, 5<sup>th</sup> Edition, Himalaya Publishing House, 2013
3. Rao, P.M., Mercantile Law, PHI Learning, 2011.

**Websites/ e-Learning Resources**

- 1.<http://www.freebookcentre.net/Law/Law-Books.html> 2
- 3.<https://www.mooc-list.com/course/business-law-wma>

**CO-PSO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO 10
<b>CO 1</b>	3	2	3	2	1	1	2	2	1	2
<b>CO 2</b>	3	2	2	2	1	1	3	2	2	1
<b>CO 3</b>	3	2	2	2	2	1	2	2	2	2
<b>CO 4</b>	3	2	3	3	1	2	2	2	1	1
<b>CO 5</b>	3	3	2	2	2	2	3	2	2	2
<b>Total</b>	15	11	12	11	7	7	12	10	8	8
<b>Average</b>	3	2.2	2.4	2.2	1.4	1.4	2.4	2	1.6	1.6

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA4302	Information Systems for Business	DSE	4	3

This course is to familiarize students to understand the concepts and need of computer-based information systems so that they can effectively utilize such systems for carrying out structured and semi-structured decisions under complexity. .

**Course Outcomes:**

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

**CO1:** recall the fundamentals of information systems and its role of information in managerial decision making

**CO2:** apply information system concepts like Transaction Processing System, Decision Support System, and Executive Information System in Organizations.

**CO3:** analyze system applications and data to best support functional areas of business.

**CO4:** evaluate the database management and data warehousing techniques.

**CO5:** create Enterprise Resource Planning Solutions in Customer Relationship Management.

**Unit I: Introduction to Information Systems 12 Hours**

Introduction to information system management, structure and activities- Information needs and sources of management decisions and information needs. System classification Elements of system, input, output, process and feedback.

**Unit II: Types of Information Systems 12 Hours**

Transaction Processing information system, Office Automation System (OAS); MIS; Information system for managers, Intelligence information system –Decision support system- Executive information systems.

**Unit III: Functional Information Systems 12 Hours**

Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system. Data Science - BlockChain Technology; E- commerce and E-Business models; Interet of Things (IOT) - Radio Frequency Identification (RFID).

**Unit IV: System Analysis and Design, Database Management 12 Hours**

System Analysis and Design: The work of a system analyst- Software Development Life Cycle (SDLC)-System design – Entity Relationship (ER) Diagram- Data flow 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; Expert Systems – Components, Applications, Benefits and Limitations

**Unit V: Enterprise Resource Planning and Customer Relationship Management 12 Hours**

Enterprise Resource Planning (ERP) System, Benefits and challenges of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Trends in ERP, Customer Relationship Management – Major Application Clusters – Phases of CRM – Benefits, Challenges and Failures in CRM. Big Data; Cyber Safety and Security- Cryptography.

**Learning Resources:**

**Text Book:**

Ramesh Bhel, James A O'brien, George M Markas, , Management Information System (Eleventh Edition, Special Indian Edition) Mcgraw Hill Education, 2019

**References:**

1. Azam, M., Management Information System, McGrawHill Education, 2012
2. Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 16<sup>th</sup> Edition, Pearson, 2019.
3. Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3<sup>rd</sup> Edition, PHI, 2011.
4. Gordon B Davis, Margret H Olson, Management Information System (2nd edition) McGrawHill, 2017

**Websites/ e-Learning Resources:**

1. <https://open.umn.edu/opentextbooks/textbooks/information-systems-for-business-and-beyond>
2. <https://onlinelibrary.wiley.com/journal/13652575>
3. [https://www.tutorialspoint.com/system\\_analysis\\_and\\_design/system\\_analysis\\_and\\_design\\_development\\_life\\_cycle.htm](https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_development_life_cycle.htm)

**CO-PSO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO10
CO 1	1	2	3	3	1	1	1	1	2	2
CO 2	3	3	2	3	2	2	1	2	1	1
CO 3	2	1	3	3	1	1	1	2	1	2
CO 4	3	3	2	3	1	1	3	3	2	2
CO 5	1	1	3	1	3	1	3	1	3	1
Total	10	10	13	13	8	6	9	9	9	8
Average	2	2	2.6	2.6	1.6	1.2	1.8	1.8	1.8	1.6

**Strong-3****Medium-2****Low-1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA4304	Business Analytics	DSE	4	3

This course aims at inculcating the concepts of Business analytics. This involves the basic aspects of data mining, machine learning, artificial intelligence and data visualization. The course throws insights on the industry requirements for a business analyst.

**Course Outcomes:**

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

**CO1:** recall the basics of Business Analytics

**CO2:** describe and visualize data through collecting, managing and analyzing data.

**CO3:** illustrate the knowledge on data mining and multi-dimensional data analysis

**CO4:** organize the different types of machine learning and AI.

**CO5:** justify the productive outcomes in various areas of business.

**Unit I :Introduction to Business Analytics****12 hours**

Meaning - Historical overview of data analysis – Data Scientist Vs Data Engineer Vs Business Analyst – Career in Business Analytics – Introduction to data science –

Applications for data science – Roles and Responsibilities of data scientists

## Unit II :Data Visualization

12 hours

Meaning - Historical overview of data analysis – Data Scientist Vs Data Engineer Vs Business Analyst – Career in Business Analytics – Introduction to data science – Applications for data science – Roles and Responsibilities of data scientists

## Unit III: Data Mining:

12 hours

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

## Unit IV: Machine Learning in Business :

12 hours

Introduction to Machine Learning - History and Evolution - AI Evolution - - Supervised Learning, Unsupervised Learning, Reinforcement Learning – Frameworks for building Machine Learning Systems - Applications of Machine Learning in different sectors.

## Unit V:Application of Business Analysis:

12 hours

Retail Analytics - Marketing Analytics - Financial Analytics - Healthcare Analytics - Supply Chain Analytics.

## Learning Resources:

### Text Book

Ramesh Sharda, DursunDelen, Efraim Turban, Business Intelligence - A Managerial Perspective on Analytics, Pearson Edition , 4th Edition, 2019.

### References

1. MajidNabavi, David L.Olson, Introduction to Business Analytics, Business Expert Press, 2018.
2. Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. . Anderson, Essentials of Business Analytics, Cengage Learning, 2015
3. SandhyaKuruganti, Business Analytics: Applications To Consumer Marketing, McGraw Hill, 2015

### Website Resources

<https://ptgmedia.pearsoncmg.com/images/9780133552188/samplepages/0133552187.pdf>

[http://www.gerkoole.com/IBA/downloads/IBA\\_Koole\\_first\\_chapters.pdf](http://www.gerkoole.com/IBA/downloads/IBA_Koole_first_chapters.pdf)

### CO-PSO Mapping

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	3	2	3	3	3	3	1	1	1	3
CO 2	3	2	3	3	3	3	1	2	1	3
CO 3	3	2	3	3	3	3	1	2	1	3
CO 4	3	3	3	3	3	3	1	1	1	3
CO 5	3	3	3	3	3	3	2	1	1	3
Total	15	12	15	15	15	15	6	7	5	15
Average	3	2.4	3	3	3	3	1.2	1.4	1	3

Strong-3, Medium-2, Low -1

## GENERIC ELECTIVES

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA4307	Executive Communication	GE	4	3

This paper deals with the importance of communication in relevance to the organization. The course deals with the usage of English in routine communication, intrapersonal, oral and written communication. The course enables the students to know the basic etiquettes for their corporate practices.

### Course Outcomes:

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

**CO1:** identify how to speak sentences spontaneously in English with one another.

**CO2:** practice to communicate in social and professional environments.

**CO3:** express ideas and concepts with clarity.

**CO4:** articulate professionally in a work environment.

**CO5:** communicate effectively through written forms of English.

### UNIT I: English in real life situations 12 hours

Day-to-day matters like food, emotions, fashion, health, friendship, money, housing, job, faith & hope, busy life, memory, shopping, cinema, traffic, travelling, vacation, and weather Social Expressions - Greetings, introducing oneself, invitation, making a request, expressing gratitude, complimenting and congratulating, expressing sympathy, apologizing, asking for information, seeking permission, complaining, expressing regret.

### UNIT II : Fluency Development 12 hours

Vocabulary enhancement, role play, commentary

### UNIT III : Intrapersonal communication 12 hours

Using English for Self-Awareness – Describing Strengths and weaknesses, achievements; perception - Defining career, structuring ideas for presentation; Expectations – Describing career goals, defining success - focusing on achievement motivation

### UNIT IV : Dyadic communication 12 hours

Telephonic Conversation – etiquette and practice, Non-verbal communication, Presentations, Interviews – online interviews (etiquette and practice) and offline interviews, Group Discussion.

### UNIT V : Written communication 12 hours

Memos, minutes of meetings, résumé writing, business letters.

### Learning Resources

#### Text Book

Mohan, Krishna and Meera Banerji. Developing Communication Skills. Madras: Macmillan, 2009.

#### Reference Book

1. Gopalan, R and Rajagopalan, V. English for Competitive Examinations.

- Noida: McGraw Hill Education.2nd Edition, 2007
- Hannah, Michael and Gerald C.Wilson. Communicating in Business and Professional Settings. Singapore: Mc-Graw-Hill International Editions, 1998.
  - Pease, Allan. The Definitive Book of Body Language. London: Orion, 2004.
  - Bhatnagar, R.P. and RajulBhargava. English for Competitive Examinations.NewDelhi: Macmillan, 1994.
  - Prasad, Hari Mohan and Uma Rani Sinha. Objective English. New Delhi: Tata McGraw-Hill, 1999.

#### Website / e-learning resources

- <https://www.mindtools.com/cawh8bu/communication-skills>
- <https://www.macmillanenglish.com/in/blog-resources/article/communication-skills-resources>
- <https://positivepsychology.com/communication-games-and-activities/>
- <https://downloads.hrdpressonline.com/files/6820080609105844.pdf>

#### CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
<b>CO 1</b>	3	3	1	1	1	2	1	2	2	2
<b>CO 2</b>	3	3	1	1	1	3	1	1	2	3
<b>CO 3</b>	3	3	1	2	2	1	2	1	2	1
<b>CO 4</b>	2	2	2	1	2	3	3	1	1	3
<b>CO 5</b>	1	2	1	3	3	2	1	2	1	1
<b>Total</b>	11	9	6	8	9	11	8	7	8	10
<b>Average</b>	2.75	2.6	1.2	1.6	1.8	2.2	1.6	1.4	1.6	2

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA4309	Computing Skills for Managers	GE	4	3

This course gives hands-on practice to the management students on documentation, formatting, working with spreadsheets and database functions. This also highlights the applications of Google based applications. The course will be fundamental for the students to work in a MNC's and Corporates.

#### Course Outcomes:

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

**CO1:** recall the basic functions of MS Word

**CO2:** identify the various additional functions of MS Excel

**CO3:** apply the practices of advanced MS Excel functions.

**CO4:** analyze MS Access and database functions.

**CO5:** create the applications , functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

#### Unit I : MS Word Basics

**12 hours**

Creating a new document – Templates - Writing and Simple Formatting – Customizing Styles – Table of Contents - Page Breaks – Mail Merge -Page Layout – Margins – Page Setup – Sections – Pager Header & Footer -Page Layout – Margins – Page Setup – Sections – Pager Header & Footer – Pictures & Graphics – Clip Art – Smart Art – Excel Charts – Comments – Proofing - Links

#### Unit – II: MS Excel – Additional Functions

**12 hours**

Workbook – Building – modifying - navigating; Worksheet – Autofill copying and

moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.

**Unit III: MS Excel Advanced Functions**

**12 hours**

Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sum product.  
 Functions: Mathematical - Financial - logic – Text – Statistical

**Unit IV:MS Access**

**12 hours**

Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.

**Unit V: Cloud based apps**

**12 hours**

Google Drive, Google Sheets, Google Docs, Google Forms, Google Slides – Google Cloud Print

**Learning Resources**

**Textbooks:**

1. Humphrey M.L., Excel For Beginners, Kindle Edition, 2017

**References:**

1. Richard Rost, Learning MS Access Kindle Edition, 2013
2. SachinSrivastava, Google Cloud Platform, Kindle Edition, 2021

**Websites/ e-Learning Resources**

1. <https://excel-practice-online.com/>
2. <https://edu.gcfglobal.org/en/excel/>
3. <https://trumpexcel.com/learn-excel/>

**CO-PO Mapping**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
<b>CO 1</b>	3	2	3	3	2	2	1	1	1	2
<b>CO 2</b>	2	2	2	2	2	2	1	2	1	2
<b>CO 3</b>	3	2	2	2	2	2	2	2	2	2
<b>CO 4</b>	3	2	2	2	2	2	2	2	1	2
<b>CO 5</b>	3	2	2	2	2	2	1	2	1	2
<b>Total</b>	14	10	11	11	10	10	7	9	6	10
<b>Average</b>	2.8	2	2.2	2.2	2	2	1.4	1.8	1.2	2

**Strong -3      Medium-2      Low-1**

<b>Course Code</b>	<b>Name of the Course</b>	<b>Category</b>	<b>Hours/ Wk.</b>	<b>Credits</b>
24MBA4306	Entrepreneurship Development and Design Thinking	GE	4	3

This course imparts knowledge on the basics of entrepreneurial skills and competencies and encourages the students on new venture creation.

**Course Outcomes:**

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

**CO1:** recall the basic concepts of entrepreneurship and its growth in India

**CO2:** apply design thinking and innovation in entrepreneurial decision

**CO3:** analyze the process of new venture creation

**CO4:** evaluate the various types of financing available for new ventures

**CO5:** create an effective Business Plan

**Unit I: Introduction to Entrepreneurship**

**12 Hours**

Entrepreneurship – evolution and concept – Entrepreneur – Definition – Types – Traits– Entrepreneur Vs Intrapreneur – Entrepreneurship in Indian Scenario & its role in economic development – Problems and challenges - MSMEs – Definition – Features – Registration – Role & Importance of MSMEs in India – entrepreneurial success stories.

**Unit II: Design Thinking & Innovation**

**12 Hours**

Creative and Design Thinking- Introduction to Design Thinking for start-ups- Design Thinking principles & process- entrepreneurial decision process in Business- idea incubation- techniques and evaluating ideas - Innovation in various forms of entrepreneurship in Indian Firms.

**Unit III: New Venture Creation**

**12 Hours**

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.

**Unit IV: Financing the New Venture**

**12 Hours**

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.

**Unit V: Business Plan**

**12 Hours**

Business Plan Preparation - Nature and scope – Elements & Guidelines for preparing a Business Plan– Developing a Business Plan – Evaluating Business plans - Format and Presentation Start-ups and e-commerce Start-ups Business Model Canvas - Recent trends - Technopreneurship, Ecopreneurship - unicorns in India.



## Learning Resources:

### Text Books

1.S S Khanka, Entrepreneurial Development, S Chand and Company Ltd, 2020

### References

- 1.Hisrich R. D., Peters M. P., & Shepherd D. A. (2017). Entrepreneurship (10th edition), McGraw-Hill Education.
- 2.Roy R. (2017). Indian Entrepreneurship: Theory and Practice. New Delhi: Oxford University Press.
- 3.Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
- 4.Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
- 5.Gupta C.B., Entrepreneurship: Text and Cases, Sulthan Chand & Sons, 2018

### Websites/ e-Learning Resources

- 1.<https://ncert.nic.in/ncerts/l/lebs213.pdf>
- 2.<https://www.cengage.com/highered>
- 3.<https://roadmapresearch.com/entrepreneurship-beyond-curriculum>

### CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
CO 1	3	3	2	3	3	3	2	2	2	2
CO 2	3	2	3	2	2	3	1	3	2	2
CO 3	2	2	2	2	3	2	1	3	2	3
CO 4	3	3	2	3	2	2	2	2	2	1
CO 5	2	3	3	2	2	3	2	2	3	3
Total	13	13	12	12	12	13	11	11	11	11
Average	2.6	2.6	2.4	2.4	2.4	2.6	2.2	2.2	2.2	2.2

Strong -3    Medium-2    Low-1

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA4308	International Business and Trade Practices	GE	4	3

This course throws light on the concepts of international business, export and import practices and various documents required for trading. The paper discusses the INCO terms which are the fundamental concepts for international trade.

**Course Outcomes:**

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

CO1: recall the foundations of international trade and theories.

CO2: identify the impact of MNCs and FDI on international trade.

CO3: sketch the process of export order and pre shipment inspection.

CO4: propose the export assistance and schemes in India.

CO5: assess the availability of assistance from Trading Houses and the incentives\ available.

**Unit I : Introduction to International Business.**

**12 hours**

International Business: Nature, importance and Scope – Reasons for International Business- Mode of Entry into International Business - Trade Theories: Theory of Mercantilism - Theory of Absolute Cost Advantage - Theory of Comparative Cost Advantage - Theory of Country Size - Heckscher-Ohlin Trade Theory – Product Life Cycle Theory, National Competitive Advantage Theory .

**Unit II : Multinational Corporations**  
**hours**

**12**

Conceptual Framework of MNCs; MNCs and International Relations - Merits and Demerits of MNCs- Problems Faced by MNC's - Technology Transfers –Importance and Types –Gains of Technology Transfer - Foreign Direct Investment: Key Features - Motives – Types - Barriers on Foreign Investment Flows - Factors Influencing FDI.

**Unit III: Trade Barriers**

**12 hours**

Tariff Barrier and Non Tariff Barriers: Trade Barrier Definition: Components of Trade Barrier, Objectives of Trade Barrier-Non Tariff Barriers - Government Participation in Trade – Quota - Ad valorem Duty - Specific Duties and their Differences.

**Unit IV: Export documents and payment**

**12 hours**

Various Import and Export Documentation -Nature and Format of Export Order - Examination and Confirmation of Export Order - Central Excise Clearance - Modes of Payment in International Trade: Advance Payment-Consignment Sales-Open Account-Letter of Credit-Types - Account types - NOSTRO, VOSTRO- Various Import and Export Documentation,

**Unit V: Export Assistance and schemes**

**12 hours**

EPZ; SEZs; EHTP and STP Eligibility for Export / Trading / Star Trading / Super Star Trading Houses - Export Houses Status for Export of Services

**Learning Resources:**

**Textbooks:**

Daniels, Radebaugh & Sullivan, International Business: Environment and Operations. 11th Edition, Pearson Education.2016

**References:**

1. Ram Paras, Export: What, Where and How? Anupam Publications, (2017)
2. Charles, W. L. Hill, International Business: Competing in the Global Marketplace. Tata McGraw Hill, 2011

**Websites / links:**

1. <https://egyankosh.ac.in/bitstream/123456789/10292/1/Unit-8.pdf>
2. <https://www.egyankosh.ac.in/bitstream/123456789/12182/1/Unit-16.pdf>

**CO-PO Mapping**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
<b>CO 1</b>	3	3	3	3	2	3	2	3	3	2
<b>CO 2</b>	3	3	2	2	2	3	2	2	3	2
<b>CO 3</b>	3	3	2	3	2	3	1	1	1	2
<b>CO 4</b>	3	3	3	3	2	2	1	1	2	3
<b>CO 5</b>	3	3	2	3	2	2	1	1	2	3
<b>Total</b>	15	15	12	14	10	13	7	8	11	12
<b>Average</b>	3	3	2.4	3	2	2.6	1.4	1.6	2.2	2.4

**Strong -3      Medium-2      Low-1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA5421	Strategic Management	Core	5	4

This course aims to familiarize students with the fundamental concepts of strategy. It deals with the basis of strategic management as intent and strategy formulation, environmental and portfolio analysis, strategy implementation, evaluation and control. The course highlights the policy making at the top level.

**Course Outcomes:**

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

- CO1:** State the basic terminologies of strategy management and concepts of intent.
- CO2:** Recognize the corporate planning, social responsibility and ethics of an organization.
- CO3:** Illustrate the environmental and portfolio analysis and strategize by different tools.
- CO4:** Devise the different business-level and grand strategies.
- CO5:** Evaluate the implemented strategy and to follow suitable control system.

**Unit I: Introduction** **15 hours**  
 Strategy – concept, Intent and Levels - Strategic Management Process – Developing a Strategic Vision –Mission- Goals - Objectives– Strategies and Tactics — the 7-S Framework.

**Unit II : Corporate Policy and Planning in India** **15 hours**  
 Importance – Characteristics – Goals and Objectives – Plans - Policy - Procedure - Policy Formulation and Development – Types and implementation of Business Policies-.Social Responsibility of Business –Ethics – Environmental, social , Governance (ESG).

**Unit III Environmental and Portfolio Analysis:** **15 hours**  
 Environmental Scanning – PESTLE, SWOT, ETOP, EFE matrix – Industry Analysis – Competition Analysis- Porter’s Five Force Model- Value Chain Analysis - Creating an Industry Matrix.- Portfolio Analysis – BCG matrix- GE matrix-Ansoff Product matrix.

**Unit IV: Strategy Formulation and Implementation** **15 hours**  
 Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) – Business Strategy- TOWS Matrix– Business Level Strategies – Functional Level Strategies- Grand Strategies – International Strategies.

**Unit V Strategy Evaluation and Control** **15 hours**  
 Types - Corporate Culture – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Balanced Score Card – Blue Ocean Strategy .

**Learning Resources:**

**Text Book**

Francis Cherunilam., Business Policy and Strategic Management, 4th Edition, Himalaya Publishing House , 2017.

**References:**

1. The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton Christensen.
2. Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant by W. Chan Kim and Renée Mauborgne

**Websites/ e-Learning Resources**

1. <https://egyankosh.ac.in/bitstream/123456789/25654/1/Unit-13.pdf>
2. <https://online.hbs.edu/blog/post/what-is-value-chain-analysis>
3. [https://www.tutorialspoint.com/strategic\\_management/strategic\\_management\\_introduction.htm](https://www.tutorialspoint.com/strategic_management/strategic_management_introduction.htm)

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	3	2	3	2	3	3	3	2	3
<b>CO 2</b>	3	3	2	3	2	3	3	3	2	3
<b>CO 3</b>	3	3	2	3	3	3	3	3	2	3
<b>CO 4</b>	3	3	2	3	3	3	3	3	3	3
<b>CO 5</b>	3	2	2	2	3	3	2	2	2	3
<b>Total</b>	15	14	10	14	13	15	14	14	11	15

<b>Average</b>	3	2.8	2	2.8	2.6	3	2.8	2.8	2.2	3
----------------	---	-----	---	-----	-----	---	-----	-----	-----	---

**Strong -3    Medium-2    Low-1**

<b>Course Code</b>	<b>Name of the Course</b>	<b>Category</b>	<b>Hours/ Wk.</b>	<b>Credits</b>
24MBA5423	Business Research Methods	Core	5	4

This course aims at providing a comprehensive understanding of research methodologies and their applications in business. It covers the techniques essential for making informed business decisions. The course emphasizes the development of practical skills for conducting qualitative and quantitative research, critical evaluation of research findings, and effective communication of research results.

**Course Outcomes:**

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

**CO1:** identify a business problem and formulate the steps in research process

**CO2:** evaluate various types of research designs and formulate a coherent research design and sample.

**CO3:** analyse the types of data and assess the validity and reliability of data collection procedures.

**CO4:** evaluate and manage data using appropriate data analysis techniques.

**CO5:** create comprehensive research reports by organizing content ensuring adherence to ethical standards.

**Unit I: Concept of Business Research (15 Hours)**

Definition and Significance - Emerging Hierarchy of Information Based Decision Makers – Theory and Research - Research Process – Formulating and Clarifying the Research Topic– Research Proposal

**Unit II: Research Design and Sampling (15 Hours)**

Research Design-Definition – Types of Research Design – Measurement and Scaling– Types of Scaling – Sample Design – Determination of Sample Size – Sampling Technique – Probability and Non Probability Methods

**Unit III: Data Collection (15 Hours)**

Types of Data – Primary Vs Secondary Data– Sources of Secondary data – Primary Data Collection Methods – Observation, Interview, Questionnaire, Schedule - Validity and Reliability of Data Collection Procedures - Pilot Study

**Unit IV: Data Preparation and Analysis (15 Hours)**

Data Preparation - Editing- Coding- Tabulation - Steps in Hypothesis Testing – Assumptions about Parametric and Non-Parametric Tests - Application of Statistical Software for Data Analysis, Univariate, Bivariate and Multivariate Statistical Techniques, Factor Analysis – Discriminant Analysis (Theory only).

**Unit V: Report Writing (15 Hours)**

Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterisation -Framing the Title of the Report- Different Styles of Referencing -Academic Vs Business Research Reports - Ethics in Research –Plagiarism.

**Learning Resources:**

**Text Books**

1. Donald Cooper , Pamela Schindler , J K Sharma , Business Research Methods McGraw Hill Publication, 11<sup>th</sup> edition, 2017

**References**

1. C.R.Kothari, Gaurav Garg, Research Methodology, Methods and Techniques, New Age International (P) Ltd., 5<sup>th</sup> Edition, 2023
2. Alan Bryman&Emma Bell, Business Research Methods, Oxford University Press, Third Edition , 2011
3. Mark Saunders, Philip Lewis and Adrian Thornhill ,Research Methods for Business Students, Pearson Publication, 7<sup>th</sup> edition, , 2016

**Websites/ e-Learning Resources**

1. <https://paperpile.com/g/what-is-research-methodology>
2. <https://hmhub.in/3rd-4th-sem-research-methodology-notes/>

**CO-PSO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO9	PSO10
<b>CO 1</b>	3	3	3	3	2	2	3	2	2	2
<b>CO 2</b>	3	2	3	2	3	1	2	2	2	2
<b>CO 3</b>	3	2	3	3	3	2	3	2	2	2
<b>CO 4</b>	3	2	3	2	3	2	2	2	2	2
<b>CO 5</b>	3	2	3	3	3	1	2	2	2	1
<b>Total</b>	15	11	15	13	14	8	12	10	10	9
<b>Average</b>	3	2.2	3	2.6	2.8	1.6	2.4	2	2	1.8

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA5401	Services Marketing	Core	5	4

This course aims to familiarize students with the marketing aspects in special reference to services sector which may include banking , retailing, education, hospitality and tourism sectors. The students gain insights on the segmentation, targeting and positioning of services sector. They can able to design and deliver the services according to the satisfaction and dissatisfaction of customers.

**Course Outcomes:**

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

- CO1: state the basic concepts of managing Services marketing and Service Sector.
- CO2: illustrate the service design and development.
- CO3: apply and improve the process of service delivery and promotion.
- CO4: examine the quality of services, GAPS and factors influencing Services Marketing
- CO5: appraise the various service sectors like Health, Hospitality, travel, hotels and Tourism, ,Professional Service, Public Utility Services Educational Services

**Unit I: Introduction 15 hours**

Introduction - Growth of the service sector - The Concept of Service –Services vs products - Characteristics of Service – Classification of Services - Service Economy – Extended marketing mix – Segmentation, Targeting and positioning of services.

**Unit II: Services Design and Development 15 hours**

Customer expectations and perceived service - Service Marketing Triangle - Integrated

Service Marketing Communication- Service blueprint - Service life cycle – services innovation – types – new service development .

**Unit III:– Service Delivery and Promotion** **15 hours**  
 Servicescape – types and functions- self-service technologies - service channel - Pricing of services– Services Encounter –Moments of Truth and stages- Consequences of Dissatisfaction - Service Failure and Recovery strategies- service promises.

**Unit IV: Services Quality** **15 hours**  
 Dimensions of Service Quality – Customer defined hard and soft standards – New services development –Measuring service quality – GAP model – SERVQUAL-SERVPERF- Quality function Deployment - Net Promoter Score – Customer effort score.

**Unit V: Service Strategies** **15 hours**  
 Service strategies with special reference to Financial Services – Health Service - Hospitality Services including travel, hotels and tourism – ProfessionalService - Public Utility Services - Educational Services.- Artificial Intelligence in services.

**Learning Resources:**

**Text Books**

Alan Wilson, Valarie Ziethaml, Mary Jo Bitner, Dwayne D. Gremler, Services Marketing – Integrating Customer Focus Across The Firm, European Edition, McGraw-Hill Education, 2016

**References**

- 1.JochenWirtz and Christopher Lovelock, Services Marketing: People, Technology, Strategy, 8<sup>th</sup>Edition, World Scientific Publishing Co. Inc., 2016
2. Jha S.M, Services Marketing, Himalaya Publishing House. 2010
- 3.Rajendra Nargundkar, Services Marketing, 2<sup>nd</sup>ed, Tata McGraw Hiil, 2006

**Websites/ e-Learning Resources**

1. <https://egyankosh.ac.in/bitstream/123456789/78942/3/Unit-17.pdf>
2. <https://www.pdfdrive.com/services-marketing-concepts-strategies-cases-4th-edition-e16143194.html>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	3	1	3	3	3	2	3	1	3
<b>CO 2</b>	3	3	3	2	2	3	2	2	1	3
<b>CO 3</b>	3	3	3	2	2	2	2	2	1	2
<b>CO 4</b>	3	2	3	2	3	2	2	2	1	3
<b>CO 5</b>	3	3	3	2	3	2	2	2	3	3
<b>Total</b>	15	14	13	11	13	12	10	11	7	14
<b>Average</b>	3	2.8	2.6	2.2	2.6	2.4	2	2.2	1.4	2.8

**Strong -3      Medium-2      Low-1**

Course Code	Name of the Course	Category	Hours/Week	Credits
24MBA5403	Marketing Analytics	Core	5	4

The course aims to introduce students to the fundamentals of marketing analytics, offer insights into business strategies, and explore product and price analytics. Additionally, it focuses on explaining distribution and promotion analytics and emphasizes the significance of customer analytics.

### Course Outcomes:

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

**CO1:** discuss the key concepts in marketing analytics, like market sizing and PESTLE analysis

**CO2:** explain the importance of customer segmentation and perceptual mapping.

**CO3:** use regression and cluster analysis to analyze marketing data.

**CO4:** compare different distribution channels and promotion strategies.

**CO5:** assess the impact of AI and other new technologies on marketing analytics.

### Unit I: Marketing Analytics Framework (15 Hours)

Introduction to Marketing Analytics - Data for Marketers - Market Insight - treatment of outliers, Market sizing - PESTLE Market analysis - Porter Five Force Analysis - Market segment identification - targeting and positioning - segmentation Analytics - Customer Segmentation Process - Cluster Analysis - Application - Perceptual Mapping - Regression Analysis

### Unit II: Business Operations and Marketing Mix (15 Hours)

Business Operations - Market Forecasting - S curve - Bass Diffusion Model - Predictive Analytics - Balanced Scorecard - Critical Success Factors - Marketing Mix modeling - Variables - Customer Journey Mapping

### Unit III: Product and Price Analytics (15 Hours)

Product analytics - Analyzing Digital and Non-Digital Products - Conjoint Analysis - Product Attributes and Attributes level - Steps - Price Analytics - Goal of Pricing - Bundling -Types Pricing Techniques -Analytics with Price Skimming

### Unit IV: Distribution and Promotions Analytics (15 Hours)

Distribution Analytics - Distribution Channel Characteristics - Retail Location selection, Channel Evaluation, and Selection - Multi-channel Distribution - Promotion Analytics - Promotion Budget estimation - Promotion Budget Allocation - Types of Promotion - Promotion Metrics

### Unit V: Customer Analytics (15 Hours)

Customer Persona - Benefits of Customer Analytics - Customer Lifetime Value - Churn Analytics - Digital Analytics - Web Metrics - Social Media Analytics - Contemporary issues and opportunities in the application of marketing analytics in different sectors - Importance of AI in Marketing

### Learning Resources:

#### Text Book

Seema Gupta, Avadhoot Jathar (2023), Marketing Analytics, 2<sup>nd</sup> edition, Wiley Publishers, New Delhi.

#### References



1. Wayne L. Winston (2014), Marketing Analytics: Data–Driven Techniques with Microsoft Excel, First Edition, Wiley, Indianapolis.
2. Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer Assisted Marketing Analysis and Planning, 2<sup>nd</sup> edition, Trafford Publishing UK.
3. Mike Grigsby (2018), Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, 2nd Edition, NY: Kogan Page Limited, New York.
4. Rajkumar Venkatesan, Paul W. Farris, Ronald T. Wilcox, Marketing Analytics Essential Tools for Data–Driven Decisions, University of Virginia Press, 1st Edition, 2021.

### Websites/ e-Learning Resources

1. Journal of Marketing Analytics -Palgrave Macmillan
2. Marketing analytics: Methods, practice, implementation, and links to other fields SL France, S Ghose -Expert Systems with Applications, 2019 -Elsevier
3. <https://hbr.org/2023/05/analytics-for-marketers>

### CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	2	3	3	2	3	3	1	2	3
<b>CO 2</b>	3	2	3	3	2	3	3	1	2	3
<b>CO 3</b>	2	2	3	1	2	3	2	1	2	3
<b>CO 4</b>	3	1	2	2	1	3	2	1	2	3
<b>CO 5</b>	2	1	3	3	3	3	3	2	2	3
<b>Total</b>	13	8	14	12	10	15	13	6	10	15
<b>Average</b>	2.6	1.6	2.8	2.4	2	3	2.6	1.2	2	3

**Strong -3      Medium-2      Low- 1**

Course Code	Name of the Course	Category	Hours/ Wk	Credits
24MBA5405	Advertising Management and Sales Promotion	Core	5	4

The course aims to introduce students to fundamental advertising concepts, impart knowledge on advertising media and budget, orient them on advertising agencies and their operations, and help them understand sales promotion campaigns and their relevance.

### Course Outcomes:

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

**CO1:** describe different types of advertising and their roles in marketing.

**CO2:** apply media planning techniques to develop comprehensive media strategies.

**CO3:** create advertising campaigns with targeted messages and appeals.

**CO4:** assess the ethical and social implications of advertisements and measure their effectiveness.

**CO5:** analyze sales promotion strategies and their effects on consumers and sales.

### Unit I: Introduction

(15

#### Hours)

Fundamentals of Advertising- Objectives - Importance of Advertising in Modern Marketing - Types of Advertising - Segmentation and Target Audience- Message and Copy Development-

Layout - Advertising Appeals- Celebrity Endorsements- Innovation in Advertising

**Unit II: Media Decisions (15 Hours)**

Media Selection - Media Planning - Process - Reach, Frequency, Gross Rating Points, Impressions in Media - Media Scheduling - Methods - Factors Affecting Media Scheduling Decisions - Types of Media - Traditional Advertising Media - Digital Media - Social Media Advertising- Online - Mobile and App Advertising- Integrated program and budget planning.

**Unit III: Implementation (15 Hours)**

AIDA - DAGMAR - DRIP Approaches – Implementation - Advertising Campaign Planning – Coordination - Advertising agencies - Functions- Types - Agency Compensation- ASCI- Role of Broadcast Seva - Digital Advertising Agencies

**Unit IV: Control (15 Hours)**

Measuring Effectiveness of Advertising - Need and Importance - Evaluation Methods -Problems in measuring the effectiveness - Ethical, Economic and Social Implication of Advertisements - Digital Convergence and Advertising Trends

**Unit V: Sales Promotion (15 Hours)**

Nature of Sales Promotion - Need for Sales Promotion Activities - Budgeting- The Role of Trade Promotion - Consumer Sales Promotion - Classification of Promotion Methods -Sales Promotion Strategies - Online Sales Promotion - Sales Management

**Learning Resources:**

**Text Books**

1. S.A. Chunawalla, K.C. Sethia, Foundations of Advertising- Theory and Practice, Himalaya Publishing, 2022.
2. Ruchi Gupta, Advertising Principles and Practice, S. Chand,2023.

**References**

1. Advertising, Promotion, and Other Aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.
2. Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12th edition, McGraw Hill Education, 2021
3. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2015
4. Sandra Moriarty, Nancy D. Mitchell, William D. Wells, Advertising & IMC: Principles and Practice, (10th ed,) Pearson India Education Services 2018.

**Websites/ e-Learning Resources**

- 1.<https://www.barcindia.co.in/data-insights>
- 2.<https://new.broadcastseva.gov.in/digigov-portal-web-app/index.jsp>
3. <https://www.themediaant.com/digital>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	1	1	2	2	3	3	1	2	2
<b>CO 2</b>	3	2	3	3	3	3	2	2	3	3
<b>CO 3</b>	2	1	2	2	3	3	3	1	1	3
<b>CO 4</b>	3	3	3	3	2	3	3	3	2	3
<b>CO 5</b>	2	2	2	3	1	2	2	2	2	2
<b>Total</b>	13	9	11	13	11	14	13	9	10	13
<b>Average</b>	2.6	1.8	2.2	2.6	2.2	2.8	2.6	1.8	2	2.6

Strong -3    Medium-2    Low-1

Course Code	Name of the Course	Category	Hours/ Wk.	Credits
24MBA5407	Retail Marketing	Core	5	4

This course aims to equip students with a deep understanding of retail marketing principles and practices, emphasizing the dynamic nature of the retail industry. Students will explore the strategic role of retail marketing in creating value for both consumers and businesses, examining key concepts such as market segmentation, consumer behaviour, and brand management..

**Course Outcomes:**

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

**CO1:**explain the different retail formats and emerging trends in retail organisations.

**CO2:**analyse effective retail store management practices for various departments

**CO3:**design visually appealing and strategically aligned store layouts and displays.

**CO4:**formulate effective retail strategies with various technological aids

**CO5:**assess different consumer behaviors and develop strategies to improve retail service quality

**Unit-I Retail Store Formats (15 hours)**

Retailing – Definition, scope and importance of retail in the Indian and global scenario- Organized and unorganized retailing- emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store – Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandising conglomerates - retail store types.

**Unit-II Retail Stores Management (15 hours)**

Retail stores management - Roles and responsibilities of retail store managers - recruiting, hiring, training and development, performance management, payroll, workplace scheduling - Store business operations – materials management, coordination with purchase department -finance and accounts -Problem solving - Safety and security.

**Unit-III Retail Store Essentials (15 hours)**

Store Essentials – Location - Store designs- Display accessories - Store atmospherics - Visual merchandising components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays-Store Exterior – façade, details, texture.

**Unit-IV Retail Store Gadgets  
hours)**

**(15**

Store Aids - Gadgets that aid retailing- barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine- Graphics and Signage -Props - Point of Purchases - Planogram. Retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price - exclusive goods premium price strategy - retail formatting - retail mix -building customer loyalty -customer relationship management.

**Unit-V Retail Consumer Behaviour**

**(15 hours)**

Retail Consumer Behaviour – Difference between consumer and shopper - Frugal, impulsive, compulsive and tightwad buyers -Sub classification of shopping orientation- Catering to service consumers – gaps model for improving retail service quality. Retail Strategies for Global Growth-Building sustainable global competitive advantage,

**Learning Resources:**

**Text Books**

1. Gibson.G.Vedamani, Retail Management, Pearson India Education Services Pvt. Ltd.,5<sup>th</sup> edition, 2017

**References**

1. Michael Levy Barton A Weitz, Retailing Management, Mc Graw Hill Publication, 10<sup>th</sup> edition, 2023.
2. Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11<sup>th</sup> Edition, Pearson, 2011.
3. S.Banumathy,M.Jayalakshmi, Retail Marketing, Himalaya Publishing House, Edition 2018

**Websites/ e-Learning Resources**

1. <https://in.indeed.com/career-advice/finding-a-job/what-does-retail-manager-do>
2. <https://www.managementstudyguide.com/retail-management.htm>

**CO-PSO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO9	PSO10
<b>CO 1</b>	3	2	2	3	2	3	3	3	2	2
<b>CO 2</b>	3	2	3	2	1	2	3	2	1	3
<b>CO 3</b>	3	3	3	2	2	2	3	3	2	2
<b>CO 4</b>	3	2	2	2	2	2	3	2	2	2
<b>CO 5</b>	2	3	2	3	2	3	2	2	2	3
<b>Total</b>	14	12	12	12	9	12	14	12	9	12
<b>Average</b>	2.8	2.4	2.4	2.4	1.8	2.4	2.8	2.4	1.8	2.4

**Strong -3      Medium-2      Low-1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5411	Learning and Development	Core	5	4

This course facilitates the students to effectively understand the learning and development function in an organizational setup and also the different delivery models in learning and development.

**Course Outcomes:**

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

**CO1:** relate the L&D Organisations, Models, Practices and Experiential Learning Cycles.

**CO2:** discuss the designing of L&D framework and Mapping Organisational Learning.

**CO3:** examine the ethical implications of L&D delivery.

**CO4:** formulate coaching and implementation of L&D strategies.

**CO5:** evaluate the L&D approaches for continuous learning and development.

**Unit I: Introduction: Learning & Development Foundation 15****Hours**

The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation- Contemporary Frameworks & Tools to Evaluate L&D Programs- Leadership & Management Development-Organizational Design & Development-Learning Vs Training, Training Cycle, Experiential Learning Cycles-Creating Learning ecosystems.

**Unit II: Learning and Development Strategy: 15****Hours**

Objectives and learning outcomes - Sequencing learning content-Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning- Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, Setting up learning programs and strengthening the informal learning landscape; Skill Gap Analysis- Learning Key Techniques.

**Unit III: Delivery: 15****Hours**

Delivery Styles, L&D activities, Physical Environment – Tools & Techniques, digital learning content, Delivery and Evaluations; Role of Learning and Development Practitioners-Issues, Design Thinking; Ethics in Learning and Development.

**Unit IV: Coaching Strategy: 15****Hours**

Introduction to Coaching -Evidence-Based Coaching-Coaching Process- Models- Benefits; Mentoring Process- Models- Benefits; Social Media and Collaborative Learning; Learning & Development In Organisations: Strategy, Evidence And Practice.

**Unit V: Learning Engagement, Evaluation and Learning Analytics: 15****Hours**

Learner Engagement, Factors affecting Learning, Psychology and Neuroscience of Learning-Strategies for learning enhancement and engagement.

Learning Evaluation theory and thinking -process and practice-Evaluation Methods, Approaches, Tools- Analyzing and reporting recommendations. Learning Analytics: Collecting Learning Data -Implementing Learning Analytics.

**Learning Resources:****Text Books:**

1. Rebecca Page-Tickell, Learning and Development: A Practical Introduction (HR Fundamentals Book 15), 2nd edition, 2018 by Kogan Page.
2. Kathy Beevers, Andrew Rea, David Hayden, Learning and Development Practice in the Workplace 2019, CIPD - Kogan Page; 4th edition.
3. **References:**
4. Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Even Exist Yet, 1<sup>st</sup> Edition, Wiley 2020.
5. Sharon Boller, Laura Fletcher, Design Thinking for Training and Development: Creating Learning Journeys That Get Results, ATD Press, 1<sup>st</sup> edition, 2020.

6. Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins, Learning & Development in Organisations: Strategy, Evidence and Practice, 1<sup>st</sup> edition, Oak Tree Press, 2020.
7. Andrew Mayo, Creating a Learning and development strategy, 2<sup>nd</sup> edition, Viva CIPD, 2017.

**Websites/ e-Learning Resources:**

1. <https://www.studocu.com/in/document/s-p-jain-institute-of-management-and-research/services-marketing/mba-learning-and-development-unit-1-15/46117913>
2. <https://mbahub.in/human-resource-development/the-coaching-process/>
3. <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/General/5Training&Development.pdf>

**CO-PSO Mapping**

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	1	1	3	2	3	1	2	1	3
<b>CO 2</b>	3	2	3	3	1	3	2	2	2	1
<b>CO 3</b>	1	2	3	1	3	1	2	3	1	3
<b>CO 4</b>	3	1	3	3	1	1	3	3	1	3
<b>CO 5</b>	3	2	3	3	3	2	3	1	2	3
<b>Total</b>	13	8	13	13	10	10	11	11	7	13
<b>Average</b>	2.6	1.6	2.6	2.6	2	2	2.2	2.2	1.4	2.6

**Strong-3**

**Medium -2**

**Low -1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5413	Human Resources Analytics	Core	5	4

This course enables the students to derive a strong understanding of HR Analytics, its process and impact. It helps to expand the learning on statistics and toolkits of HRM and also to collate and appraise optimal methods for measuring HR contribution.

**Course Outcomes:**

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

- CO1:** recall the concept of HR Analytics
- CO2:** describe the statistics and toolkits for HRM
- CO3:** demonstrate and assimilating best practices in HR Analytics
- CO4:** analyse optimal methods for measuring HR contribution
- CO5:** design HR regulations and reporting requirements

**UNIT 1 Introduction to HR Analytics 15**  
**Hours**

Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.

**UNIT 2 Statistics for HRM 15 Hours**

Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, creating dashboards, analysing and reporting.

**UNIT 3: Best Practices in HR Analytics 15 Hours**

Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics.

**UNIT 4: Measuring HR contribution 15 Hours**

Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain- Balance Score card – ROI –Predictive Analytics.

**UNIT 5: HR regulations and reporting requirements 15 Hours**

HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.

**Textbook**

1. Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.

**References**

1. Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.
2. Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1st Edition, 2014.
3. Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association, 1st Edition, 2018.
4. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi & Company, 1st Edition, 2012.
5. Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1st Edition, 2017.

**Websites/ e-Learning Resources**

1. <https://www.aihr.com/blog/what-is-hr-analytics/>
2. <https://emeritus.org/blog/human-resources-hr-analytics-tools/>

3. <https://www.forbes.com/advisor/business/hr-compliance/>

### CO/PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	2	1	3	3	3	3	3	2	2	1
CO 2	2	2	3	3	2	3	2	2	1	2
CO 3	3	3	3	3	2	3	2	1	1	2
CO 4	2	2	3	3	2	3	2	2	1	2
CO 5	2	3	3	3	2	3	2	1	1	2
<b>Total</b>	11	11	15	15	11	15	11	8	6	9
<b>Average</b>	2.2	2.2	3	3	2.2	3	2.2	1.6	1.2	1.8

**Strong-3**

**Medium -2**

**Low -1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5415	Organisational Change	Core	5	4

This course will enable the students to meaning and necessity for organizational change and identify suitable change processes and models for managing change

#### Course Outcomes

**CO1:** recall the meaning and nature of organizational change and understand the change process.

**CO2:** discuss effective ways of managing change

**CO3:** demonstrate the need for change agents

**CO4:** design suitable OD interventions

**CO5:** create suitable HR Management Interventions

#### UNIT 1 Organizational Change

**15**

##### Hours

Organizational Change: Meaning, Nature, Forces for change- change agents- Change process -Types and forms of change- Models of change- Levin's change model.

#### UNIT 2 Management of Change

**15**

##### Hours

Management of Change: Diagnosing the organization, determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research.

Effective Ways of Managing Change: Evolutionary and Revolutionary change in organization: Continuous versus discontinuous changes, Uni-directional and cyclic changes.

#### UNIT 3 Change Agents

**15**

##### Hours

Change Agents: Skills – External and Internal Change Agents - Resistance to change- individual factors – organizational factors -Managing the resistance to change

#### UNIT 4 OD Intervention

**15**

##### Hours

OD Intervention: Human process interventions-Individual, group and inter-group human relations-structure and technological interventions- strategic interventions – sensitivity training – survey feedback,



process consultation – team building – inter-group development.

## UNIT 5 HR Management Interventions

15

### Hours

HR Management Interventions: Performance management, employee development, Workforce diversity and wellness. Strategic interventions - Mergers and acquisitions - Organizational Culture Change - Team Intervention, third-party peace-making, Structural Intervention, Comprehensive OD Interventions.

### Textbooks

1. Thomas G. Cummings, Christopher G. Worley: Organisation Development and Change, Thomson Learning, 11th Edition, 2020.
2. Dipak Kumar Bhattacharya, Organizational Change & Development, OUP India, 1st Edition, 2011.

### References

1. R. G. Priyadarshini, Organizational Change and Development, Cengage Learning, 1st Edition 2015.
2. William and Susan Bridges, '*Managing Transitions: Making the Most of Change*'.
3. Spencer Johnson and Kenneth Blanchard, '*Who Moved My Cheese*'.

### Websites/ e-Learning Resources

1. [https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp\\_content/S001610/P001712/M020726/ET/1499083818Mod2Organization\\_change.pdf](https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001712/M020726/ET/1499083818Mod2Organization_change.pdf)
2. <https://www.aihr.com/blog/od-interventions/>

### CO/PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	3	2	2	3	3	1	2	3	2	2
CO 2	2	2	2	2	2	1	3	3	2	2
CO 3	3	2	2	2	2	1	2	2	2	2
CO 4	3	3	2	3	2	2	2	2	2	2
CO 5	3	3	2	3	2	2	2	2	2	2
<b>Total</b>	14	12	10	13	11	7	11	12	10	10
<b>Average</b>	2.8	2.4	2	2.6	2.2	1.4	2.2	2.4	2	2

Strong-3

Medium -2

Low -1

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5417	Industrial and Labour Relations	Core	5	4

This course familiarizes the students to the basic concepts of Industrial Relations and provides insights on Labour laws.

### Course Outcomes:

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

- CO1: recall the concepts of Industrial Relations and Disputes.
- CO2: discuss policies for Collective Bargaining.
- CO3: explain the concepts of Trade Union.
- CO4: enumerate insights on Labour laws.
- CO5: demonstrate various Industrial legislations.

**Unit I: Industrial Relations and Disputes****15 Hours**

Industrial Relations – Concepts and Systems – IR at National and International Levels – Industrial Disputes – Causes – Handling and Settling Disputes – Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Employee Grievances – Steps in Grievance Handling – Causes for Poor Industrial Relations – Remedies

**Unit II: Collective Bargaining****15 Hours**

Concept – Function – Importance – Principles and Types of Collective Bargaining – Procedure Conditions for Effective Bargaining – Workers Participation in Management – Role and Methods of Workers Participation

**Unit III: Trade Unions****15 Hours**

Concept – Objectives and Functions of trade unions - Theories of trade unionism- Procedure for registration and cancellation of trade unions - Rights and duties of registered trade unions - Indian trade union movement – Strengths and Weaknesses.

**Unit IV: Labour Laws I****15 Hours**

Factories Act 1948 – Workman’s Compensation Act 1923- Employees State Insurance Act 1948 – Employees Provident Fund – Miscellaneous Provisions Act, 1952.

**Unit V: Labour Laws II****15 Hours**

Payment of Wages Act 1936 – Minimum Wages Act 1948 – Industrial Disputes Act 1987 – Industrial Employment Act 1946 – Trade Union Act 1926

**Learning Resources****Text Book:**

- Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws, 6<sup>th</sup> Edition 2020.

**References**

- Sen, R., Industrial Relations: Text and Cases, 2<sup>nd</sup> Edition, Macmillan Publishers India, 2009.
- Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2<sup>nd</sup> Edition, Tata McGraw-Hill, 2012.
- PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3<sup>rd</sup> Edition, 2017.
- Sivarethnamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1<sup>st</sup> Edition 2010.
- VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2<sup>nd</sup> Edition, 2017.

**Websites/ e-Learning Resources:**

1. <https://blog.ipleaders.in/industrial-disputes/>
2. <https://www.economicdiscussion.net/collective-bargaining/collective-bargaining-definition-types-features-and-importance/31375>
3. <https://www.geektonight.com/trade-union/>
4. <https://blog.ipleaders.in/labour-laws/>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	2	2	1	1	2	1	3	3	2	2

<b>CO2</b>	3	2	1	2	2	1	3	3	2	2
<b>CO3</b>	2	2	1	2	2	1	2	2	2	2
<b>CO4</b>	3	2	2	2	2	1	3	2	2	2
<b>CO5</b>	2	2	2	1	2	1	3	2	2	2
<b>Total</b>	12	10	7	8	10	5	14	12	10	10
<b>Average</b>	2.4	2	1.4	1.6	2	1	2.8	2.4	2	2

Strong - 3      Medium - 2      Low - 1

<b>Course Code</b>	<b>Name of the Course</b>	<b>Category</b>	<b>Hours/Wk</b>	<b>Credits</b>
24MBA5431	Security Analysis and Portfolio Management	Core	5	4

This course is to develop the skills required for portfolio management; The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides an extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.

**Course Outcomes:**

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

**CO1:** discuss the theoretical and practical background in the field of investments.

**CO2:** apply the risk return associated with Securities Valuation.

**CO3:** analyze the complexities associated with market efficiency and apply empirical test to ascertain the same.

**CO4:** construct a portfolio structure.

**CO5:** evaluate & measure the portfolio performances.

**Unit – I: Investment Setting**

**15**

**Hours**

Investment - Meaning - Classification - Features - Investment, Speculation and Gambling – Investment Alternatives – Behavioural Finance - Risk and Return - Systematic and Unsystematic Risk - Measurement of Risk and Return -Return on Investment.

**Unit – II: Securities Valuation**

**15**

**Hours**

Valuation of Securities – Debt Instruments – Simple, Redemption, Holding Period Yield , Yields to Call / Put - Equity Instruments Valuation - Earnings , Revenues , Cash flows, Asset, Yield Derivative Instruments - Pricing Futures and Options

**Unit–III: Fundamental and Technical Analysis**

**15**

**Hours**

Economy – Industry – Company Analysis Framework -Forecasting Techniques – Industry Classification, Industry Life Cycle – Company Analysis- Measuring Earnings – Forecasting Earnings – Dow Theory – Types of Charts -Chart Patterns – Moving Averages – Oscillators– Efficient Market Hypothesis

**Unit – IV: Portfolio Analysis and Selection**

**15**

**Hours**

Portfolio Analysis –Expected Return and Risk, Portfolio with more than two Securities  
 Portfolio Selection –Markowitz Model, Single Index Model, Multi Index Model, Capital  
 Asset Pricing Model, Capital Market Line, Security Market Line

**Unit – V: Portfolio Performance Evaluation****15****Hours**

Portfolio Revision – Constraints - Active and Passive Strategies-Formula Plans; Portfolio  
 Performance Evaluation-Sharpe, Treynor and Jensen’s ratio

**Learning Resources:****Text Books:**

1. Donald E.Fischer and Ronald J Jordan, Security Analysis and Portfolio Management, Pearson Education, 7<sup>th</sup> edition, 2018
2. P. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing, 2<sup>nd</sup> edition, 2012

**References:**

1. Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.
2. S. Kevin, Security Analysis and Portfolio Management, PHI, 2<sup>nd</sup> edition, 2015
3. M. Ranganatham and R. Madhumathi, Investment Analysis and Portfolio Management, Pearson, 2006.
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, 2nd Edition, Pearson, 2015.
6. Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.
7. Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015
8. Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009

**Websites/ e-Learning Resources:**

1. [www.shobhituniversity.ac.in/pdf/econtent/Security-Analysis-and-Portfolio-Management-Unit-4-Dr-Asma-Khan.pdf](http://www.shobhituniversity.ac.in/pdf/econtent/Security-Analysis-and-Portfolio-Management-Unit-4-Dr-Asma-Khan.pdf)
2. <https://www.shobhituniversity.ac.in/pdf/econtent/Security-Analysis-and-Portfolio-Management-Unit-5-Dr-Asma-Khan.pdf>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	2	3	2	2	2	2	1	2	2
<b>CO 2</b>	2	2	2	2	2	2	2	2	2	2
<b>CO 3</b>	2	2	2	3	2	2	3	2	2	2
<b>CO 4</b>	3	3	3	3	3	2	2	2	3	3
<b>CO 5</b>	3	3	3	3	3	3	3	2	3	3
<b>Total</b>	13	12	13	13	12	11	12	9	12	13
<b>Average</b>	2.6	2.4	2.6	2.6	2.4	2.2	2.4	1.8	2.4	2.4

**Strong-3**

**Medium-2**

**Low-1**

<b>Course Code</b>	<b>Name of the Course</b>	<b>Category</b>	<b>Hours/Wk</b>	<b>Credits</b>
24MBA5433	Forensic Accounting and Fraud Examination	Core	5	4

This course is to identify business risks, risk of fraud, fraudulent transactions. This course will give the students to understand the indicators signifying different types of fraud. The course will develop the skills in Accountability for fraud prevention & detection, overview of forensic audit and understanding legal framework.

**Course Outcomes:**

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

**CO1:** state the fraudster psychology and relate fraud triangle.

**CO2:** discuss the red flags and green flags of the corporate fraud schemes

**CO3:** illustrate the types of fraud schemes.

**CO4:** analyse the process of frauds examination and investigation

**CO5:** interpret fraud laws in India.

**Unit – I: Introduction to Fraud and Forensics**

**15**

**Hours**

Introduction to Fraud- Fraud triangle- understanding fraudster psychology- types of fraud- Forensic audit vs forensic accounting- audit vs. investigation- auditor vs. investigator.

**Unit 2: Accounting Concepts**

**15**

**Hours**

Financial statement fraud- Reasons for financial statement fraud commitment- Financial statement fraud schemes- Red flags and association with financial statement fraud- detection of fraudulent financial statement schemes- financial statement analysis.

**Unit 3: Types of Fraud Schemes**

**15**

**Hours**

Procurement fraud- consumer frauds/cyber frauds- payment frauds- asset misappropriation fraud schemes-financial institution frauds- healthcare fraud/insurance fraud- securities fraud/bribery and corruption

**Unit 4: Investigation techniques & Fraud prevention**

**15**

**Hours**

Planning and conducting a fraud examination-interview theory and application-interviewing suspects- sources of information and reporting tools- digital forensics- white collar crimes-fraud prevention programs- fraud risk assessment.

**Unit 5: Fraud laws in India**

**15**

**Hours**

Indian laws to combat fraud- IT Act 2000/ Companies Act, 2013- PMLA 2002/ Indian Evidence Act- Indian Penal Code/ Civil Procedure Code.

**Learning Resources:**

**Text Books:**

1. Stephen Pedneault, Forensic Accounting and Fraud Investigation for Non Experts, Wiley 3<sup>rd</sup> Edition, 2012.
2. Deepa Agrawal & Sandeep Baldava, Forensic Investigations and Fraud Reporting in India, Bloomsbury,2021.

**References:**

1. CA. Jyot Baxi, New Era of Forensic Accounting, Bharat, 2021
2. Daniel Calvinson-Ashley, Ch.D, Forensic Accounting and Fraud Investigation: A guide to the Profession, CreateSpace Independent pub, 2016

**Websites/ e-Learning Resources:**

1. [https://www.cpestore.com/pdf\\_courses/AA1245032/AA1245032\\_1378736012\\_book.pdf](https://www.cpestore.com/pdf_courses/AA1245032/AA1245032_1378736012_book.pdf)
2. <https://riskprolearning.com/forensic-accounting-introduction-to-fraud-examination-and-forensic-accounting/>
3. <https://www.slideshare.net/slideshow/forensic-accounting-vs-fraud-examination/92408122>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	2	2	3	2	2	1	2	1	2
<b>CO 2</b>	2	2	2	2	2	2	2	2	2	2
<b>CO 3</b>	3	1	2	3	3	1	2	2	2	2
<b>CO 4</b>	2	2	2	1	3	2	3	3	2	3
<b>CO 5</b>	3	3	2	1	1	1	2	2	2	3
<b>Total</b>	13	10	10	10	3	8	10	11	9	12
<b>Average</b>	2.6	2	2	2	2.2	1.60	2	2.2	1.8	2.4

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA5435	Financial Modelling	Core	5	4

This course is to provide an introduction to computational financial modelling. This course will give the students to apply Excel within a financial framework to explore how to forecast financial models that can be efficiently created and modified. The course will help the students to build scenarios for financial modelling.

**Course Outcomes:**

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

**CO1:** recall the key concepts of MS-Excel and Designing financial models.

**CO2:** apply the Valuation techniques and project evaluation methods.

**CO3:** examine the Integrated Financial Model.

**CO4:** construct a financial modelling plan on pre-merger and acquisition and EPS

**CO5:** create dashboards to present models in a summarized manner.

**Unit – I: Financial Modelling Overview  
(Hours)**

**(15)**

Meaning – Excel Refreshment-Conditional formatting-hyperlinks- COUNT- VLOOKUP- HLOOKUP-SUMIFS-Initial financial model developed- drafting P & L- Valuation- Applying DCF.

**Unit 2: Corporate Finance and Investment Banking (15 Hours)**

Time value of money- capital budgeting- project evaluation methods- NPV Crossover- Overview on Investment banking.

**Unit 3: Building Integrated Financial Model (15 Hours)**

Working on Historical statements- Modelling assumptions for future action- revenue build up- cost build up- asset and depreciation schedules- modelling the financial statements- computing WACC.

**Unit 4: Merger and Acquisition Analysis (15 Hours)**

Merger analysis- key drivers and inputs- projecting both companies’ numbers- synergy benefits-stock payment and stake dilution- modelling a financing plan- pre merger profitability and EPS.

**Unit 5: Data Visualisation (15 Hours)**

Data visualisation using charts- historical and projected data together-creating profit and loss bridge-depicting variance analysis-modelling operating revenue- fixed asset schedule- preparing financial statements-P&L and Balance sheet.

**Learning Resources:**

**Text Books:**

1. Sheeba Kapil, Financial Valuation and Modelling, Wiley India Pvt. Ltd., 2021
2. Danielle Stein Fairhurst, Financial Modeling in Excel for Dummies, Wiley, 2017.

**References:**

1. Micheal Rees, Financial Modelling in Practice: A Concise Guide for Intermediate and Advanced level:443, Wiley, 1<sup>st</sup> edition, 2008.
2. Jack Avon, The Handbook of Financial modelling, Springer India, 2<sup>nd</sup> Edition, 2022

**Websites/ e-Learning Resources:**

1. <https://thedocs.worldbank.org/en/doc/710931539576031249-0090022018/related/M20Lesson07011110Financial0Modeling.pdf>
2. [https://www.icsi.edu/media/webmodules/FINAL\\_VALUATION\\_BOOK\\_27.06.2019.pdf](https://www.icsi.edu/media/webmodules/FINAL_VALUATION_BOOK_27.06.2019.pdf)

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	2	2	3	2	3	3	2	2	2	2
<b>CO 2</b>	3	2	3	2	2	3	2	2	2	2
<b>CO 3</b>	3	3	3	2	1	2	2	1	2	2
<b>CO 4</b>	2	2	2	2	2	3	2	2	1	3
<b>CO 5</b>	3	2	2	2	2	2	3	2	2	3
<b>Total</b>	13	11	13	10	10	13	11	9	9	12

<b>Average</b>	2.6	2.2	2.6	2	2	2.60	2.2	1.8	1.8	2.4
	<b>Strong-3</b>			<b>Medium-2</b>		<b>Low-1</b>				

<b>Course Code</b>	<b>Name of the Course</b>	<b>Category</b>	<b>Hours/Wk</b>	<b>Credits</b>
24MBA5437	Strategic Cost Management	Core	5	4

The course aims to introduce students to Strategic Cost Management (SCM), focusing on its conceptual framework, significance, and practical objectives. Students will explore the pivotal role of management accountants in implementing SCM strategies across diverse industries.

### **Course Outcomes:**

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

**CO1:** analyze the conceptual framework and necessity of Strategic Cost Management (SCM).

**CO2:** apply modern cost management practices, including Lean System techniques and environmental cost control.

**CO3:** use SCM tools such as Activity-based costing and Value Analysis.

**CO4:** evaluate the effectiveness of the Balance Scorecard in business performance measurement.

**CO5:** implement strategic decision-making and pricing strategies, considering cost analysis and market dynamics.

### **Unit -I: Introduction to SCM (15 hours)**

Conceptual framework of SCM - Necessity of Strategic Cost Management - Objectives of SCM - Environmental influences and cost management practices - Limitations of Traditional Cost Management -Traditional vs. Strategic Cost Management - Components of Strategic Cost Management - Strategic framework for Value chain analysis - Cost driver analysis - Strategic Position Analysis - Role of Management Accountant in decision making

### **Unit -II: Strategic Cost Management and Control (15 hours)**

Cost of Quality - Lean System and Innovation - Seven Waste -Techniques - Cost control vs Cost reduction - Pareto Analysis - Environmental Management Accounting- Environmental Cost - Reason for Controlling Environmental Cost - Cost Management - Power Sector - Agriculture Sector- Information Technology Sector

### **Unit -III: SCM Tools and Techniques (15 hours)**

Activity-based costing and Activity-based management – Lifecycle Costing -Theory of Constraints - Value Analysis - Just in Time -Business Process Reengineering (BPR) -Target Costing - Kaizen Costing - Cases

### **Unit -IV: Balance Score Card (15 hours)**

Definition - The Measurement Gap -The Implementation Gap - Scorecard and its Perspective- Financial Perspective - Customer Perspective - Internal Business Perspective - Learning and growth -Benefits of Balance Scorecard - Application of the Balance Scorecard - Building a Balance Scorecard

### **Unit -V: Decision Making and Pricing Strategies (15 hours)**

Decision Making - CVP Analysis - Short-term Pricing Decision - Elements of Cost - ROI -Pricing Policy - Price Sensitivity -Pricing Methods -Transfer Pricing -Strategic Pricing for New Products - Government's Intervention in Pricing

### **Learning Resources:**



**Text Book:**

V.K. Saxena, Strategic Cost Management and Performance Evaluation, Sulthan chand & Sons,2020.

**Reference books:**

1. Robert Kaplan & Robin Cooper -Cost and Effect, Harvard Business School, 2002
2. John K. Shank and Vijay Govindarajan, Strategic Cost Management, Vikas Publishing House, 2004
3. Ravi Kishore, 2008 “Cost Management” 4<sup>th</sup> edition, Taxmann publications, New Delhi.

**Websites/ e-Learning Resources**

1. <https://icmai.in/upload/Students/Syllabus2016/Final/Paper-15-Feb-22.pdf>
2. <https://www.pggc46.ac.in/images/STRATEGIC%20COST%20MANAGEMENT.pdf>
3. [https://icmai.in/upload/Students/Syllabus2022/Final\\_Stdy\\_Mtrl/P16.pdf](https://icmai.in/upload/Students/Syllabus2022/Final_Stdy_Mtrl/P16.pdf)

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	2	2	2	1	1	2	1	2	2
<b>CO 2</b>	3	3	2	2	3	1	3	3	2	3
<b>CO 3</b>	3	2	3	3	3	1	3	2	2	3
<b>CO 4</b>	2	3	3	3	2	2	3	1	2	3
<b>CO 5</b>	3	2	3	3	3	1	2	2	2	3
<b>Total</b>	14	12	13	13	12	6	13	9	10	14
<b>Average</b>	2.8	2.4	2.6	2.6	2.4	1.2	2.6	1.8	2	2.8

**Strong -3      Medium-2      Low-1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA5451	Start-up Ecosystem	Core	5	4

This course facilitates the students who aspire to go for a start-up. They learn the concepts of incubation and new venture process. They can access the environment before going for the start-up. This facilitates the students to go for a new venture without any struggles.

**Course Outcomes:**

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

**CO1:** state the basics of startups.

**CO2:** discuss the problems related to the setting up of start-ups.

**CO3:** illustrate the pre-incubation process and the facilities.

**CO4:** examine the start-up survival and growth.

**CO5:** evaluate the start-up environment and the factors.

**Unit I : Start-up Ecosystem****15 Hours**

Startup – Definition, Components , Opportunities – Ideation – Startup Economy - 5W and H - Potential Benefits-India’s Journey with Startups –Startup Life Cycle - Incubators - Accelerators – Government Schemes - Global Innovation Index

**Unit II: Incubation of Start-ups****15 Hours**

Problem Solving/Inspiration - Infrastructure – Physical /Virtual Incubation - Nuances of Business Incubation Mentors - Funding - Partners – Supporters.

**Unit III: Pre-Incubation Processes and Facilities****15 Hours**

Idea to Proof of Concept - Prototype Building - Minimum Viable Product - Research - Product-Market Fit – Startup Feasibility Analysis -Business Plan - Pitching to Investors -Funding Sources Including Bootstrapping –Crowd Funding- Valuation - Scaling - RFI, Incubation Agreement, Seed Loan

**Unit IV : Startup Survival and Growth****15 Hours**

Stages of Growth in a New Venture – Venture Life Patterns – Reasons for New Venture Failures- Scaling Ventures- Preparing for Change - development of unicorns.

**UNIT V : Start-Up Environment And Acceleration Factors****15 Hours**

Environmental Analysis - Venture Financing and Role of Venture Capitalists - Understanding various Start- up Business Models. Creating and Starting the Venture- Sources of New Ideas -Methods of Generating Ideas, Creating Problem Solving - Product Planning and Development Process

**Textbook:**

Kathleen R Allen, Launching New Ventures – An Entrepreneurial Approach, Cengage Learning, 2016.

**Reference:**

1. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.

**Websites/ e-Learning Resources**

1. <https://www.pdfdrive.com/the-startup-playbook-secrets-of-the-fastest-growing-startups-from-their-founding-entrepreneurs-e194780510.html>
2. <https://hubbublabs.com/the-insider/startup-ecosystem/>
3. <https://www.pdfdrive.com/unicorn-tears-why-startups-fail-and-how-to-avoid-it-e195081776.html>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	1	1	2	2	2	3	1	2	3
<b>CO 2</b>	3	1	3	3	2	1	3	2	1	3
<b>CO 3</b>	3	2	2	3	1	2	3	1	2	2
<b>CO 4</b>	2	1	2	3	2	2	2	2	2	2
<b>CO 5</b>	2	3	2	2	1	2	2	3	3	3
<b>Total</b>	13	8	10	13	8	9	13	9	10	13
<b>Average</b>	2.6	1.6	2	2.6	1.6	1.8	2.6	1.8	2	2.6

**Strong -3      Medium-2      Low-1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5453	Effective Business Plan Preparation	Core	5	4

This course will enable the students to understand the significance and components of a business plan. The students will learn the importance of business models and strategies.

**Course Outcomes:**

**CO1:** state the basic concepts of team finding, formation, planning and delegation of work

**CO2:** discuss the significance and components of a business plan and feasibility study.

**CO3:** interpret the importance of business models and business strategy.

**CO4:** analyse about economics, cost and profitability and sources of funding for business ventures.

**CO5:** prepare market plan, financial performance and budgeting.

**UNIT 1 Team Formation** **15**

**Hours**

Finding your team, art of team formation, teamwork planning, chief mentor/ founder & Co founders, team formation, and delegation of work.

**UNIT 2 Formulation of Business Plan** **15**

**Hours**

Meaning and significance of a business plan, components of a business plan, and feasibility study, Iterating the MVP, Digital Presence for Ventures, Clarifying the value proposition, Guidelines for writing BP, pre- requisites from the perspective of an investor.

**UNIT 3 Business Models** **15**

**Hours**

The importance and diversity of business models, how business models emerge, potential fatal flaws of business models, components of an effective business model, core strategy, strategic resources, partnership network, customer interface.

**UNIT 4 Execution of Business Plan** **15**

**Hours**

Understanding basics of unit economics cost and profitability, Refining the product/service, Establish the success and operational matrix, Starting Operations. Translate Business Model into a Business Plan, Visioning for venture, take product or service to market, deliver an investor pitch to a panel of investors, identify possible sources of funding for your venture – customers, friends and family, Angels, VCs, Bank Loans and key elements of raising money for a new venture.

**UNIT 5 Managing Startups** **15**

**Hours**

Get to market Plan, Effective ways of marketing for start-ups – Digital and Viral Marketing; Hire and Manage a Team, managing start-up finance: The Concept of Costs, Profits, and Losses, manage your Cash Flow, analyse your Financial Performance, budgeting.

**Textbook**

1. Rinkesh Chheda, Falguni Mathews, Business Planning and Entrepreneurial Management, 1st Edition, Himalaya publishing house, 2019

**References**

1. Ramachandran, Entrepreneurship Development, Mc Graw Hill, 2008
2. Fayolle A, Entrepreneurship and new value creation, Cambridge University Press, 2007
3. Lowe R & S Mariott, Enterprise: Entrepreneurship & Innovation, Routledge, 2006
4. Hougard S, The business idea, Springer, 2005

**Websites/ e-Learning Resources**

1. <https://egyankosh.ac.in/bitstream/123456789/79271/3/Unit-7.pdf>
2. <https://iica.nic.in/images/presentation/Business-Plan-Preparation.pdf>

#### CO-PSO mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	3	2	1	2	2	1	2	1	2	2
CO 2	3	1	3	3	2	2	2	1	1	1
CO 3	3	2	3	3	2	3	2	2	1	2
CO 4	2	2	3	3	2	2	3	2	2	1
CO 5	3	2	3	3	2	2	3	1	1	2
<b>Total</b>	14	9	13	14	10	10	12	7	7	8
<b>Average</b>	2.8	1.8	2.6	2.8	2	2	2.4	1.4	1.4	1.6

**Strong -3    Medium-2    Low-1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5455	Entrepreneurship and Family Business	Core	5	4

#### Course Objectives:

This course familiarizes the students with the basic concepts, trends, and challenges of entrepreneurship, innovations in business and enhances their knowledge on family business models, dimensions, evolution and growth.

#### Course Outcomes:

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

CO1: recall the fundamentals of entrepreneurship.

CO2: demonstrate the entrepreneurial process and analyze the innovations in business.

CO3: identify the opportunities for new venture creation.

CO4: illustrate the basic concepts of family business, models & dimensions.

CO5: appraise the family enterprises' evolution and growth.

#### Unit I: Introduction

**15 Hours**

Entrepreneur – Meaning, Nature, Importance, Qualities, Types - Similarities and Differences between Entrepreneur and Intrapreneur – Personality Characteristics of Successful Entrepreneurs - Role of Entrepreneurship in Economic Development – Ethics and Social responsibility of Entrepreneurs - Emerging trends and issues in Entrepreneurship.

#### Unit II: Innovation in Business

**15 Hours**

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.

The Entrepreneurial Process: Identify and Evaluate the Opportunity, Develop a Business Plan, Determine the Resources Required, Manage the Enterprise.

### **Unit III: New Venture Creation**

**15 Hours**

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services - Techniques for Generating Ideas - Stages of Analyzing and Selecting the Best Ideas - Protecting the Idea: Intellectual Property Rights and its Components - Linking Creativity, Innovation and Entrepreneurship.

### **Unit IV: Family Business**

**15 Hours**

Introduction of Family Business – Conceptual Models of Family firms - Three-dimension Development Model - Ownership Development Dimension - Family Developmental Dimensions - Business Developmental Dimensions - Modelling for Family Business.

### **Unit V: Types of Family Business**

**15 Hours**

Family Business types - Traditional forms of family business - Founders and the Entrepreneurial experiences - Growth and Evolution of Family Business - Complexity of family enterprise - Diversity of successions.

#### **Learning Resources:**

##### **Text Book:**

1. Donald F Kuratko, “Entrepreneurship – Theory, Process and Practice”, 9th Edition, Cengage Learning, 2014
2. Smita Goswamy., Family Run Family Led ,Wings Publication,2022

##### **References:**

1. Hisrich R D, Peters M P, “Entrepreneurship” 8th Edition, Tata McGraw-Hill, 2013.
2. Rajeev Roy, Entrepreneurship; 2nd Edition, Oxford University Press, 2011.
3. Rajiv S Agarwal Family Business Management Sagec Publications Pvt Ltd, 2022
4. Priyanka Gupta Zielinski, The Ultimate Family Business Survival Guide, Pan Publications,2021

#### **Websites /e-Learning Resources**

1. <https://www.yourarticlelibrary.com/marketing/entrepreneurial-marketing-6-characteristics-of-entrepreneurial-marketing/13802>
2. <https://prelaunch.com/blog/market-opportunity-analysis>
3. <https://www.entrepreneur.com/growing-a-business/10-effective-growth-marketing-strategies-for-your-startup/477037>
4. <https://getuplearn.com/blog/family-business/>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	2	2	2	1	2	1	2	2	2	2
CO 2	3	3	2	2	2	2	2	2	3	3
CO 3	2	3	2	2	2	1	2	2	2	3
CO 4	2	2	2	2	2	1	2	2	2	2
CO 5	2	2	2	2	2	1	2	2	2	2
<b>Total</b>	11	12	10	9	10	6	10	10	11	12
<b>Average</b>	2.2	2.4	2	1.8	2	1.2	2	2	2.2	2.4

**Strong - 3**

**Medium - 2**

**Low - 1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA5457	Designing and configuring Business models	Core	5	4

This course aims to familiarize students with the basic concepts of management, providing insights into planning and decision-making, organizing, managing change and innovation, leadership, communication, and control. It also emphasizes the importance of business ethics and social responsibility

### Course Outcomes:

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

**CO1:** state the proposed business plan using business model canvas

**CO2:** discuss the significance of segmentation and value proposition

**CO3:** demonstrate the choice of the distribution channels

**CO4:** examine the cost model for maximizing revenue

**CO5:** justify the resource utilization for enhance efficiency.

### Unit I : Introduction to business models

**15 Hours**

Business model and Business model canvas(BMC) – definition– the 9 building blocks and activities – the business model canvas template – business model types – components.

### Unit II: Designing / understanding customer segmentation and value proposition

**15 Hours**

Types of customer segmentation – mass market – niche market – segmented – diversified – multi–sided platforms (or multi–sided markets). value propositions – newness – performance – customization – “getting the job done” – design – brand/status – price – cost reduction – risk reduction – accessibility – convenience/usability

### Unit III: Choosing channels and customer relationships to serve the customer

**15 Hours**

Channel types – sales force – web sales – own stores – partner stores – wholesaler. Channel phases – awareness – evaluation – purchase – delivery – after sales. Customer relationships – personal assistance – dedicated personal assistance – self–service – automated services – communities – co–creation.

### Unit IV: Key partners and key activities for the business model

**15 Hours**

Key partnership – optimization and economy of sale – reduction of risk and uncertainty – acquisition of particular resources and activities. key activities – production – problem solving – platform/network. choosing revenue streams and cost structures – asset sale – usage fee – subscription fees – leading/renting/leasing – licensing – brokerage fees – advertising.

**UNIT V: Management of Innovation****15 Hours**

Management of Innovation, creation of IPR ,Management of Innovation, creation of IPR, Types of IPR, Patents and Copyrights, Patents in India

**Textbook:**

S.S. Khanka, , Entrepreneurial Development, Third Edition, S. Chand & company, New Delhi 2001.

**Reference:**

1. Adam J. Bock , Gerard George , The Business Model Book: Design, Build and Adapt Business Ideas That Drive Business Growth
2. Clayton M. Christensen , Harvard Business Review (Author), Mark W. Johnson., HBR 10 Must Read on Business Model Innov (HBR's 10 Must Reads)

**Websites/ e-Learning Resources**

1. <https://www.pdfdrive.com/business-model-generation-a-handbook-for-visionaries-game-changers-and-challengers-e165636115.html>
2. <https://www.nerdwallet.com/article/small-business/what-is-a-business-model>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	2	2	2	2	2	1	2	2	2
<b>CO 2</b>	3	1	3	3	2	1	1	2	2	2
<b>CO 3</b>	3	2	2	3	1	2	1	1	2	2
<b>CO 4</b>	2	1	2	3	2	2	1	2	2	2
<b>CO 5</b>	2	3	2	2	1	2	1	3	3	2
<b>Total</b>	13	8	10	13	8	9	5	9	10	10
<b>Average</b>	2.6	1.6	2	2.6	1.6	1.8	1	1.8	2	2

**Strong -3    Medium-2    Low-1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
2MBA5233	Internship	IS	5	4

The objective of summer internship is to accommodate the students in any organization to gain practical knowledge. As a partial requirement for the completion of the course each student has to choose a company with the help of a faculty guide and has to undergo internship training for a period of 30 days during their first year summer vacation. This internship will provide the student greater exposure to actual industrial processes. It also aims at providing students of management an opportunity to compare the theoretical and conceptual understanding of basic management and functional areas of management with the real life situation in a corporate context. The trainee is expected to explore the organization and its activities through observation, interaction, interviewing, focused group discussion and also by performing the tasks assigned by the company. The student will also study the organizational structure, policies and procedures.

**Course Outcome:**

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

- i. identify the functions of different departments in an organization
- ii. practice the theoretical knowledge with real time exposure
- iii. apply hands-on experience on various industry practices
- iv. combine all the three levels of management
- v. evaluate the knowledge gained in future course of action

#### CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO1</b>	3	2	2	1	1	2	2	1	2	2
<b>CO2</b>	2	3	2	2	1	2	2	2	2	2
<b>CO3</b>	2	3	3	2	2	2	2	2	2	2
<b>CO4</b>	3	2	1	2	2	2	3	2	2	2
<b>CO5</b>	3	2	3	2	2	3	2	2	3	3
<b>Total</b>	13	12	11	9	8	11	11	9	11	11
<b>Average</b>	2.6	2.4	2.2	1.8	1.6	2.20	2.2	1.8	2.2	2.2

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/ Wk.	Credits
24MBA5422	Advanced Selling and Negotiating skills	Core	6	4

This course aims to equip students with advanced techniques and strategies in selling and negotiating covering the entire sales process from identifying and targeting potential customers to closing deals and managing relationships. Students will learn how to develop and implement effective sales strategies, understand buyer behaviour and master negotiation techniques that can be applied in a variety of business contexts.

#### **Course Outcomes:**

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

**CO1:**analyze the changing roles of sales professionals in the current business scenario.

**CO2:**design effective selling strategies that incorporate various approaches and technologies.

**CO3:** develop comprehensive selling strategies using quotas and budgets.

**CO4:** evaluate different types of negotiations, and tactics to achieve desired outcomes.

**CO5:** analyse the ways to deal with difficult people and apply the negotiation process

#### **Unit I: Selling and Sales Management**

**(18 Hours)**

Sales Management – Evolution, objectives, scope, importance - changing role and skill of sales professionals in current business scenario-Types of sales organization, structure - Personal Selling – meaning, functions, abilities, nature, tools - 9c’s of selling.

#### **Unit II: Selling Strategies**

**(18 Hours)**

Selling Process - Approaches for selling - selling of services - selling using social media- Difference between social media marketing and social media selling- Organising displays, Showrooms and



exhibitions-Technologies for creating and maintaining customer experience - E-selling.

**Unit III: Sales force Administration (18 Hours)**

Sales Analysis - Sales quotas - Sales budget - Sales territory allocation - Sales audit - Sales Force Management - Recruitment and Selection - Sales Training - Sales Compensation -Contemporary Issues

**Unit IV: Negotiation skills (18 Hours)**

Negotiation- Meaning, need, attributes of a good negotiator - types of negotiations -Distributive – Integrative - styles of negotiation - Negotiation Tactics - Listening skills-Questioning technique-Controlling emotions-Negotiating Intelligence.

**Unit V:Negotiation Process (18 Hours)**

Negotiation Process – Pre-negotiation- opening- Information sharing – problem solving –Agreement – Dealing with difficult people and situations – Meaning – Classification of difficult people – Ethical Negotiation.

**Learning Resources:**

**Text Books**

1. Prashant Chaudhary, Selling and Negotiation Skills, Sage Publications, 2019

**References**

1. krishna.K.Havaladar and Vasant.M.Cavale, Mc Graw Hill Publication, 3<sup>rd</sup> edition, 2021.
2. Anil Keskar and Suresh Abhyankar, Sales Management and Personal Selling, Himalaya Publishing House, 2022
3. Ramendra Singh, Sales and Distribution Management, Vikas Publishing, 2023
4. Satish.S.Uplaonkar, Sales and Distribution Management -An Indian Perspective –Book Enclave Publishers, 2019.

**Websites/ e-Learning Resources**

1. <https://www.pipedrive.com/en/blog/sales-negotiation>
2. <https://www.indeed.com/career-advice/career-development/selling-strategies>

**CO-PSO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO9	PSO10
<b>CO 1</b>	3	3	3	3	2	2	2	2	2	1
<b>CO 2</b>	3	2	2	3	2	3	1	2	2	2
<b>CO 3</b>	3	3	2	2	1	2	2	3	3	2
<b>CO 4</b>	2	3	3	3	2	3	2	3	2	3
<b>CO 5</b>	3	2	3	2	2	3	1	3	2	2
<b>Total</b>	14	13	13	13	9	13	8	13	11	10
<b>Average</b>	2.8	2.6	2.6	2.6	1.8	2.6	1.6	2.6	2.2	2

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/ Wk.	Credits
24MBA5424	Brand Management	Core	6	4

This course aims to understand the strategic importance of brand management in today’s competitive business environment. Through a combination of theoretical frameworks, case studies and practical

applications, students will learn the principles and practices involved in building and managing successful brands.

### **Course Outcomes:**

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

**CO1:** design a marketing strategy to build a brand.

**CO2:** explain the effective brand positioning strategies and identify the dynamics of brand extensions.

**CO3:** apply Knowledge to manage brand image and brand associations

**CO4:** plan effective pricing strategies for brands and private label brands.

**CO5:** create comprehensive strategies for maintaining brand equity

### **Unit I: Brand Management**

**(18 Hours)**

Brand- Introduction, Definition, Dimensions, Importance - Branding, Importance of branding, Advantages and Disadvantages- Brand Management- Brand building and Management Process- Role of social media in brand building- Designing marketing programs to build brands.

### **Unit II: Brand Positioning**

**(18 Hours)**

Brand Positioning - Concept, Importance, Process- strategies- Point of parity- Point of Difference- Brand Mantras - Brand extensions- Introduction, Reasons, bases for brand extensions, Types of extensions, Advantages and Disadvantages.

### **Unit III: Brand Image**

**(18 Hours)**

Brand Image -Concept, Dimensions- Brand Associations- Managing brand image-Stages-Functional – Symbolic – Experiential brands - Brand Identity- concept, perspectives- Brand Loyalty-Cult Brands

### **Unit IV: Retail Branding**

**(18 Hours)**

Retail Branding- Meaning, Criteria, Different Branding strategies-Private Label Brands-Concept, Key Drivers - Pricing strategies for private label brands-Branding industrial products, Services and retailers

### **Unit V: Brand Equity**

**(18 Hours)**

Brand Equity - Elements of brand equity - Brand value chain- Brand Architecture – Brand valuation and licensing-Brand Revitalization - Brand failure - reasons and preventive actions -Building brands online-Global Branding.

### **Learning Resources:**

#### **Text Books**

1. Dr.S.L.Gupta, Brand Management, Himalaya Publishing House ,2021

#### **References**

1. Kevin Lane Keller, Parameswaran, Strategic Brand Management, Pearsons 5<sup>th</sup> edition, 2023
2. Amita Charan and Rekha Dahiya, Advertising and Brand Management, Ane Books Private Limited, 2022
3. Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2<sup>nd</sup> Edition, 2013
4. Y L R Moorthi, Brand Management -The Indian Context -Vikas Publication.

#### **Websites/ e-Learning Resources**

1. <https://www.bynder.com/en/glossary/brand-management>

2. <https://www.acquia.com/blog/brand-management>

### CO-PSO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO9	PSO10
<b>CO 1</b>	3	3	3	3	2	2	2	2	2	2
<b>CO 2</b>	3	3	1	2	3	2	2	3	2	2
<b>CO 3</b>	3	2	2	3	2	3	2	2	3	1
<b>CO 4</b>	3	3	1	3	3	2	2	2	2	2
<b>CO 5</b>	2	2	2	2	3	3	3	3	2	2
<b>Total</b>	14	13	9	13	13	12	11	12	11	9
<b>Average</b>	2.8	2.6	1.8	2.6	2.6	2.4	2.2	2.4	2.2	1.8

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA5426	Digital Marketing	Core	6	4

This course aims to familiarize students with the concepts and applications of digital marketing, so that they may start their career in SEO and other digital marketing arenas. The course gives on-hand experience on social media marketing.

#### Course Outcomes:

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

**CO1:** state the basic concepts of digital marketing.

**CO2:** express the functions of the digital marketing tools of google.

**CO3:** illustrate the concepts of email marketing and content marketing.

**CO4:** construct a suitable social media marketing campaign.

**CO5:** interpret ecommerce and cybercrimes.

#### Unit – I: Introduction

**18 hours**

Digital Marketing - Definition – Objectives - Application – Digital marketing funnel - Types – Digital Marketing Process -Social Media Marketing Concepts — SEO and Types.- On Page SEO and Off-Page SEO techniques.

#### Unit – II: Google Marketing

**18 hours**

Overview- Pay-Per-Click Advertising - Google Adword – Google Adsense- Types of Google Bidding Strategies – Google Analytics- online revenue metrics.

#### Unit – III: Email Marketing

**18 hours**

Introduction and Significance -Designing E-mail Marketing Campaigns using Mail Chimp - Building E-mail List and Signup Forms – Content Marketing.

#### Unit – IV: Social Media Marketing

**18 hours**

Face book Marketing --Twitter Advertising - Designing - Managing and Monitoring Twitter Campaigns -LinkedIn Advertisements - instagram- youtube channels.

#### Unit – V: E- Commerce and Applications

**18 hours**

E-Com Business Models – Applications of Ecommerce - E-payments - Cybercrime and Prevention Methods- Cyber Ethics.

**Textbook :**

Simon Kingsnorth, Digital Marketing Strategy – An integrated Approach to Online Marketing, Kogan Page Limited, 2016.

**References**

1. Seema Gupta, Digital Marketing, McGraw Hill Publication, 2016
2. Michael R Solomon, Social Media Marketing, Sage Publications, 2018

**Websites/ e-Learning Resources**

<https://www.pdfdrive.com/digital-marketing-a-practical-approach-e176182035.html>

<https://www.pdfdrive.com/advanced-social-media-marketing-how-to-lead-launch-and-manage-a-successful-social-media-program-e156981581.html>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	1	1	2	2	2	3	1	2	3
<b>CO 2</b>	3	1	3	3	2	1	3	2	1	3
<b>CO 3</b>	3	2	2	3	1	2	3	1	2	2
<b>CO 4</b>	2	1	2	3	2	2	2	2	2	2
<b>CO 5</b>	2	3	2	2	1	2	2	3	3	3
<b>Total</b>	13	8	10	13	8	9	13	9	10	13
<b>Average</b>	2.6	1.6	2	2.6	1.6	1.8	2.6	1.8	2	2.6

**Strong -3    Medium-2    Low-1**

Course Code	Name of the Course	Category	Hours/ Wk.	Credits
24MBA5428	Channel Management Strategies	Core	6	4

**Course Objective**

This course provides an in-depth exploration of channel management strategies, focusing on the design, development, and optimization of distribution channels to maximize value for businesses and customers. Students will learn how to evaluate and select appropriate channel structures, manage relationships with channel partners, and leverage digital technologies to enhance channel effectiveness.

**Course Outcomes:**

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

**CO1:** explain the selection of marketing channel formats to meet customer expectations.

**CO2:** analyze different roles of marketing channel systems and their power.

**CO3:** develop and evaluate channel design to satisfy different customers.

**CO4:** evaluate and manage channel conflicts by applying effective conflict resolution practices

**CO5:** implement channel information systems and assess channel performance

**Unit I: Introduction to Marketing Channel****(18 Hours)**

Marketing Channel - Introduction, Functions, Importance - Channel Formats- Roles - Producer Driven-

Seller Driven - Service Driven- Other new formats - Channel levels - Channel Flows - Customer expectation from Channels.

**Unit II: Marketing Channel Systems**

**(18 Hours)**

Marketing Channel Systems - Vertical Marketing System - Horizontal Marketing System - Multi channel Marketing System - Channel Power - sources of channel power - Channel Conflict - Channel Institutions – Wholesalers – Retailers - Franchising.

**Unit III: Designing Channel System**

**(18 Hours)**

Channel design and planning process - Stages in channel planning - Developing Channel Alternatives - Evaluation of alternatives - Selecting channel partners -factors in channel selection- Electronic Marketing Channel – Omni and Hybrid channels

**Unit IV: Channel Management**

**(18 Hours)**

Channel Conflict – Stages – Reasons- Types- Ways of Managing Conflict- Conflict Resolution practices- Channel Policies- Distribution Management for Services - Change of channel members.

**Unit V:Channel Information System**

**(18 Hours)**

Channel Information System -Need – Importance – Elements - Channel Performance Evaluation – criteria - Channel implementation - IT system for channel.

**Learning Resources:**

**Text Books**

1. Krishna.K.Havaladar and Vasant.M.Cavale, Sales and Distribution Management , Mc Graw Hill Publication, 3<sup>rd</sup> edition, 2021

**References**

1. Ramendra Singh, Sales and Distribution Management, Vikas Publishing, 2023
2. Satish.S.Uplaonkar, Sales and Distribution Management -An Indian Perspective –Book Enclave Publishers, 2019.

**Websites/ e-Learning Resources**

1. <https://www.business.com/articles/channel-management/>
2. <https://theintactone.com/2019/03/07/mm2-u3-topic-8-channel-management-strategies/>

**CO-PSO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO9	PSO10
<b>CO 1</b>	3	3	3	3	1	2	2	2	1	2
<b>CO 2</b>	3	2	3	3	3	1	2	2	2	2
<b>CO 3</b>	2	3	3	3	3	2	2	2	1	2
<b>CO 4</b>	3	3	3	3	1	2	2	2	2	2
<b>CO 5</b>	2	2	2	2	2	3	3	3	2	3
<b>Total</b>	13	13	14	14	10	10	11	11	8	11
<b>Average</b>	2.6	2.6	2.8	2.8	2	2	2.2	2.2	1.6	2.2

**Strong -3 Medium-2 Low-1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits

24MBA5442	Talent Management	Core	6	4
-----------	-------------------	------	---	---

To sensitize the students about the broad understanding of Talent Management and Knowledge Management, and its implications in the real business scenarios.

### Course Outcomes:

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

**CO1:** state the framework of knowledge relating to the concepts of Talent Management.

**CO2:** describe the concept of talent planning in organizations.

**CO3:** apply the different talent acquisition and retention strategies in the corporate world.

**CO4:** examine the various models of competency mapping.

**CO5:** devise the methodology to be followed in competency mapping

### Unit I: Introduction to Talent Management

**18 Hours**

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, Source of Talent, Consequences of failure in managing talent. Building blocks of talent management: competencies – performance management, conducting performance reviews, appraising executive talent, selecting the right appraisal.

### Unit II: Talent Planning:

**18**

#### Hours

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.

### Unit III: Talent Acquisition and Retention:

**18 Hours**

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.

### Unit IV: Competency Mapping:

**18 Hours**

Concepts and definition of competency; types of competencies, Features of competency, 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.

### Unit V: Methodology of Competency Mapping:

**18 Hours**

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.

### Learning Resources:

#### Text Books:

1. 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.
2. Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016

### References:

1. Reinventing Talent Management: Principles and Practices for the New World of Work, Edward E. Lawler, Berrett-Koehler Publishers, 2017.
2. Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE, 1st Edition, 2019.

### Websites/ e-Learning Resources:

1. <https://hbr.org/2008/03/talent-management-for-the-twenty-first-century>
2. <https://theintactone.com/2021/09/14/kmbnhr01-talent-management/>
3. <https://egyankosh.ac.in/bitstream/123456789/6572/1/Unit-3.pdf>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	2	3	2	3	3	3	3	2	2	2
<b>CO 2</b>	3	2	2	3	1	3	3	1	1	2
<b>CO 3</b>	3	3	2	3	3	3	3	3	1	3
<b>CO 4</b>	3	3	2	3	3	3	3	1	2	2
<b>CO 5</b>	3	1	1	3	1	3	2	2	1	3
<b>Total</b>	14	12	9	15	11	15	14	9	7	12
<b>Average</b>	2.8	2.4	1.8	3	2.2	3	2.8	1.8	1.4	2.4

**Strong-3                      Medium -2                      Low -1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA5444	Compensation and Rewards Management	Core	6	4

This course aims to familiarize the students with the basic concepts of compensation and wage administration in India

**Course Outcomes:**

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

**CO1:** recall the concept of compensation management

**CO2:** discuss Compensation Planning

**CO3:** demonstrate the need for variable pay and employee benefits

**CO4:** design a suitable Executive Compensation system

**CO5:** support the concept of Wage administration in India

**UNIT 1 Introduction to Compensation Management**

**18 Hours**

Compensation: types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic

**UNIT 2 Compensation Planning**

**18 Hours**

Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.

**UNIT 3 Variable Pay**

**18 Hours**

Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time–off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.

**UNIT 4 Executive Compensation**

**18 Hours**

Executive Compensation: Elements of executive compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary

administration, methods of wage determination in India; internal and external equity in compensation systems.

### UNIT 5 Wage Administration in India

**18 Hours**

Wage Administration in India: wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices - Pay for performance for global employees -practices in different industries, Employee benefits around the world, CEO pay in a global context, Beyond compensation.

#### Textbook

1. Dipak Kumar Bhattacharyya, Compensation Management, 2<sup>nd</sup> Edition, Oxford University Press, 2015

#### References

1. B. D. Singh, Compensation and Reward Management, Excel Books,2012.
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,10th Edition, 2011.
3. Jerry M. Newman, Barry Gerhart & George T. Milkovich, Compensation, McGraw Hill, 12<sup>th</sup> Edition, 2020.

#### Websites/ e-Learning Resources

1. <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HRM/3CompensationManagement.pdf>
2. <https://www.iimchderabad.com/econtent/M.Com-2nd%20Sem.%20-%20Unit%20IV-Compensation%20Management.pdf>
3. <https://www.eiilmuniversity.co.in/downloads/Compensation-Management.pdf>

#### CO/PSO TABLE

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	3	3	2	3	3	1	3	1	2	2
CO 2	3	3	3	3	3	3	3	2	2	2
CO 3	3	3	3	3	3	3	3	2	2	2
CO 4	3	3	2	3	2	2	2	1	2	2
CO 5	2	3	2	2	2	2	2	2	2	2
<b>Total</b>	14	15	12	14	13	11	13	8	10	10
<b>Average</b>	2.8	3	2.4	2.8	2.6	2.2	2.6	1.6	2	2

**Strong - 3**

**Medium - 2**

**Low - 1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5446	Organisational Development	Core	6	4

This course is to familiarize students on the basic concepts of organizational development and to enhance their knowledge on organizational culture and the effectiveness of working in teams.

#### Course Outcomes

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

- CO1:** recall the basic concepts on OD.
- CO2:** appraise the design elements of OD.
- CO3:** demonstrate the effects of Organizational culture.
- CO4:** illustrate the effectiveness of working in teams.



**CO5:** interpret constructs of wellbeing and approaches to achieving a balance.

**Unit I: Introduction** **18 Hours**  
 Introduction- evolution- basic values and assumptions - Process of OD - Managing the phases of OD - OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.

**Unit II: Approaches** **18 Hours**  
 Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure-Forces Reshaping Organization – Life Cycles in Organization.

**Unit III: Organizational culture** **18 Hours**  
 Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.

**Unit IV: Groups & teams** **18 Hours**  
 Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.

**Unit V: Wellbeing** **18 Hours**  
 Stress and Well Being at Work: Four approaches to stress - Sources of stress at work - Consequences of stress - Prevalent Stress Management - Managerial implications.

**Learning Resources:**

**Text Book:**

Anderson, D., Organization Development: The Process of Leading Organizational Change, 5<sup>th</sup> Edition, Sage Publication 2019.

**References:**

1. W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3<sup>rd</sup> Edition, Pearson FT Press, 2015.
2. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6<sup>th</sup> Edition, Pearson Higher Education, 2017.
3. Cummings, T., Theory of Organization Development and Change, 9<sup>th</sup> Edition, South-Western, 2011.
4. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2<sup>nd</sup> Edition, Sage India, 2011.

**Websites /e-Learning Resources**

1. <https://www.aihr.com/blog/stages-of-organizational-development/>
2. <https://whatfix.com/blog/organizational-development/>
3. <https://teambuilding.com/blog/organizational-culture>
4. <https://www.leadershipgeeks.com/difference-between-work-groups-and-teams/>
5. <https://www.health.harvard.edu/blog/how-to-handle-stress-at-work-2019041716436>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	2	2	2	2	1	3	2	2	2
<b>CO 2</b>	2	2	2	2	2	1	2	2	2	2
<b>CO 3</b>	3	3	2	2	2	1	3	2	2	2
<b>CO 4</b>	3	3	2	2	2	1	3	2	2	2
<b>CO 5</b>	3	2	1	2	2	1	2	2	2	3
<b>Total</b>	14	12	9	10	10	5	13	10	10	11
<b>Average</b>	2.8	2.4	1.8	2	2	1	2.6	2	2	2.2

**Strong - 3**

**Medium - 2**

**Low - 1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5448	Emotional Intelligence and Managerial Effectiveness	Core	6	4

This course will familiarize the students to the basic concepts of Emotional Intelligence and provide insights on Emotional Competencies. The course also elucidates on the significance of Emotional Intelligence and Emotional Learning in organizations.

### Course Outcomes:

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

- CO1: apply the basic concepts of Emotional Intelligence
- CO2: enumerate and chart Emotional Competencies
- CO3: appraise the models of Emotional Intelligence
- CO4: demonstrate the significance of Emotional Intelligence at workplace
- CO5: recall the importance of Emotional Learning in organizations

### Unit I: Introduction to Emotional Intelligence

**18 Hours**

Emotional Intelligence, concept and its evolution, Emotional Brain, Theories of Emotion, Components of Emotional Intelligence, Perceiving, Expressing and Understanding emotions, Differences between emotional quotient and intelligent quotient.

### Unit II: Emotional Competencies

**18 Hours**

The emotional competency framework- Self-awareness, self-regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- MSCEIT, SSEIT, ESCI, EQ-I, The emotional competency inventory.

### Unit III: Emotional Literacy

**18 Hours**

Emotional Intelligence and Emotional literacy, Managing aggression and depression, Emotional literacy training, Emotional regulation strategies, Emotional intelligence in children, Models of Emotional Intelligence – Ability, Trait and Mixed model.

### Unit IV: Emotional Intelligence at Workplace

**18 Hours**

Significance of Emotional Intelligence at workplace, Emotionally unintelligent behaviours, The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.

### Unit V: Emotional Learning in organizations

**18 Hours**

Training of EI in organization, Emotional intelligence and Organisational effectiveness, Developing emotional competencies through relationships at work and implementing EI programs.

### Learning Resources:

#### Text Book:

Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25<sup>th</sup> Anniversary Edition 2020.

#### References:

1. Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.
2. Dalip Singh, Emotional Intelligence at Work; A Professional Guide, SAGE, 1<sup>st</sup> Edition 2015.
3. Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.

4. M S Battacharya, Emotional Intelligence, Excel Publications, 1<sup>st</sup> Edition 2007.

**Websites/ e-Learning Resources:**

1. <https://medium.com/@anubhalifecoach/emotional-intelligence-is-the-skill-of-perceiving-understanding-and-managing-ones-own-emotions-16126c936c8b>
2. <https://keydifferences.com/difference-between-iq-and-eq.html>
3. <https://www.wingsforkids.org/sel/social-emotional-learning/core-competencies/>
4. <https://www.continu.com/blog/15-benefits-of-emotional-intelligence-training>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	2	2	1	2	1	1	3	2	2	2
CO 2	3	2	3	2	2	1	3	2	1	2
CO 3	2	2	1	2	2	1	2	3	2	2
CO 4	2	2	2	1	1	1	3	3	2	2
CO 5	2	2	2	1	1	1	2	2	1	2
<b>Total</b>	11	10	9	8	7	5	13	12	8	10
<b>Average</b>	2.2	2	1.8	1.6	1.4	1	2.6	2.4	1.6	2

**Strong - 3**

**Medium - 2**

**Low - 1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA5462	Derivatives Management	Core	6	4

This course is to provide an in-depth understanding of derivatives. To enlighten the students on the nuances involved in valuation and application of derivatives. To equip the students with principles and techniques of financial derivatives, its trading strategic application.

**Course Outcomes:**

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

**CO1:** describe the characteristics, market structure and importance of derivatives.

**CO2:** apply & execute diverse investment strategies using forwards and futures.

**CO3:** analyse the binomial model and its extension in continuous time to the Black-Scholes model.

**CO4:** arrange various kinds of swaps and their trading mechanics.

**CO5:** choose novel derivative instruments and the regulations governing trading in derivatives

**Unit- I: Introduction**

**(18**

**Hours)**

Derivatives: Definition- Characteristics- Structure of Derivative Markets- Derivatives Underlying Types - Purpose and Benefits - Criticisms of Derivatives – Differences between Cash and Future Markets, Types of Traders- Types of Settlement, Risks in Derivatives.

**Unit- II: Forwards and Futures**

**(18**

**Hours)**

Forwards & Futures Market- Mechanics of Futures Markets - Different Categories of Forwards & Futures - Hedging Strategies - Valuation- Determination of Forward and Futures Prices - Risk Management using Forwards and Futures. (Ms-Excel will be used for calculations).

**Unit - III: Options**

**(18**

**Hours)**

Development of Options Market, Types – Call- Put- Option Positions - Naked and Covered, Option

Terminologies - Payoff Profile Matrix - Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes- Option Trading. (Ms-Excel will be used for calculations).

**Unit - IV: Swaps**

**(18 Hours)**

Characteristics of Swaps- Categories of Swaps- Mechanics of Interest Rate Swaps - Currency Swaps - Application- Valuation- Usage of Swaps in Risk Management.

**Unit - V: Other Derivatives**

**(18 Hours)**

Credit Derivatives, Interest Rate Derivatives, Insurance Derivatives, Exotic Options – Commodity Futures- Contract terminology and Specification for Stock Options and Index Options in NSE – Eligibility of Stocks – Regulations.

**Learning Resources:**

**Text Books:**

1. Don M. Chance and Robert Brooks, An Introduction to Derivatives and Risk Management, South-Western Cengage Learning, Eighth edition, 2010.
2. Prakash Yaragol, Financial derivatives Text and Cases, Vikas Publishing house, 2018.

**References:**

1. Hull.c.John. and Sankarshan Basu. Options, Futures and Other Derivatives,10th edition, Pearson Education, Chennai. 2018.
2. Robert L. McDonald, Derivatives Markets, Pearson Education, Third edition, 2013.
3. Gupta S L, Financial Derivatives: Theory, Concepts and Problems, 2nd edition, PHI learning, New Delhi. 2017.

**Websites/ e-Learning Resources:**

1. <https://corporatefinanceinstitute.com/resources/derivatives/derivatives-market/>
2. <https://www.imf.org/external/np/sta/fd/index.htm>
3. <https://mu.ac.in/wp-content/uploads/2023/06/MMS-Derivatives-Risk-Management.pdf>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	2	2	2	2	2	2	2	1	2	2
<b>CO 2</b>	3	2	2	2	2	3	2	2	2	2
<b>CO 3</b>	3	2	3	2	2	3	2	1	2	1
<b>CO 4</b>	3	3	2	2	2	2	1	1	2	2
<b>CO 5</b>	2	2	2	2	2	3	2	2	2	3
<b>Total</b>	13	11	11	10	10	13	9	7	10	10
<b>Average</b>	2.6	2.2	2.2	2	2	2.60	1.8	1.4	2	2

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/Week	Credits
24MBA5464	Banking and Insurance	Core	6	4

The course aims to introduce the fundamentals of banking, tracing the development of the banking sector in India while familiarizing students with how banks operate. Additionally, it provides a foundational understanding of the insurance mechanism and its principles, along with an overview of the Indian insurance industry.

**Course Outcomes:**

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

**CO1:** analyze the regulatory environment, and recent developments in the Indian banking sector.

**CO2:** explain the basic concepts of banking, lending practices, and the various services provided by banks

**CO3:** identify and critically evaluate various digital banking products and payment systems.

**CO4:** explain the fundamental principles of insurance, and acquire comprehensive knowledge of the Indian insurance industry.

**CO5:** compare and contrast the characteristics and functions of marine, fire, and life insurance.

**Unit I: Indian Financial System (18 hours)**

Introduction to Financial System - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India as Regulators of Banks - Role & Functions of Commercial Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Aadhaar Seeding - Financial Inclusion - Jan Dhan Yojana Accounts - NBFCs - Micro Finance Institutions - Small finance banks - Payment banks.

**Unit II: Basics of Banking (18 hours)**

Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer- Anti Money Laundering - DICGC - Types of Customers & Various Types of Accounts - Services Rendered by Banks - Principles of Lending - Credit Management - Lending to Agriculture, Micro, Small & Medium Enterprises - Management of Non-Performing Assets - Basics of Risk Management in Banks - Negotiable Instruments - Cheque Vs Bills of Exchange – Proper Drawing of a Cheque - Material Alteration – Crossing – Endorsement–Honouring and Dishonouring of Cheque

**Unit III: Electronic Banking (18 hours)**

Role of Information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Alternate Delivery Channels - ATMs - Types of ATMs – Credit/Debit Cards - Mobile Banking - Internet Banking- Electronic Fund Transfer - Real Time Gross Settlements (RTGS) - National Electronic Funds Transfer (NEFT) - E-Lounges- UPI -BHIM (Bharath Interface for money) - Global Trends in Banking Technology

**Unit IV: Insurance (18 hours)**

Meaning - Nature and Importance Insurance Companies in India -Fundamental Principles of Insurance - Assurance Vs Insurance - Insurance Pricing - Impact of Globalization on Insurance Sector - Core Functions of an Insurance Company-Regulatory Framework - Role of IRDA - Insurance Contract - Agent Norms

**Unit 5: General Insurance (18 hours)**

Types of Insurance - Life Insurance - Marine Insurance - Health Insurance -Vehicle Insurance - Fire Insurance - Jewellery Insurance - Reinsurance - Bancassurance - Social Insurance -Micro Insurance -

## Premium Fixation Cases - Changing Face of Indian Insurance Industry

### Learning Resources:

#### Text Book:

Gordon, E., & Natarajan, K. Banking Theory, Law and Practice, 25<sup>th</sup> edition, Himalaya Publishing, 2016.

#### References

1. Gopal V. S, and Sumathi Gopal. Banking and Insurance Principles and Practice. 2nd edition. New Delhi: Himalaya Publishing House, 2010.
2. Indian Institute of Banking and Finance, Principles and Practices of Banking, Macmillan India Ltd, Fifth Edition, 2015.
3. Indian Institute of Banking and Finance, Digital Banking, Taxmann Publications Ltd, 2019.

#### Websites/ e-Learning Resources

1. <https://www.bankrate.com/banking/digital-banking-trends-and-statistics/>
2. <https://www.rbi.org.in/>
3. <https://www.financialexpress.com/about/rbi/>

#### CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	3	2	2	2	1	1	2	2	2	2
CO 2	3	3	3	3	2	2	3	3	2	3
CO 3	3	3	3	3	1	3	3	2	3	3
CO 4	2	3	1	1	1	2	2	2	1	2
CO 5	3	3	2	1	1	2	3	1	2	2
Total	14	14	11	10	6	10	13	10	10	12
Average	2.8	2.8	2.2	2	1.2	2	2.6	2	2	2.4

Strong -3    Medium-2    Low-1

Course Code	Name of the Course	Category	Hours/ Wk	Credits
24MBA5466	Financial Planning and Wealth Management	Core	6	4

The course aims to provide clarity on the concept of Personal Financial Planning, impart knowledge on the process of Comprehensive Financial Planning, the course sheds light on the principles of Wealth Management and equips students with the necessary knowledge to navigate tax planning and related issues.

#### Course Outcomes:

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

CO1: explain the key concepts and goals of Personal Financial Planning.

CO2: demonstrate the steps and strategies in Comprehensive Financial Planning.

CO3: evaluate the need for insurance and the steps for Retirement Planning.

CO4: assess the principles and methods of Wealth Management.

CO5: analyze Indian tax laws related to investment and wealth management.

#### Unit I: Personal Financial Planning

(18 hours)

Financial Planning - Meaning, Objectives, Importance - Financial goals - Types of Investors - Financial Planning Process - Financial Planning Strategies - Applications of the Time Value of Money in Personal Financial Planning - Preparing & Analyzing Household Budget - Management of Spending

**Unit II : Comprehensive Financial Planning  
hours)**

**(18**

Debt Management - Steps - Tools - Debt counseling - Types of Investments - Steps in Risk Analysis - Risk management - Risk return principle, Risk Profiling. Human life cycle - Asset Allocation - Model Portfolios

**Unit III: Insurance Planning & Retirement Planning**

**(18 hours)**

Insurance Planning - Need of life and non-life insurance, life insurance need analysis, Factors affecting Life insurance policies premiums, life insurance products - Retirement Planning goals - Need - estimating & determining the retirement corpus - retirement products.

**Unit IV: Wealth Management**

**(18 hours)**

Concept of wealth and Measurement of wealth - Wealth management service providers, Product categories, and Service categories - Types of Service Mandates - Segmentation based on Personality - Age and way of accumulation - Risk & return preferences - Client Engagement - Client profiling, targeting, and Building relationships - Finding HNI Clients; Cross-selling, Marketing, and partnership programs - Asset Allocation - Portfolio Monitoring

**Unit V: Tax Planning & Contemporary Issues**

**(18 hours)**

Indian Tax Laws for Investment and Wealth Management - Previous Year and Assessment Year- Gross Total Income - Income Tax Slabs - Advance Tax - Tax Deducted at Source (TDS)- Exempted Income - Deductions from Income - Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG - Long Term and Short-Term Capital Gain / Loss - Speculation Profit / Loss - Capital Gains Tax exemption under Section 54EC.

**Learning Resources:**

**Text Book:**

Shalu Garg, Personal Financial Planning, 1st Edition, Sultan Chand, 2024.

**Reference Books:**

1. JoydeepSen, Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers & Distributors Limited, 2020
2. Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook (2012)
3. Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook (2012)

**Websites/ e-Learning Resources**

1. [https://www.sultanchandandsons.com/Images/BookImages/Chapters/674\\_TC%201312\\_Booklet.pdf](https://www.sultanchandandsons.com/Images/BookImages/Chapters/674_TC%201312_Booklet.pdf)
2. <https://jamapunji.pk/financial-planning/planning-process>
3. <https://www.schwab.com/financial-planning-collection/8-components-of-good-financial-plan>

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	2	1	2	2	2	1	3	2	2	3
<b>CO 2</b>	2	1	2	2	1	1	2	2	2	3
<b>CO 3</b>	2	2	2	2	2	1	2	1	2	3
<b>CO 4</b>	3	2	2	2	2	2	2	2	2	2
<b>CO 5</b>	3	1	2	2	2	1	3	1	2	3
<b>Total</b>	12	7	10	10	9	6	12	8	10	14
<b>Average</b>	2.4	1.4	2	2	1.8	1.2	2.4	1.6	2	2.8

**Strong -3      Medium-2      Low-1**

Course Code	Name of the Course	Category	Hours/Wk	Credits
24MBA5468	Capital Market and Financial Services	Core	6	4

This course is to provide knowledge on Indian Financial systems and its regulators. To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management. To understand leasing and hire purchase. To familiarize with credit rating and securitization. To know Depositories & Contemporary Issues.

**Course Outcomes:**

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

**CO1:** estimate the Indian financial systems and its regulators.

**CO2:** summarize the listing and trading securities, Risk management in BSE & NSE, Index management.

**CO3:** explain the leasing and hire purchase.

**CO4:** prioritize the credit rating and securitization.

**CO5:** summarize the depositories & contemporary Issues.

**Unit- I: Indian Financial System**

**(18 Hours)**

**Regulators:** Finance Ministry, Regulatory bodies in India, **Primary Market:** Role of Primary Market & functions, Intermediaries, methods of floatation of capital, Investor protection in primary market & recent trends, Book building process. **Secondary Market:** Functions, intermediaries, Demutualization structure. **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.

**Unit- II: Listing and trading of Securities**

**(18 Hours)**

Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing & 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.

**Unit - III: Leasing and Hire Purchase**

**(18 Hours)**

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.

**Unit - IV: Credit rating & Securitization**

**(18 Hours)**

**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 & Issues in Securitization, Legislative framework guiding the securitization framework.

**Unit - V: Depositories & Contemporary Issues**

**(18 Hours)**

Depository services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.

**Learning Resources:**

**Text 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.

**References:**

1. Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning,2014.



2. Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4th edition, McGraw-Hill Education, 2014.
3. Madhu Vij, Swati Dhawan, Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011.
4. Tripathy, Nalini Prava, Financial Services, PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007.

#### Websites/ e-Learning Resources:

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.
4. Micu, I., & Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. SEA-Practical Application of Science.

#### CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	3	2	2	1	1	2	1	2	2	2
CO 2	3	2	3	2	2	2	2	2	1	3
CO 3	3	2	1	2	2	2	3	2	2	2
CO 4	2	3	2	2	2	3	2	2	2	2
CO 5	3	3	2	2	2	2	3	2	2	3
<b>Total</b>	14	12	10	9	9	11	11	10	9	12
<b>Average</b>	2.8	2.4	2	1.8	1.8	2.20	2.2	2	1.8	2.4

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/ Wk.	Credits
24MBA5482	Entrepreneurial Marketing and Sales Strategy	Core	6	4

This course aims to equip students with the essential skills and knowledge needed to effectively market and sell innovative products and services in a competitive business landscape. Students will learn to identify market opportunities, craft compelling marketing messages, and implement sales strategies that drive growth and sustain competitive advantage in entrepreneurial ventures.

#### Course Outcomes:

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

**CO1:**analyse the concepts, trends, and challenges of entrepreneurial marketing.

**CO2:**develop a comprehensive business model by analyzing customer requirements

- CO3:**design effective strategies for adoption and diffusion of innovation  
**CO4** implement demand forecasting techniques and manage distribution strategies  
**CO5:**formulate and evaluate business development strategies using entrepreneurial marketing tools.

**Unit-I- Entrepreneurial Marketing (18 Hours)**

Introduction-Meaning, Scope, Nature, Functions, Importance, Recent Trends & Challenges in Entrepreneurial Marketing, Characteristics of entrepreneurial marketing, Marketing Mix (6P's) Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery

**Unit-II- Opportunities and Competition (18 Hours)**

Market research- Identifying new opportunities- Analysing customer requirements- Analysing competition- Developing a business model- Innovation within Product and Services- Climate for sustained innovation- Ecosystem and stakeholder engagement.

**Unit-III- Innovation (18 Hours)**

Adoption and diffusion of innovation-Costing and pricing strategies-Sales strategies- Communication strategies-Marketing challenges in scaling up- building marketing capabilities Designing business processes- Assessing marketing performance.

**Unit-IV-Demand Forecasting (18 Hours)**

Demand Forecasting- Distribution Strategies and Channel Mix-Managing Sales- Marketing Strategy and Public Policy Management in 21st century- Sales activities- tasks and planning- Call Planning- Presentations and handling objections- follow up-Salesmanship and management of sales force- Relationship marketing

**Unit-V- Business Development Strategies (18 Hours)**

Introduction- Formulating Business Development Strategies- Evaluating Opportunities for Business Development – SWOT Analysis- Selecting Opportunities to Pursue- Entrepreneurial Marketing Tools- Guerrilla Marketing, Ambush / Free ride Marketing-Buzz, Social Media, Viral Marketing.

**Learning Resources:**

**Text Books**

1. Lodish, L.M., Morgan, H.L., and Amy Kallianpur A., Entrepreneurial marketing; John Wileyand Sons Inc, 2002

**References**

1. Nijssen, E.J., Entrepreneurial Marketing – an effectual approach; Routledge Publishers,2014
2. Frederick G Crane, F.G., Marketing for Entrepreneurs; Concepts and Applications for New Ventures Sage publications,2013
3. S S Khanka, Entrepreneurial Development, S Chand and Company Ltd, 2020
4. Gupta C.B., Entrepreneurship: Text and Cases, Sulthan Chand & Sons, 2018

**Websites/ e-Learning Resources**

1. <https://openstax.org/books/entrepreneurship/pages/8-1-entrepreneurial-marketing-and-the-marketing-mix>
2. <https://roadmapresearch.com/entrepreneurship-beyond-curriculum>

**CO-PO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO9	PSO10
<b>CO 1</b>	3	2	2	3	2	3	3	3	2	2
<b>CO 2</b>	3	2	3	2	2	2	3	2	2	3
<b>CO 3</b>	3	3	3	2	2	2	3	1	2	2
<b>CO 4</b>	3	3	2	2	3	2	3	2	2	2

<b>CO 5</b>	2	2	2	3	2	3	2	1	3	3
<b>Total</b>	14	12	12	12	11	12	14	9	11	12
<b>Average</b>	2.8	2.4	2.4	2.4	2.2	2.4	2.8	1.8	2.2	2.4

**Strong - 3**

**Medium - 2**

**Low - 1**

<b>Course Code</b>	<b>Name of the Course</b>	<b>Category</b>	<b>Hours/Wk</b>	<b>Credits</b>
24MBA5484	Financial Institutions and Funding For Entrepreneurs	Core	6	4

This course aims to familiarize students with the basic concepts of management, providing insights into planning and decision-making, organizing, managing change and innovation, leadership, communication, and control. It also emphasizes the importance of business ethics and social responsibility

#### **Course Outcomes:**

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

**CO1:** underline the sources of entrepreneurial finance.

**CO2:** practice the venture valuation.

**CO3:** sketch out the institutional financial support.

**CO4:** appraise the tax benefits for the entrepreneurs.

**CO5:** assess the industrial Sickness and methods to overcome it.

#### **Unit I :Introduction**

**18 Hours**

Need for financial Planning, Sources of finance- Commercial banks, NBFC, small Business grants, venture capital, angel investor, boot strapping, crowd funding and PE funds.

#### **Unit II : Venture valuation**

**18 Hours**

Working Capital-Meaning, Significance, assessment of working capital, factors determining the requirement of working capital, sources and management of working capital.

#### **Unit III: Institutional Financial Support**

**18 Hours**

IDBI, IFCI, ICICI, IRBI, LIC, SFCs, SIDC, Small Industrial Bank of India, Export Import Bank of India (EXIM Bank).

#### **Unit IV :Tax benefits**

**18 Hours**

GST, Need for tax benefits, tax holidays, tax concession for small-scale industry in rural areas and tax concession for small-scale industry in backward areas.

#### **UNIT V : Industrial Sickness**

**18 Hours**

Industrial Sickness- Concepts, Signal and Symptom of Industrial Sickness, Magnitude and Causes and Consequences of Industrial Sickness.

#### **Textbook:**

S.S. Khanka, Entrepreneurial Development, Third Edition, S. Chand & company, New Delhi 2001.

#### **References:**

1. Entrepreneurial finance: new frontiers of research and practice: Editorial for the special issue *Embracing entrepreneurial funding innovations* C Bellavitis, I Filatotchev, DS Kamuriwo... - Venture Capital, 2017 - Taylor & Francis

### CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	2	3	2	3	3	2	3	3	3
<b>CO 2</b>	3	2	2	2	3	2	2	2	3	3
<b>CO 3</b>	3	2	3	2	2	2	2	2	2	3
<b>CO 4</b>	3	2	2	2	2	2	2	2	2	3
<b>CO 5</b>	3	2	2	3	2	2	1	2	2	3
<b>Total</b>	15	10	12	11	12	11	9	11	12	15
<b>Average</b>	3	2	2.4	2.2	2.4	2.2	1.8	2.2	2.4	3

**Strong -3, Medium 2, Low -1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5486	Project Management and Control	Core	6	4

To enable the students to understand and communicate on the basic concepts of project management

#### **Course Outcomes:**

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

**CO1:** relate the basic concepts of project management.

**CO2:** identify the scope, time and cost of project management.

**CO3:** apply the quality concepts and use the resources and get appraised on the stakeholders

**CO4:** appraise the students on the importance of risk and communication management.

**CO5:** devise methods used to manage, measure, and evaluate the performance of project.

#### **Unit I: Project Management Overview**

**18**

##### **Hours**

Definition and examples of projects, Key features of projects, Life cycle of projects, Typical project problems, Human issues in Projects, Role of Computers in Projects - Project identification and screening: (Brainstorming, Strengths, and weaknesses in the system, environmental opportunities and threats, Identification and screening) – Project Appraisal and Selection

#### **Unit II: Scope, Time and Cost Management:**

**18**

##### **Hours**

Project Organization Structure, Culture – Scope Management – Defining the Project – Statement of Work (SOW) - Work Breakdown Structure (WBS) and Product Breakdown Structure (PBS) – Time Management – Network Diagram – Forward Pass and Backward Pass Critical path – PERT and CPM – tools for Project Network – Estimation Techniques - Cost Management – Earned Value Method.

#### **Unit III: Quality, Resource, Stakeholder:**

**18**

##### **Hours**

Quality assurance and quality control, project audit and quality audit - Methods of enhancing quality: the different types of testing, inspections, reviews, standards. Management and control of testing - Human Resource Management - Scheduling Resources – Resource Allocation methods - Project Manager roles and responsibilities –Stakeholder Management: Identify Stakeholders - Plan Stakeholder

Management – Manage Stakeholder Engagement - Control Stakeholder Engagement.

**Unit IV: Risk Management and Communication Management: 18 Hours**

Risk identification: types of risk, risk checklists-Risk prioritization -Risk management tactics, Including risk avoidance, risk transfer, risk reduction, risk mitigation and contingency planning- Risk registers – Communication Management

**Unit V: Performance Management: 18 Hours**

Project Integration - Progress and Performance measurement and evaluation – Project monitoring information system, developing a status report and other control issues - International Projects – environmental factors, cross-cultural considerations, selection and training for international projects - Future likely trends in Project management

**Learning Resources:**

**Text Books:**

1. Narendra Singh, Project management & control, first edition, Himalaya publishers, 2019.
2. Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr., Project management – A Managerial Approach, First edition, Wiley 2020.

**References:**

1. Joseph Heagney, Fundamentals of Project Management, 5<sup>th</sup> Edition, Amacom, 2019.
2. James P Lewis, Fundamentals of Project Management, 4th edition, AMACOM, 2012.

**Websites/ e-Learning Resources:**

1. International Journal of Project Management.
2. Elsevier Project Management Journal, Wiley Online Library.

**CO-PSO Mapping**

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	2	2	3	2	2	2	1	1	3
<b>CO 2</b>	3	2	3	2	3	3	2	2	1	2
<b>CO 3</b>	3	2	3	3	3	3	3	2	1	2
<b>CO 4</b>	3	3	3	2	3	2	3	1	3	2
<b>CO 5</b>	3	2	3	2	3	2	2	1	1	3
<b>Total</b>	15	11	14	12	14	12	12	7	7	12
<b>Average</b>	3	2.2	2.8	2.4	2.8	2.4	2.4	1.4	1.4	2.4

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5488	International Business Venture Environment	Core	6	4

This course will enable the students to understand the contemporary issues in international business

environment affecting new ventures and helps to familiarize the structure and functioning of world trade organization

### **Course Outcomes:**

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

**CO1:** recall the contemporary issues in Global Business environment affecting new ventures

**CO2:** explain the basic insights of managing ventures in the global business environment

**CO3:** interpret the concept of balance of payment

**CO4:** examine about transactions of foreign exchange markets

**CO5:** assess the structure and functioning of world trade organization

### **UNIT 1 Globalization 18**

#### **Hours**

Introduction to the field of Global Business, Significance, Nature and Scope of Global Business, Modes of Global business – Global Business Environment- Social, Cultural, Economic, Political and Ecological factors

### **UNIT 2 Theories of International Trade 18**

#### **Hours**

Trading Environment of International Trade - Free Trade Vs Protection Tariff and Non-tariff Barriers – Trade Blocks

### **UNIT 3 Balance of Payment 18**

#### **Hours**

Concept, Components of BOP, Disequilibrium in BOP – Causes for disequilibrium and Methods to correct the disequilibrium in Balance of Payment

### **UNIT 4 Foreign Exchange Market 18**

#### **Hours**

Nature of transactions in foreign exchange market and types of players, Exchange rate determination, Convertibility of rupee – Euro currency market

### **UNIT 5 World Trade Organization 18**

#### **Hours**

Objectives, Organization Structure and Functioning, WTO and India, International liquidity: Problems of liquidity; International Financial institutions - IMF, IBRD, IFC, ADB – Their role in managing international liquidity problems

### **Textbook**

1. Bhalla, V.K. and S. Shiva Ramu, International Business: Environment and Business, Anmol Publications , 2020

### **References**

1. Daniel, John D and Radebaugh, Lee H. International Business, 16th edition, Pearson Education, 2018
2. Michael R. Czinkota, Iikka A. Ronkainen & Michael H. Moffett., International Business, Cengage Learning, 2018.
3. Charles W. L. Hill, Irwin, International Business, 3rd Edition, McGraw-Hill, 2020

### **Websites/ e-Learning Resources**

1. [https://www.researchgate.net/publication/339302684\\_Challenges\\_and\\_Opportunities\\_for\\_International\\_Business\\_Venture](https://www.researchgate.net/publication/339302684_Challenges_and_Opportunities_for_International_Business_Venture)
2. <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/IB/1InternationalBusinessEnvironment.pdf>

### CO/PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO 1	2	2	1	3	2	2	1	2	3	2
CO 2	2	3	1	2	2	2	2	2	3	2
CO 3	3	2	2	2	2	2	2	1	1	2
CO 4	2	3	2	2	2	1	2	2	2	1
CO 5	3	3	2	2	2	2	2	2	2	2
<b>Total</b>	12	13	8	11	10	9	9	9	11	9
<b>Average</b>	2.4	2.6	1.6	2.2	2	1.8	1.8	1.8	2.2	1.8

**Strong-3**

**Medium-2**

**Low-1**

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5500	Project	Core	6	5

To carry out an independent scientific inquiry and emphasis on the area of specialization. Each student of second year MBA is expected to do a project in the field of his/her specialization such as Marketing, Finance, HR or Entrepreneurship during their final semester. Independent projects allow students to partner with an organization on a real time challenge of strategic importance. Students are guided by a faculty member and receive academic credit for their final deliverable(s). Organizations benefit from the work performed, as well as from the opportunity to engage with students who might be a fit for the organization.

#### **Course Outcome:**

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

CO1: demonstrate the knowledge in the subject of Business Administration

CO2: apply the principles of Business Administration to the needs of the Employer / Institution /Enterprise/ Society.

CO3: examine Analytical skills in the field/area of Management and Administration

CO4: collect the complex management problems and evolve strategies for organization development

CO5: justify professional ethics, community living and Nation Building initiatives

### CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	3	2	2	2	2	3	2	1	1	2
CO2	2	2	2	2	3	3	2	3	2	2
CO3	3	2	3	3	2	2	2	2	2	2
CO4	3	3	3	3	2	2	3	2	3	2
CO5	2	3	2	2	2	2	2	3	3	3

<b>Total</b>	13	12	12	12	11	12	11	11	11	11
<b>Average</b>	2.6	2.4	2.4	2.4	2.2	2.40	2.2	2.2	2.2	2.2

**Strong-3**

**Medium-2**

**Low-1**

In the fourth semester, the students will be attending 45 days of classes wherein they will be studying the elective papers. Then they will be moving to the organizations/corporates for doing their final project. This arrangement is followed to enable students to have enhanced knowledge of their elective papers and hands-on training in their project, which will help them to have corporate exposure. Moreover, since the department provides dual specialization, the students will be studying their second specialization papers only in the fourth semester along with the project.

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA5244	Professional Competency Skill	SEC	-	2

This course enables the students to identify the industry requirements in terms of placement. They must be inculcated with the current trends and requirements in job market thus the industry – academic gap can be reduced. The students will learn the co-curricular aspects, in terms of preparing for the competitive exams and appearing for the qualifying exams to pursue their higher studies. Various contents as aptitude test, business and corporate news will be highlighted.

#### Course Outcomes:

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

**CO1:** recall the latest updates in the competitive exams.

**CO2:** explain the methods of solving the aptitude problems and test of reasoning.

**CO3:** illustrate the practices of Group discussion and personal interview.

**CO4:** examine about the reasons and solutions for the failure.

**CO5:** assess their own strengths and weakness.

#### CO-PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
<b>CO 1</b>	3	3	3	3	3	3	2	2	1	3
<b>CO 2</b>	2	3	3	3	2	3	2	1	2	3
<b>CO 3</b>	3	2	3	3	3	3	3	2	1	2
<b>CO 4</b>	2	3	3	3	2	2	3	1	2	2



<b>CO 5</b>	2	3	3	3	2	3	2	1	1	2
<b>Total</b>	12	14	15	15	12	14	12	7	7	12
<b>Average</b>	2.4	2.8	3	3	2.4	2.8	2.4	1.4	1.4	2.4

**Strong – 3    Medium – 2    Low – 1**

### VALUE ADDED COURSES

<b>Course Code</b>	<b>Name of the Course</b>	<b>Category</b>	<b>Hours/ Wk.</b>	<b>Credits</b>
24MBA422V	Business Etiquettes	Value Added Course	2	2

This course aims to equip students with the knowledge and skills necessary to navigate professional environments effectively. The course aims to develop an understanding of the importance of professional conduct and interpersonal skills in business settings.

#### **Course Outcomes:**

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

**CO1:** explain the importance of professionalism and identify appropriate workplace etiquette

**CO2:** plan for different types of business meetings with proper meeting protocols.

**CO3:** recognize how to use the correct communication etiquette for successful deals.

**CO4:** implement guidelines for appropriate business attire and grooming

**CO5:** design strategies for interacting with individuals from diverse cultural backgrounds

#### **Unit-I : Workplace Etiquette**

**6 Hours**

**Business Etiquettes:**An Overview: Professional Advantage; Need and Importance of Professionalism- Workplace Etiquette: Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing- Making introductions and greeting people- Greeting Components- The protocol of shaking hands.

#### **Unit-II: Meeting Etiquette**

**6 Hours**

**Meeting 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 powerpoint presentation-Dealing with customer complaints. Business dining etiquette-

Planning a meal- Issuing invitations.

### Unit-III: Communication Etiquette

6

#### Hours

Telephone Etiquette: Telephone Communication Techniques -Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages- Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat etiquettes and guidelines - Social Media Usage etiquette.

### Unit-IV: Business Attire & Professionalism

6 Hours

Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire. Diversity Management- Gender Sensitivity- Communication with colleagues.

### Unit-V: Multicultural and Disability etiquette

6 Hours

Multicultural etiquette - cultural sensitivity - Cultural differences and their effect on business etiquette Disability Etiquette: Basic disability Etiquette practices - Ethics in the workplace-Preventing sexual harassment.

### Learning Resources:

#### Text Books

1. Gonda, C. M, Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition, 2016.

#### References

1. Ann Marie Sabath, Business Etiquette in Brief: The Competitive Edge for Today's Professional Paperback – Import, 2020
2. Shital Kakkar Mehra, Business Etiquette: A Guide for The Indian Professional Paperback, 2022.
3. Raghu Palat, Indian Business Etiquette, Jaico Books, 2015.

#### CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10
<b>CO 1</b>	3	2	2	3	1	3	3	2	3	2
<b>CO 2</b>	3	2	3	2	2	2	3	2	2	3
<b>CO 3</b>	3	2	3	3	1	2	3	3	3	2
<b>CO 4</b>	3	3	2	2	2	2	3	2	2	2
<b>CO 5</b>	2	2	2	3	1	3	2	2	3	3
<b>Total</b>	14	11	12	13	7	12	14	11	13	12
<b>Average</b>	2.8	2.2	2.4	2.6	1.4	2.4	2.8	2.2	2.6	2.4

Strong - 3

Medium - 2

Low - 1

Course Code	Name of the Course	Category	Hours/Wk.	Credits
24MBA521V	Intellectual Property Rights	Value Added Course	2	2

The main objective of the course is to enable the students aware of their rights for the protection of their R& D. The students can able to identify the copyrights, patents and trademarks for their products or services. They also learn the procedure for filing a patent.

### Course Outcomes:

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

**CO1:** recall the concepts related to the IPR and its importance.

**CO2:** recognize the different patent rights and copy rights.

**CO3:** illustrate the trademarks and design for different products.

**CO4:** examine the importance of Geographical indications.

**CO5:** evaluate the patenting process.

### Unit I: Introduction to Intellectual Property Rights

( 6 hours)

Intellectual Property Rights – meaning – significance - kinds of Intellectual property rights— Role of WIPO - Copy Right, Patent, Trade Mark, Trade Secret and trade dress, Design, Layout Design, Geographical Indication, Plant Varieties and Traditional Knowledge.

### Unit II: Patent Rights and Copy Rights

(6 hours)

—Meaning of Patent, Types, Inventions which are not patentable, Registration Procedure, Rights and Duties of Patentee, Assignment and licence , Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties. Copy Right —Origin, Definition &Types of Copy Right- Section 52 - Registration procedure, Assignment & licence, Terms of Copy Right, Piracy- Infringement, Remedies, Copy rights with special reference to softwares.

### Unit III : Trade Marks and Design

(6 hours)

Meaning & Nature of Trade Marks, Types, Registration of Trade Marks, Infringement & Remedies, Offences relating to Trade Marks, Passing Off, Penalties- Domain Names

Design - Meaning, Object, Registration of Design, Cancellation of Registration, International convention on design, functions of Design- layout design Act-2000- Industrial property.

### Unit IV :Geographical Indication

(6 hours)

Geographical Indication (GI) Geographical indication: meaning, and difference between GI and trademarks – plant varieties – traditional knowledge (TK)- Traditional cultural expressions(TCE)- Procedure for registration, effect of registration and term of protection

### Unit V: Patenting process

(6 hours)

Procedure of Patenting Process of Obtaining a Patent – Application- Examination – Acceptance - Opposition – Sealing of Patents – Preservation of Patents- Documentation – Register of Patents.

### Learning Resources:

#### Text Books

An Introduction to Intellectual Property Rights 3rd Edition (Rep.) 2023 JP Misra, Central Law Publication

#### References

1. V.K.Ahuja, Law relating to Intellectual Property rights, 2 nd Edition, (2013) LexisNexis India.
2. Mahesh Sambhaji Jadhav, Understanding Patent, Copyright and Trademark Easily,2020, HighTechEasy Publishing.

### Websites/ e-Learning Resources

1. [https://vemu.org/uploads/lecture\\_notes/27\\_01\\_2024\\_725279331.pdf](https://vemu.org/uploads/lecture_notes/27_01_2024_725279331.pdf)
2. <https://testbook.com/ias-preparation/intellectual-property-rights-ipr>
3. <https://www.icsi.edu/media/website/IntellectualPropertyRightLaws&Practice.pdf>

### CO – PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO 1	2	3	2	2	2	2	1	2	2	2
CO 2	3	3	2	2	3	2	2	2	2	3

<b>CO 3</b>	3	3	2	2	3	2	2	2	2	3
<b>CO 4</b>	3	3	2	2	3	2	2	2	2	3
<b>CO 5</b>	3	3	2	2	3	2	2	2	2	3
<b>Average</b>	2.8	3	2	2	2.8	2	1.8	2	2	2.8

**Strong – 3    Medium – 2    Low – 1**