

MASTER OF BUSINESS ADMINISTRATION

VISION

- To disseminate business knowledge for creating well-rounded entrepreneurs, globally competitive and socially responsible leaders as a recognized centre of business excellence

MISSION

- To educate and develop ethical leaders in global business arena who create value for their stakeholders and society at large.
- To strive towards creating better managers for the better world by inculcating the real time business experience.

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

- PEO1:** To reveal the competencies and knowledge in key business functional areas including Accounting, Human resource and Marketing Management.
- PEO2:** To promote the self employment through entrepreneurship and strategy formulation.
- PEO3:** To inculcate the knowledge and skills to develop effective and ethical leaders ready to face the challenges of corporate world and to become the responsible citizens of the country.

PROGRAMME OUTCOMES (PO)

After completion of the programme, the graduates will be able to

- PO1:** Demonstrate professionalism, self-awareness and leadership and language proficiencies.
- PO2:** Formulate conceptual models and develop business strategies for management decisions.
- PO3:** Acquire Professional skills required to integrate concepts from various specialized disciplines necessary for management practice.
- PO4:** Analyse the business ideas and develop business plans to start new business ventures.
- PO5:** Apply skills to manage multidisciplinary teams and to become an ethically and socially responsible leader.

PROGRAMME SPECIFIC OUTCOMES (PSO)

After completion of the programme, the graduates will be able to

- PSO 1:** Conceive the appropriate business management concepts which benefit the stakeholders on whole.
- PSO 2:** Apply the knowledge of functional areas in the field of management to evaluate business opportunities and make sound business decisions.
- PSO 3:** Solve the complex problems in their field of specialization with the practical understanding of the social, legal, economical, political, technological, cultural and ethical impacts of the solution.
- PSO 4:** Analyze and synthesize various strategies to enhance the business portfolio management
- PSO 5:** Recognize the changes in the business environment and adapting to the changing business world.

(Master of Business Administration (Students admitted from 2023-2024 onwards))

MASTER OF BUSINESS ADMINISTRATION

REGULATIONS

ELIGIBILITY

Candidates seeking the admission to the first year of the Master of Business Administration full-time degree programme shall be required to possess a Bachelor's Degree of any Recognized University.

DURATION OF THE COURSE

The programme shall extend over a two academic years consisting of four semesters. Each academic year will be divided into two semesters.

MAXIMUM DURATION FOR THE COMPLETION OF THE PG PROGRAMME

The maximum duration for completion of the PG Programme shall not exceed 8 semesters.

SCHEME OF EXAMINATION

Subject Code	Subject	Hours of Instruction	Exam Duration	Maximum Marks			Credit Points
				CA	CE	Total	
First Semester							
Part A							
23PBAM101	DSC I: Management Principles and Decision making	4	3	25	75	100	4
23PMABAM102	DSC II: Quantitative Techniques for Business Decisions	4	3	25	75	100	4
23PBAM103	DSC III: Managing Organizational Behaviour	4	3	25	75	100	4
23PBAM104	DSC IV: Accounting for Managers	4	3	25	75	100	4
23PBAM105	DSC V: Managerial Economics	4	3	25	75	100	4
23PBAM106	DSC VI: Legal Systems in Business	5	3	25	75	100	4
23PBAMP101	DSC Practical I: Executive Communication & Business Etiquette	4	3	40	60	100	2
	Total	29				700	26
Second Semester							
Part A							
23PBAM201	DSC VII: Operations Management	4	3	25	75	100	4
23PBAM202	DSC VIII: Financial Management	5	3	25	75	100	4
23PBAM203	DSC IX: Human Resource Management	4	3	25	75	100	4
23PBAM204	DSC X: Marketing Management	5	3	25	75	100	4
23PMABAM205	DSC XI: Operations Research	5	3	25	75	100	4
23PCSBAMP201	DSC Practical II: Computer Applications for Managers	4	3	40	60	100	2
Part B							
23PVE201	Value Education: Human Rights	2	3	25	75	100	2

(Master of Business Administration (Students admitted from 2023-2024 onwards))

23PBAI201	Internship (100% Internal Evaluation)	-	-	100	-	100	2
Non Credit Courses (NCC)							
23PLS201	NCC: Career Competency Skills II	1	-	-	-	-	-
Total		30				800	26
Third Semester							
Part A							
23PBAM301	DSC XI: Strategic Management	5	3	25	75	100	4
23PBAM302	DSC XII: Business Research Methods	5	3	25	75	100	3
23PCSBAM303	DSC XIII: Information Management	5	3	25	75	100	3
23PBAEF301/ 23PBAEH301 / 23PBAEO301/	DSE I: Finance / Human Resource / Operations	5	3	25	75	100	4
23PBAEF302/ 23PBAEH302/ 23PBAEO302/	DSE II: Finance / Human Resource / Operations	5	3	25	75	100	4
23PBAEF303/ 23PBAEH303/ 23PBAEO303/	DSE III: Finance / Human Resource / Operations	5	3	25	75	100	4
Part B							
23PBASR301	Students' Social Responsibility	-	-	100	-	100	2
Non Credit Courses (NCC)							
23PLS201	NCC: Career Competency Skills II	1	-	-	-	-	-
Total		30				700	24
Fourth Semester							
Part A							
23PBAM401	DSC XIV: International Business Environment	5	3	25	75	100	3
23PBAEM401 / 23PCSBAES401	DSE I : Marketing / Systems	5	3	25	75	100	4
23PBAEM402 / 23PCSBAES402	DSE II : Marketing / Systems	5	3	25	75	100	4
23PBAEM403 / 23PCSBAES403	DSE III :Marketing / Systems	5	3	25	75	100	4

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23PBAPR401	DSC XV: Project and Viva Voce	5	-	50	150	200	5
TOTAL		25				600	20
GRAND TOTAL						2800	96

FOR PROGRAMME COMPLETION

Students' shall

- Complete Internship in Second Semester
- Complete all Major papers
- Complete one value education Course in Second Semester
- Complete Career Competency Skills papers as non credit course in II and III semesters
- Complete field work under student's social responsibility in the third semester
- Complete Project Viva-Voce in fourth Semester

TOTAL CREDIT DISTRIBUTION

COMPONENT	MARKS	CREDITS
Part A		
Discipline Specific Courses (DSC)	1900	66
Discipline Specific Elective Courses (DSE)	600	24
Part – B		
Value Education	100	2
Students' Social Responsibility	100	2
Internship	100	2
Additional Credit Courses (ACC)		
MOOC Courses offered in SWAYAM/NPTEL/CEC etc.,	Additional 4 Credits as per Course will be given on completion with Certificate	
TOTAL	2800	96

DSEs

Subject Code	Subject	Hrs of Instruction	Exam Duration (Hrs)	Maximum Marks			Credit Points
				CA	CE	Total	
III Semester							
Area: Finance							
23PBAEF301	DSE I: Financial Services	5	3	25	75	100	4
23PBAEF302	DSE II: Security Analysis and Portfolio Management	5	3	25	75	100	4
23PBAEF303	DSE III: Strategic Financial Management	5	3	25	75	100	4
Area: Human Resource							
23PBAEH301	DSE I: Employee Relations Management	5	3	25	75	100	4
23PBAEH302	DSE II: Strategic Human Resource Management	5	3	25	75	100	4
23PBAEH303	DSE III: Training and Development	5	3	25	75	100	4
Area: Operations							
23PBAEO301	DSE I: Advanced Operations Management	5	3	25	75	100	4
23PBAEO302	DSE II: Supply Chain Management	5	3	25	75	100	4
23PBAEO303	DSE III: World Class Manufacturing	5	3	25	75	100	4
IV Semester							
Area: Marketing							
23PBAEM401	DSE I: Brand Management	5	3	25	75	100	4
23PBAEM402	DSE II: Integrated Marketing Communication	5	3	25	75	100	4
23PBAEM403	DSE III: Retail Management	5	3	25	75	100	4
Area: Systems							
23PCSBAES401	DSE I: Enterprise Resource Planning	5	3	25	75	100	4
23PCSBAES402	DSE II: Data Mining and Warehousing	5	3	25	75	100	4
23PCSBAES403	DSE III: Data Base Management System	5	3	25	75	100	4

23PBAM101	DSC I: MANAGEMENT PRINCIPLES AND DECISION MAKING	SEMESTER- I	
Course Objective: The Course aims <ul style="list-style-type: none">To initiate the students into the fundamentals of Management and Decision Making.To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.To provide insights on Planning & Decision MakingTo throw light on Organizing, Managing Change and InnovationTo elucidate on Leadership, Communication and Controlling.			
Credits:4		Total Hours:50	
UNIT	CONTENTS	Hrs	CO
I	The concept of Management: Definition, Nature and Scope of management - Role of Managers - Evolution of management thought - Contributions of F.W. Taylor, Henry Fayol, Elton Mayo, McGregor and Peter Drucker - Functions of Management - Social Responsibility and Ethics in Management-Types of business organizations.	10	CO1
II	Planning and Decision Making: Definition and nature of planning - Importance, steps and limitations of planning - Management by Objectives (MBO) - The concept and nature of decision making - Process of decision making - Types of decisions - Ethical Decision Making -Problems in decision making.	10	CO2
III	Organizing: Meaning and principles of organizing- Process of organizing- Organization structure- Span of Control- Authority and responsibility- Centralization and decentralization- Delegation of authority- Line and staff functions and conflicts.	10	CO3
IV	Directing: Meaning and importance of directing - Supervision; Communication: meaning, types and process of communication - Barriers of communication-Principles of effective communication; Co-ordination: Need for co-ordination - Principles and techniques of co-ordination.	10	CO4
V	Controlling: Meaning and Definition-Areas of control- Steps in control process- Requirements of effective control system- Techniques of control- Budgetary control and types of budgets- Essentials of effective budgeting system.	10	CO5
Text Books			
1	<i>Prasad, L.M. 2009. Principles and Practice of Management.</i> [Eighth Edition]. Sultan Chand & Sons, New Delhi.		
2	Harold Koontz and Heinz Weihrich, <i>Essentials of management: An International & Leadership Perspective</i> , 9th edition, Tata McGraw-Hill Education, 2012.		
Reference Books			
1	<i>Don Hellriegel, Susan E.Jackson and John W.Slocum. 2005. Management, A Competency- based</i>		

	Approach. [Tenth Edition]. Thomson South-Western, New Delhi.
2	<i>Stephen, P. Robbins and Mary K. Coulter.</i> 2008. Management. [Eighth Edition].PHI. New Delhi.
3	<i>James Arthur Finch Stoner, Daniel R. Gilbert, R. Edward Freeman and Gilbert.</i> 1999. Management

Web References	
1	www.ft.com/business-education
2	www.cliffnotes.com
3	www.businessbecause.com
4	www.businessmanagementideas.com

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Apply the fundamental management concepts and identify the types of business organisations.
CO2	Plan effectively and take good decisions.
CO3	Evaluate the context for taking managerial actions of organizing, delegating authority and responsibility
CO4	Communicate effectively and coordinate various activities.
CO5	Assess situation, including opportunities and threats using various controlling techniques.

MAPPING

PO \	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	H	M	H	L	H	M	L	M	M
CO2	M	H	M	H	H	M	H	H	M	M
CO3	H	M	H	M	M	H	M	L	L	M
CO4	H	H	L	M	H	H	M	H	L	L
CO5	M	H	H	M	H	M	H	M	M	H

H-High; M-Medium; L-Low

23PMABAM102	DSC II: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS	SEMESTER-I	
Course Objectives: The Course aims <ul style="list-style-type: none">• To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.• To inculcate and enhance the data analytical skills and decision-making ability among the students• To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.• To recognize the principles and characteristics of the multivariate data analysis techniques.• To make the students understand the mathematical and statistical tools and techniques			
Credits:4		Total Hours:50	
UNIT	Details	No. of Hours	CO
I	Data Classification and Measures: Collection of Data – Classification of Data – Measures of Central Tendency (Mean, Median and Mode) – Measures of Dispersion (Range, Standard Deviation and Mean Deviation)	10	C1
II	Hypothesis Testing (Parametric Data): Hypothesis Testing – Meaning. Types, Errors and Procedure – Z test for Large Samples (One sample and two sample tests for population mean) – t test for small samples (One sample and two samples) – Analysis of Variance (ANOVA) for one way and two way classifications	10	C2
III	Hypothesis Testing (Non-Parametric Data): Sign Test for paired data – Rank sum tests – Mann Whitney U test – Kruskal Wallis H test – Chi-square test	10	C3
IV	Data Relationships and Time Series Analysis – Correlation Analysis – Types of Correlation – Karl Pearson’s co-efficient of correlation – Spearman’s Rank correlation – Regression Analysis – Time Series Analysis – Components of time series	10	C4
V	Probability Distributions – Probability – Basic definitions of Probability – Discrete Probability distribution (Binomial and Poisson) – Continuous Probability distribution (Normal Distribution)	10	C5

Text Books	
1	J K Sharma, Business Statistics, Sultan Chand & Sons Publications, 2020
2	S P Gupta, Statistical Methods, Sultan Chand & Sons Publications, 2014

Reference Books	
1	AmirD. Aczel, Jayavel Sounderpandian, P.Saravanan, Complete Business Statistics, Tata McGraw-Hill Publishing Company, 2017
2	David M.Levine, David F.Stephan, Business Statistics: A First Course, Pearson Education Asia, 2017
3	Johnson,R.A.,andWichern,D.W.,AppliedMultivariateStatisticalAnalysis, PHI LearningPvt.Ltd. 6th Edition, 2012.
4	Anderson, Sweeny, Williams, Cammand Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

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

COURSE OUTCOMES

After completing the course the students will be able to

CO1	Develop the data analytical skills and decision-making ability in real situations
CO2	Understand the statistical tools and techniques
CO3	Apply the various methods of data interpretation
CO4	Test the hypothesis for parametric and non-parametric data
CO5	Analyze the ideas of quantitative techniques for business decision making

MAPPING

PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	H	H	H	H	H	M	M	M	M
CO2	H	H	M	H	L	M	M	M	M	M
CO3	H	H	M	H	L	H	L	M	M	M
CO4	H	H	M	H	M	L	M	M	M	M
CO5	H	H	M	H	L	M	L	L	M	L

H-High; M-Medium; L-Low

23PBAM103	DSC III :MANAGING ORGANIZATIONAL BEHAVIOUR	SEMESTER-I	
Course Objectives: The Course aims <ul style="list-style-type: none">• To familiarize the students to the basic concepts of managing Organizational Behavior in order to aid in understanding how men behave in an organization.• To provide insights on Individual Differences, perception, learning, Attitudes values and motivation.• To throw light on Group Dynamics and Interpersonal Communication.• To elucidate on Leadership, Politics, Conflicts and Negotiation.• To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.			
Credits:4		Total Hours:50	
UNIT	Details	No. of Hours	CO
I	Introduction to Organizational Behavior: Historical background of OB- Concept Relevance of OB –Contributing disciplines-to the field of OB, challenges and opportunities for OB, foundations of Individual Behavior. Theory –social theory- Organizational Citizenship Behavior	10	C1
II	Individual Difference -Personality– concept and determinants of personality– theories of personality – type of theories– trait theory– psycho analytic theory- social learning theory–Erikson’s stages of Personality Development Chris Argyro is Immaturity to Maturity Continuum. Personality– Job fit. Perception: Meaning-Process– Factors influencing perception Attribution theory Learning: Classical, Operant and Social Cognitive Approaches– Managerial implications. Attitudes and Values: –Components, Attitude –Behavior relationship, formation, values. Motivation: Early Theories of Motivation–Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation–Self– Determination theory, Job Engagement, Goal Setting theory, Self–efficacy theory, Re–enforcement theory, Equity theory, Expectancy theory.	10	C2

III	Group Dynamics – Foundations of Group Behavior–Group and Team–Stages of Group Development– Factors affecting Group and Team Performance–Group Decision making Interpersonal Communication – Communication Process–Barriers to Communication–Guidelines for Effective Communication	10	C3
IV	Leadership – Trait, Behavioral and Contingency theories, Leaders vs. Managers Power and Politics : Sources of Power – Political Behavior in Organizations– Managing–Politics. Conflict and Negotiation : Sources and Types of Conflict–Negotiation Strategies– Negotiation Process.	10	C4
V	Work Stress : Stressors in the Workplace –Individual Differences on Experiencing Stress–Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance– Creating and Sustaining Culture. Emotional Intelligence , Work Life Integration Practices. Knowledge based enterprise-systems and Processes; Networked and virtual organizations.	10	C5

Text Books

1	Prasad .L.M., Organizational Behavior ,Sultan Chand and Sons, 2019
2	C.B.Guptha, A TextbookOfOrganisationalBehaviours,S.Chand&Company,2019

Reference Book

1	K. Aswattappa, Organizational Behavior, Himalaya Publishing House, 12thEdition, 2016.
2	Luthans, F.Organizational Behaviour, 12thEdition, Tata McGraw Hill Education, 2017.
3	McShane, S.L., VonGlinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt.Ltd. 2011.
4	Stephen Probing, Timothy. Judge and Neharika Vohra, Essentials of Organizational Behavior, 18th Edition, Pearson Education, 2019.

Web References	
1	www.himpub.com
2	https://iedunote.com/organisational-behaviour
3	www.yourarticlelibrary.com/organisation/
4	Journal of Organizational Behavior– wiley Online Library

COURSE OUTCOMES

After completing the course the students will be able to

CO1	Possess the knowledge on the basic concepts of managing Organizational Behavior in order to aid in understanding how an men behave in an organization
CO2	Possess knowledge on Individual Differences ,perception, learning, Attitudes values and motivation
CO3	Have insights on Group Dynamics and Interpersonal Communication
CO4	Learn Leadership, Politics, Conflicts and Negotiation.
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.

MAPPING

PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	M	M	H	H	H	M	H	M
CO2	M	L	M	M	M	M	M	M	L	M
CO3	M	M	M	M	M	M	L	M	M	L
CO4	M	M	M	M	M	L	M	M	M	M
CO5	M	M	M	M	H	M	M	H	M	H

H-High; M-Medium; L-Low

23PBAM104	DSC IV: ACCOUNTING FOR MANAGERS	SEMESTER- I	
Course Objectives: The Course aims <ul style="list-style-type: none">• To acquaint the students with the fundamentals of principles, financial, cost and management accounting.• To enable the students to prepare, analyses and interpret financial statements.• To acquaint the students with the tools and techniques of financial analysis.• To enable the students to take decisions using management accounting tools.• To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.			
Credits:4		Total Hours:50	
UNIT	CONTENTS	Hrs	CO
I	Financial Accounting – Meaning - Objectives -functions. Branches of Accounting: Financial, Cost and Management Accounting-Accounting Concepts and conventions. Journal–Ledger –Trial Balance– Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards-IFRS	10	CO1
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement- Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement– problem.	10	CO2
III	Marginal Costing-Definition-distinction between marginal costing and absorption costing-Breakeven point Analysis -Contribution Ratio, margin of safety -Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems.	10	CO3
IV	Budget, Budgeting, and Budgeting Control- Types of Budgets- Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	10	CO4

V	Cost Accounting: Meaning– Objectives-Elements of Cost–Cost Sheet (Problems)–classification of cost– Cost Unit and Cost Centre–Methods of Costing– Techniques of Costing. Standard costing and variance analysis Reporting to Management–Uses of Accounting information in Managerial decision- making. Reporting - Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.	10	CO5
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Text Book	
1	Gupta,A.,FinancialAccountingforManagement:AnAnalyticalPerspective, 5th Edition, Pearson, 2016.

Reference Books	
1	Khan,M.Y. and Jain,P.K., Management Accounting: Text, Problems and Cases, 8 th Edition, Tata McGraw Hill Education Pvt. Ltd. 2021.
2	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management–a holistic perspective- Edn.1,2014publishedbyS.N.Corporate Management Consultants Private Limited
3	Horngren,C.T.,Sundem,G.L.,Stratton,W.O.,Burgstahler,D.andSchatzberg, J., 16th Edition, Pearson, 2013
4	Noreen,E., Brewer,P. and Garrison,R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd. 2009.
5	Rustagi,R.P., Management Accounting, 2 nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

Web References	
1	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf
2	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf
3	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf
4	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting
CO2	Be able to prepare, analyze and interpret financial statements
CO3	Be able to use the tools and techniques of financial analysis.
CO4	Be able to take decisions using management accounting tools.
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.

MAPPING

PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	M	M	M	H	M	L	M	L
CO2	M	M	M	H	M	M	M	M	M	M
CO3	M	M	M	M	M	M	M	M	M	M
CO4	M	M	L	M	M	M	M	M	M	M
CO5	M	M	M	M	M	M	M	M	H	M

H-High; M-Medium; L-Low

23PBAM105	DSC V :MANAGERIAL ECONOMICS	SEMESTER- I	
Course Objectives The Course aims <ul style="list-style-type: none">• To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.• To understand the concept of utility and demand analysis and demand forecasting.• To know about production function and market structure.• To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.• To provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.			
Credits:4		Total Hours:50	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Definition of Managerial Economics. Decision-making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle-Micro and Macro Economics.	10	CO1
II	Utility Analysis and the Demand Curve: Elasticity of Demand- Demand Analysis: Basic Concepts and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis– Consumer Behavior-Consumer Equilibrium	10	CO2
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production ISO quant’s– ISO cost Lines Estimating Production Functions>Returns to Scale–Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost– Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.	10	CO3

IV	Macro Economic Variables – National Income-Concepts– Gross Domestic Product, Gross National Product, Net National Product– Measurement of National Income, Savings, Investment - Business Cycles and Contract cyclical Policies – Role of Economic Policy–Indian Economic Planning	10	CO4
V	Commodity and Money Market : Demand and Supply of Money –Money Market Equilibrium– Monetary Policy–Inflation–Deflation–Stagflation-Role of Fiscal Policies- Indian Fiscal Policies- Government Policy towards Foreign Capital and Foreign Collaborations– Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	10	CO5
Text Book			
1	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.		

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

Web References	
1	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530

2	http://www.onlinevideolecture.com/mbaprograms/kmpetrov/managerialeconomics/?courseid=4207
3	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857
4	The Indian Economic Journal-SAGE Journals

COURSE OUTCOMES (CO)

After completing the course the students will be able to

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

MAPPING

PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	M	L	M	H	M	H	L	M
CO2	M	M	L	M	H	M	H	M	M	M
CO3	M	M	M	H	M	M	L	L	L	L
CO4	M	M	M	M	M	M	M	M	M	H
CO5	M	M	H	M	M	M	L	M	M	M

H-High; M-Medium; L-Low

23PBAM106	DSC VI :LEGAL SYSTEMS IN BUSINESS	SEMESTER- I	
Course Objectives The Course aims <ul style="list-style-type: none">• To create knowledge and understanding on law of contracts.• To describe about sale of goods and Negotiable instrument act.• To have an overall understanding about partnership act and company law.• To familiarize various labor laws for effective administration of Human Resource of an organization• To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property rights.			
Credits:4		Total Hours:50	
UNIT	CONTENTS	Hrs	CO
I	The Law of Contracts : Definition of Contact Offer and Acceptance–Essential Elements of a Valid Contract: Free Consent–Competency of Parties–Lawful Consideration –Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts– Performance of Contracts– Privity of Contracts–Assignment of Contracts–By Whom Contract must be Performed– Time and Place of Performance–Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts: By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts– Remedies for Breach of Contracts.	10	CO1
II	Sale of Goods Act: Definition of a Sale and a Contract of Sale–Difference between (1)Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties–Passing of Property of Goods – Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes– Definition and Characteristics	10	CO2
III	Partnership Act: Evolution–Definition of Partnership– Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of Organisation– Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.	10	CO3

IV	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986-Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976-Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013 –Contract Labour (Regulation and Abolition) Act – Four Labour Codes and Rules-RTI Act 2005.	10	CO4
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	10	CO5
Text Book			
1	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.		

Reference Books	
1	Rao, P.M., Mercantile Law, PHI Learning, 2011.
2	Majumdar, A.K. and Kapoor, G.K., Company Law, 15 th Edition, Taxmann Publications Pvt. Ltd., 2012.
3	Majumdar, A.K. and Kapoor, G.K., Company Law and Practice, 17 th Edition, Taxmann Publications Pvt. Ltd., 2012.
4	Intellectual Property Laws, Universal Law Publishing, 2012.
5	Daniel Albuquerque, Legal systems in Business, Oxford University Press India, 2 nd Edition, 2015.

Web References	
1	http://www.legalserviceindia.com/article/
2	http://www.freebookcentre.net/Law/Law-Books.html 2
3	https://www.mooc-list.com/course/business-law-wma
4	https://ilj.law.indiana.edu/

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Have knowledge on understandings on law of contract.
CO2	Know the sale of Goods & Negotiable instrument act.
CO3	Have understandings on partnership and company law
CO4	Have familiarize with various labour laws.
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.

MAPPING

PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	M	H	M	M	L	H	M	L
CO2	H	M	M	H	M	M	L	H	M	M
CO3	H	H	L	H	M	M	M	H	M	L
CO4	H	H	M	H	H	M	M	H	M	L
CO5	H	H	M	H	M	M	M	H	M	L

H-High; M-Medium; Low

23PBAMP101	DSC PRACTICAL I: EXECUTIVE COMMUNICATION & BUSINESS ETIQUETTE	SEMESTER- I	
Course Objectives The Course aims <ul style="list-style-type: none">• To make the customer realize that you can provide them with information and other essential things.• To develop the skill of writing business proposals, conducting meetings, interviews.• To acquire knowledge on Business etiquette, work place behavior, attire.• To explore Tech etiquette in using various telecommunication channels, devices.• To ascertain Multi-cultural challenges, sensitivity to emerging issues in etiquette.			
Credits:2		Total Hours:36	
Unit	CONTENTS	Hrs	CO
I	Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Face-to-face Communication. Other Modes of Communication. Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps.	9	C1
II	Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences-Participating in Debates and Group Discussions-Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	9	C2
III	Business Etiquettes: Greetings and Introductions: Making introductions and greeting people- Greeting Components-The protocol of shaking hands- Introductions-Introductory scenarios-Addressing individuals.	9	C3

IV	Telephone Etiquette: Cell phone etiquette –Social Media Usage etiquette- Telephone etiquette guidelines- Mastering the telephone courtesy-Active listening- Putting callers on hold-Transferring a call- Screening calls-Taking a message-Voice Mail-Closing the call- Handling rude or impatient clients. Internet & email etiquette: Internet usage in the workplace Email-Netiquette-Online chat-Online chat etiquette -Online chat etiquette guidelines.	9	C4
V	Business Attire & Professionalism: Business style and professional image- Dress code - Guidelines for appropriate business attire Grooming for success - Multicultural dressing Diversity Management-Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices.	9	C5

Text Books

1. Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed.,2008.

Reference Books

1	Chaturvedi, Business Communication, Person, 2 edition, 2011
2	Bovec L. Court land and JohnV. Thill, Business Communication Today, 10ed., Pearson Education, New Delhi, 2011.
3	American Management Association, The AMAH and book of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting,2010.
4	Mehra,S.K.(2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins
5	Pachter,B .(2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
6	Past,K.(2008).IndianBusinessEtiquette:1(Firstedition).AhmedabadJaico Publishing House.
	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Development of skills on developing Business Correspondence, Reports and Proposals
CO2	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.
CO3	Learn using business etiquette at workplace, Principles of exceptional work behaviour
CO4	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.
CO5	Be familiarized with the Successful handling of Multi- cultural challenge, emerging issues in etiquette.

MAPPING

PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	H	M	M	L	H	H	L
CO2	M	H	H	M	M	L	L	H	H	M
CO3	H	M	L	M	M	M	H	L	M	L
CO4	H	L	M	H	M	L	L	H	M	L
CO5	H	L	M	H	M	L	L	L	L	L

H-High; M-Medium; Low

23PBAM201	DSC VII: OPERATIONS MANAGEMENT	SEMESTER- II	
Note: 60% of the questions shall be theory based and 40% of the questions shall be problem based.			
Course Objectives			
The Course aims			
<ul style="list-style-type: none">• To familiarize the students with operations management concepts.• To provide competence in the use of different tools and techniques used in operations management.			
Credits:3		Total Hours:50	
UNIT	CONTENTS	Hrs	CO
I	Operations Management: Introduction - production of good versus delivery of services - scope of operations management - Historical evolution of operations management – Difference between Production and Operations Management- Operations and competitiveness - strategic operations management decision areas. Productivity-computing productivity - factors that affect productivity - improving productivity.	10	CO1
II	Product design process - Quality function deployment - Basics of Value analysis / Value engineering - Designing for Manufacture and Assembly - Process Selection: Process types - product - process matrix. Breakeven analysis for equipment selection (with problems) - Work measurement techniques: Time study - Standard time measurement (with problems) - Application of learning curve.	10	CO2
III	Facility layout: Basic production layout formats - Product layout - Process layout - Fixed position layout - combination layout -Cellular layout - FMS - service layouts - Line balancing (with problems). Facility location: Nature of location decision - general procedure - factors affecting location - Evaluating location alternatives: Factor rating method - Centre of gravity method (with problems).	10	CO3
IV	Quality management: evolution - contributions of quality gurus - Dimensions of quality - determinants of quality - benefits of good quality - costs of quality. Quality awards and certification. Total quality management - six sigma - seven basic quality tools. Statistical process control: control	10	CO4

	charts for variables and attributes (with problems). Acceptance sampling: operating characteristics curve.		
V	Inventory Management: Functions of inventory - objectives of Inventory control - requirements for effective inventory management - classification system - ABC approach (with problems) - Basic economic order quantity model (with problems) - Economic production quantity. Material requirements planning - overview -MRP inputs - processing - outputs - other considerations - benefits (with problems) - ERP – the ABCs of ERP - ERP in services - Mistakes in ERP.	10	CO5

Text Book	
1	<i>William J. Stevenson.2009. Operations Management.</i> [Ninth Edition]. Tata McGraw Hill, New Delhi.
Reference Books	
1	<i>Richard B. Chase, Nicholas J. Aquilano and Robert Jacobs, F. 2008.Operations Management for Competitive Advantage.</i> [Eleventh Edition]. Tata McGraw-Hill, New Delhi.
2	<i>Panneerselvam, R. 2012. Production and Operations management.</i> [Third Edition]. Prentice Hall of India, New Delhi.
3	<i>Chary, S N. 2013. Production and Operations Management.</i> [Fifth Edition]. Tata McGraw-Hill, New Delhi.
4	<i>KaniskaBedi. 2007. Production and Operation Management.</i> [Second Edition].Oxford University Press, New Delhi.
Web References	
1	https://www.investopedia.com/terms/o/operations-management.asp
2	https://www.helpwithassignment.com/blog/operations-management-product-design-from-help-with-assignment/
3	https://www.investopedia.com/terms/i/inventory-management.asp

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Understand the scope of operations management to improve productivity.
CO2	Analyze the product design process and process selection
CO3	Outline the product and process layout and evaluate the location alternatives
CO4	Utilize the various quality management tools to optimize the quality in operations management
CO5	Design inventory management system

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	L	M	M	H	M	M	H	M
CO2	M	H	H	M	M	L	M	L	M	M
CO3	H	M	L	L	M	M	M	M	M	M
CO4	H	M	H	L	L	M	M	M	M	M
CO5	M	H	M	M	H	M	L	M	M	M

H-High; M-Medium; L-Low

23PBAM202	DSC VIII: FINANCIAL MANAGEMENT	SEMESTER- II	
Note: 60% of the questions shall be theory based and 40% of the questions shall be problem based.			
Course Objectives			
The Course aims			
<ul style="list-style-type: none">The objective of this course is to introduce the students to the basic tools and techniques used in modern financial management.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Foundations of Finance: Finance - Meaning - Definition - Scope - Objectives - Profit maximization versus wealth maximization - Finance function - Emerging role of finance manager - Agency problem - Time value of money.	10	CO1
II	Investment Decisions: Capital Budgeting - Principles and techniques - Nature of capital budgeting- Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Capital rationing – Risk return analysis - Concept and measurement of cost of capital - Specific cost and overall cost of capital.	10	CO2
III	Financing and Dividend Decisions: Sources of funds - Capital structure theories - Cost of capital: Significance - Computation of Weighted Average Cost of Capital (WACC) - Leverage: Operating, Financial and Combined leverage - Capital structure versus Financial structure - Point of Indifference - EBIT - EPS Analysis – Cash Management.	10	CO3
IV	Dividend Decisions: Dividend policy - Forms of dividend policy - Irrelevance concept of dividend - MM approach - Relevance concept of dividend – Walter’s and Gordon’s approach - Factors affecting dividend policy.	10	CO4

V	Working Capital Management: Working Capital Management - Definition, concept and objectives - working capital policies - factors affecting working capital requirements - forecasting working capital requirements - Cash management, Inventory management and receivables management.	10	CO5
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Text Book

1	<i>Khan, M. and Jain, P. 2011. Financial Management Principles and Practice.</i> [Sixth Edition]. Tata McGraw Hill, New Delhi.
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Reference Book

1	<i>Pandey, I.M. 2008. Financial Management.</i> [Tenth Edition]. Vikas Publishing House Private Ltd, New Delhi.
2	<i>Maheswari, S.N.2009. Financial Management Principles and Practice.</i> [Seventh Edition]. Sultan Chand and Sons, New Delhi.
3	<i>Prasanna Chandra. 2008. Fundamentals of Financial Management.</i> [Seventh Edition]. Tata McGraw Hill, New Delhi.
4	<i>Van Horne and Wachowicz, J.R.2009. Fundamentals of Financial Management.</i> [Thirteenth Edition]. PHI Learning Private Ltd., New Delhi.

Web References

1	https://www.managementstudyguide.com/financial-management.htm
2	https://www.investopedia.com/terms/c/capitalbudgeting.asp
3	https://www.investopedia.com/terms/w/workingcapitalmanagement.asp

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Understand the overall role and importance of the finance functions and basic finance management knowledge.
CO2	Estimate the required return on projects of differing risk and its application in evaluating investment decisions and describe the capital budgeting techniques to make investment decisions.
CO3	List the primary sources of capital and incorporate their cost when making dividend decisions and also make a recommendation to accept or reject the project.
CO4	Integrate student knowledge to evaluate the finance and dividend decisions and calculate the cost of debt, equity and capital.
CO5	Understand the working capital, cash, receivables and inventory management for the development of an organization.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	L	M	L	H	L	M	M	M
CO2	M	M	M	M	M	M	M	M	H	M
CO3	M	M	M	M	M	M	M	M	M	M
CO4	M	M	M	M	M	M	M	L	M	M
CO5	M	M	M	H	M	M	M	M	M	M

H-High; M-Medium; L-Low

23PBAM203	DSC IX: HUMAN RESOURCE MANAGEMENT	SEMESTER- II	
Course Objectives The Course aims 1. To initiate the learners into the basics and the nuances of the management of human resources. 2. To familiarize them with the practical applications of management principles in the management of people.			
Credits:3		Total Hours:50	
UNIT	CONTENTS	Hrs	CO
I	Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organization of HR departments - Line and staff functions - Role of HR Managers- Human resource policies – Human resource accounting and audit.	10	CO1
II	Job analysis: Methods - IT and computerized skill inventory - Writing job specification - HR and the responsive organization. Recruitment and selection process: Employment planning and forecasting - Building employee commitment: Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet. Employee Testing &selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.	10	CO2
III	Orientation &Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organization. Management Developments - Key factor for success. Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions and transfers.	10	CO3

IV	<p>Establishing Pay plans: Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerized job evaluation.</p> <p>Pay for performance and Financial incentives: Money and motivation - incentives for operations - Organization wide incentive plans - Practices in Indian organizations.</p> <p>Benefits and services: Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.</p>	10	CO4
V	<p>Managing careers: Roles in career planning and development- Managing promotions and transfers - Retirement – Succession Planning.</p> <p>Employee Discipline and privacy - Causes of accidents -Preventing accidents - Workplace health hazards: Problems and remedies - Recent trends in HR practices and Future of HRM – Ethics in HRM.</p>	10	CO5

Text Book	
1	<i>Gary Dessler.2012.HumanResource Management.</i> [Thirteenth Edition]. Prentice Hall of India Pvt. Limited, New Delhi.
Reference Books	
1	<i>Aswathappa, K. 2013. Human Resource Management.</i> [Seventh Edition].Tata McGraw Hill Publishing Company Limited, New Delhi.
2	<i>Mamoria, C.B and Gankar, S.V.2013. A Textbook of Human ResourceManagement.</i> [Seventh Edition]. Himalaya Publication House, New Delhi.
3	<i>V.S.P Rao 2010. Human Resource Management: Text and cases.</i> [Third Edition]. Excel Books, New Delhi.
Web References	
1	https://en.wikipedia.org/wiki/Human_resource_management
2	https://www.economicdiscussion.net/human-resource-management/job-analysis-in-hrm/31863
3	https://www.cliffsnotes.com/study-guides/principles-of-management/staffing-and-human-resource-management/orientation-and-training-programs

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Identify the role of HRM in creating organization's competitive advantage.
CO2	Formulate job analysis and effective human resource planning and to Design an appropriate technique to recruit employees
CO3	Develop, implement and evaluate employee orientation, training and appraisal programmes.
CO4	Design and provide proper compensation and rewards for the employees.
CO5	Design career planning and manage the necessary benefits to be provided for the employees.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	H	M	H	M	H	L	M	M	H
CO2	M	M	M	L	M	M	L	M	M	M
CO3	M	L	M	M	L	M	M	M	M	M
CO4	L	M	M	M	M	M	M	M	M	M
CO5	M	M	H	M	H	M	M	M	M	H

H-High; M-Medium; L-Low

23PBAM204	DSC X: MARKETING MANAGEMENT	SEMESTER- II	
Course Objectives The Course aims <ul style="list-style-type: none">To facilitate learners understand the concepts of marketing management and acquiring the required skills to be an effective marketing manager.			
Credits:4		Total Hours:50	
UNIT	CONTENTS	Hrs	CO
I	Marketing: Definition, importance and scope - Core marketing concepts, Company orientation towards marketplace - Marketing and customer value - Creating value and customer relationship - Analyzing consumer markets - Identifying market segments and targets.	10	CO1
II	Product characteristics and classifications - Product differentiation - Product and brand relationship - Packaging and labeling- New product development - Product life cycle marketing strategies - Brand equity - Measuring brand equity - Devising a branding strategy - Crafting the brand positioning.	10	CO2
III	Pricing: Understanding pricing - Setting the price - Pricing Methods - Adapting the price - Initiating and responding to price changes. Physical distribution: Marketing channels and value networks - Role of marketing channels - Channel design decisions - Channel management decisions - Channel conflict management.	10	CO3
IV	Retailing - Private Labels - Wholesaling - Market logistics - Promotion: Role of marketing communication - Developing effective communication - Deciding the communication mix - Advertising (objective, budget) - Sales promotion (objectives, major decisions) - Events and experiences, Public relations.	10	CO4

V	Direct marketing- Interactive marketing - word-of-mouth Personal selling: Designing and managing sales force - Principles of personal selling - Trends in marketing practices: Digital marketing- Socially responsible marketing - Marketing implementation and control - Ethics in marketing -Future of marketing.	10	CO5
Text Book			
1	<i>Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha.2012. Marketing Management.</i> [Fourteenth Edition]. Pearson Education, New Delhi.		
Reference Books			
1	<i>Ramaswamy, V.S and Namakumari S, 2009. Marketing Management.</i> [Third Edition].Macmillan India Ltd, New Delhi.		
2	<i>R.S.N.Pillai and Bagavathi, 2012. Marketing Management. S.Chand& Company ltd.,</i>		
Web References			
1	https://en.wikipedia.org/wiki/Marketing_management		
2	https://www.tutorialspoint.com/marketing_management/marketing_management_pricing_decision.htm		
3	https://www.investopedia.com/terms/d/direct-marketing.asp		

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Identify core concepts of marketing and the role of marketing in business and society.
CO2	Plan the product characteristics, packaging and labeling and also craft the brand positioning.
CO3	Analyse the various pricing strategies and channel of distribution.
CO4	Create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
CO5	Design and manage sales force ethically.

MAPPING

PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	M	M	H	L	M	L	M
CO2	H	M	M	M	L	M	M	L	M	H
CO3	M	M	M	H	M	M	M	M	H	M
CO4	M	M	H	H	M	M	M	M	M	M
CO5	M	M	L	M	M	M	M	H	M	M

H-High; M-Medium; L-Low

23PMABAM205	DSC XI: OPERATIONS RESEARCH	SEMESTER- II	
Note: 20% of the questions shall be theory based and 80% of the questions shall be problem based.			
Course Objectives			
The Course aims			
<ul style="list-style-type: none">• To enhance the idea of model building, testing the model and finding the solution for the model.• To develop the decision-making skills in competitive situations.• To increase the creative ability of a decision-maker.			
Credits:4		Total Hours:50	
UNIT	CONTENTS	Hrs	CO
I	Operations Research (OR): Introduction - Scope of OR - Phases of OR- Applications of OR in functional areas of management - Models in OR - Methods for solving OR models. Linear Programming Problem (LPP): Mathematical formulation of a LPP - Solving LPP by Graphical method- Solving LPP by Simplex method.	10	CO1
II	Transportation Problems: Mathematical formulation of a transportation problem - Finding initial basic feasible solution by North-west corner rule, Least cost method, Vogel's approximation method - Finding optimum solution by MODI method. Assignment Problems: Mathematical formulation of an assignment problem - Solving assignment problem by Hungarian assignment method - Travelling salesman problem.	10	CO2
III	Game theory: Two-person zero-sum games with saddle point and without saddle point - Dominance rule - Graphical method for (2×n) and (m×2) games. Decision theory: Decision making environment - Decisions under uncertainty -Decisions under risk - Decision tree analysis.	10	CO3
IV	Queuing theory: Queuing system - Characteristics of a queuing system - Various queuing models - Single server model with infinite system capacity - Single server model with finite system capacity. Sequencing problem: Processing 'n' jobs through 2 machines - Processing 'n' jobs through 3 machines - Processing 'n' jobs through 'm' machines.	10	CO4

V	Replacement models: Replacement policy for equipment which Deteriorates gradually (money value changes with time and money value does not change with time) - Replacement policy for items that fail suddenly. Network Analysis: Construction of networks- Critical Path Method-(CPM) Programme Evaluation and Review Techniques (PERT).	10	CO5
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Text Book

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| 1 | Vohra, N.D. 2009. Quantitative Techniques in Management. [Fourth Edition]. Tata McGraw Hill, New Delhi. |
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Reference Books

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|---|---|
| 1 | <i>Sharma, J.K. 2013. Operations Research: Theory and Applications.</i> [Fifth Edition]. McMillan India Ltd., New Delhi. |
| 2 | <i>Hamdy ATaha. 2010. Operations Research: An Introduction.</i> [Ninth Edition] Prentice Hall of India Pvt. Ltd., New Delhi. |
| 3 | <i>Kanti Swarup, Gupta.P.K. and Manmohan. 2012. Operations Research.</i> [Sixteenth Edition]. Sultan Chand and Sons. New Delhi. |
| 4 | <i>Gupta, P.K. and Hira, D.S. 2011. Operations Research.</i> [Tenth Edition]. Sultan Chand and Sons. New Delhi. |

Web References

- | | |
|---|---|
| 1 | https://www.informs.org/Explore/Operations-Research-Analytics |
| 2 | http://www.universalteacherpublications.com/univ/ebooks/or/Ch13/intro.htm |
| 3 | https://www.investopedia.com/terms/g/gametheory.asp |

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Identify and develop operational research models from the verbal description of the real system.
CO2	Understand the mathematical tools that are needed to solve optimization problems.
CO3	Apply the mathematical software to solve the proposed models
CO4	Develop a report that describes the model and the solving techniques
CO5	Know the decision-making processes in Management.

MAPPING

PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	M	H	L	H	M	M	M	M
CO2	M	H	H	M	M	M	M	M	M	M
CO3	M	M	H	H	M	H	L	M	M	M
CO4	H	M	M	H	H	L	M	M	M	M
CO5	M	M	L	M	H	M	L	L	M	L

H-High; M-Medium; L-Low

23PCSBAMP201	DSC PRACTICAL II:COMPUTER APPLICATIONS FOR MANAGERS	SEMESTER- II	
Course Objectives: The Course aims <ul style="list-style-type: none">• To make expertise in MS office packages to make their back office management effectively.• To make clear understanding in static web page design using HTML.			
Credits:2		Total Hours:15	
UNIT	CONTENTS	Hrs	CO
I	Microsoft Word 1. Create your own Resume in MS-Word. 2. Create a Newspaper which includes Main Heading - Sub heading – Pictures - Graphs and news in double column format using MS-Word. 3. Using Mail Merge feature of MS-Word send letters to three different companies seeking different jobs with different salary. 4. Create a Template of not less than 15 statements (.dot file) in MS- Word.	3	CO1
II	Microsoft Excel 5. Multiple regression analysis Create different type of Charts for your company yearly sales in all the regions.	3	CO2
III	Microsoft PowerPoint 6. Create a presentation for marketing the products of a company. 7. Create a presentation to market a particular product using audio and video.	3	CO3
IV	Microsoft Access 8. Create a database for student personal details using MS-Access. 9. Create a form to entering data in student personal details using MS- Access.	3	CO4
V	Hypertext Markup Language (HTML) 10. Prepare student marks statement using HTML. 11. Design a college website using HTML.	3	CO5

Web References

1	https://www.guru99.com/net-framework.html
2	https://www.tutorialspoint.com/java

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Know about Microsoft word for better business written communications
CO2	Practice the Excel calculations and various types of charts for graphical representations.
CO3	Apply Design templates for effective slide presentation
CO4	Know about the Data Base Management in single user environment
CO5	Know about basic HTML tags and apply it to make static web pages

23PVE201	VALUE EDUCATION: HUMAN RIGHTS	SEMESTER- II	
Course Objectives The Course aims <ul style="list-style-type: none">To make the students to understand the concepts of human rights.			
Credits:2		TotalHours:25	
UNIT	CONTENTS	Hrs	CO
I	Human Rights: Definition - Historical Evolution - Classification of Rights - Universal Declaration of Human Rights - International Covenants on Economic and Social Rights - Constitutional Provision for Human Rights - Fundamental Rights - Directive Principles of the State Policy - Indian Constitution.	5	CO1
II	Civil and Political Rights: Right to Work - Right to Personal Freedom - Right to Freedom of Expression - Right to Property - Right to Education - Right to Equality-Right to Religion - Right to Form Associations and Unions - Right to Movement-Right to Family - Right to Contract - Right to Constitutional Remedies-Right to Vote and Contest in Elections - Right to Hold Public Offices-Right to Petition-Right to Information- Right to Criticize the Government-Right to Democratic Governance.	5	CO2
III	Economic Rights: Right to Work - Right to Adequate Wages - Right to Reasonable Hours of Work - Right to Fair Working Conditions - Right to Self Government in Industry - Customer Rights - Social and Cultural Rights - Right to Life - Right to Clean Environment.	5	CO3
IV	Women's Rights: Right to Inheritance - Right to Marriage – Divorce and Remarry -Right to Adoption - Right to Education - Right to Employment and Career. Advancement - Rights Relating to Dowry - Right for Equality - Right for Safe Working Conditions - Children's Rights - Right to Protection and Care – Right to Education - Issues Related with Infanticide - Street Children – Child Labour-Bonded Labour - Refugees Rights - Minority Rights - Dalit Rights-Tribal Rights- Nomads Rights.	5	CO4

V	Human Rights Violation: International, National, Regional Level Organizations to Protect Human Rights - UNO - National Commission for Human Rights - State Commissions - Non Governmental Organizations and Human Rights - Amnesty Terrorism and Human Rights - Emergency and Human Rights - Judiciary and Human Rights - Media and Human Rights - Police and Human Rights.	5	CO5
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Reference Books	
1	<i>PaulSingh. Human Rights and Legal System.</i> Himalaya Publishing House, New Delhi.

Web References	
1	https://idwfed.org/en/about-us-1/idwf-constitution
2	https://www.womenlawsindia.com/legal-awareness/women-rights-in-india/
3	https://projectworldimpact.com/cause/Human-Trafficking

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Understand the core principles of human rights philosophy
CO2	Know the importance and functions of human rights commission
CO3	Apply their rights for democracy, human rights and gender equality
CO4	Know the rights from the Governance, economic and social development through various Acts
CO5	Understand the right to information Act, rights for women, children, Nomads, refugees and various sector of people in our country

23PLS201	NCC : CAREER COMPETENCY SKILLS - I	SEMESTER - II	
Course Objectives: The course aims <ul style="list-style-type: none">To impart knowledge on the Aptitude.To enhance employability skills and to develop career competency.			
Credits:2 Hours:15		Total	
UNIT	CONTENTS	Hrs	CO
I	Solving Simultaneous Equations Faster - Number System : HCF, LCM - Square roots and Cube roots - Averages	3	CO1
II	Problems on Numbers -Problems on Ages	3	CO2
III	Calendar - Clocks - Pipes and Cisterns	3	CO3
IV	Time and Work - Time and Distance	3	CO4
V	Ratio and Proportion - Partnership - Chain Rule	3	CO5
Total Hours: 15			

Text Book:	
1	<i>Aggarwal R.S. 2013. Quantitative Aptitude. [Seventh Revised Edition]. S.Chand & Co., New Delhi.</i>
Reference Book :	
1	<i>Quantitative Aptitude for Competitive Examinations, Abhijith Guha, 5th Edition, Tata McGraw Hill, 2015, New Delhi.</i>

23PBAM301	DSC XI: STRATEGIC MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none">To enable the students to understand formulation and execution of strategies at different levels and in different areas.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Strategy – Identifying a company’s strategy – Strategy and quest for competitive advantage – Proactive and reactive nature of strategy. Process of crafting and executing strategy: Strategic vision – Linking vision with values – Strategic intent – Strategy making pyramid – Role of board of directors in the strategy making and executive process.	10	CO1
II	Analysing a company’s environment – Components of a company’s macro, industry and competitive environment – Industry’s dominant economic features – Five forces model of competition – Identifying industry’s driving forces – Identifying rivals’ market positions – Key Success Factors. Analysing a company’s resources and competitive position – Identifying company resource strengths and competitive capabilities – Identifying company resource weaknesses and competitive deficiencies – Identifying opportunities and threats – Concept of company value chain.	10	CO2
III	Five generic competitive strategies: Low-cost provider, Differentiation, Best-cost provider and Focused strategies (Low-cost and differentiation). Beyond competitive strategy: Strategic alliances and collaborative partnerships, Mergers and acquisitions, Vertical integration – Outsourcing – Offensive strategies – Defensive strategies– First mover advantages and disadvantages.	10	CO3
IV	Tailoring strategy to fit specific industry and company situations: Emerging industries, Turbulent high velocity markets, Maturing industries, Stagnant declining industries, Fragmented industries, Sustaining rapid company growth, Industry leaders, Runner-up firms and Weak crisis ridden businesses. Ten commandments of crafting successful business strategy. Diversification – Strategies for entering new businesses – related versus unrelated diversification – Combination. Evaluation the diversification strategy – BCG Matrix and GE Matrix.	10	CO4
V	Strategy Execution: Principal managerial components of the strategy execution process – Three components of building a capable organization – Managing internal operations – Corporate	10	CO5

	culture and leadership. Strategic evaluation and control: Strategic evaluation- importance, barriers, evaluation criteria, Strategic control-operational control-process –techniques-effective control system– Business ethics and corporate social responsibility.		
Text Book			
1	Arthur A.Thompson Jr, A.J.Strickland III, John E.Gamble and Arun K. Jain. 2009.” Crafting and Executing strategy: The quest for competitive advantage, concepts and cases ”. [Fourteenth Edition]. Tata Mc-Graw hill Publishing Company Ltd, New Delhi.		
Reference Books			
1	Azhar Kazmi. 2008.” Business Policy & Strategic Management ”. [Third Edition]. Tata McGraw-Hill Publishing Company Ltd. New Delhi.		
2	Thomas L. Wheelen, J. David Hunger. 2004. “ Concepts of Strategic Management and Business Policy ”.		
3	Fred R.David. 2008. “ Strategic Management: Concepts and cases ” [Second Edition]. Pearson Education. New Delhi.		
4	Mathur.U.C. 2005. “ Strategic Management ”. [Fifth Edition]. Mac Millan India Ltd.Chennai.		
5	Charles W.L.Hill & Gareth R.Jones. 1998.” Strategic Management Theory: An Integrated approach ”. [Second Edition]. All India Publisher and Distributors. Chennai		
Web References			
1	https://www.managementstudyguide.com/strategic-management.htm		
2	https://www.techtargget.com/searchcio/definition/strategic-management		
3	https://hbr.org/2008/06/the-secrets-to-successful-strategy-execution http://www.businessbecause.com/		

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Outline the strategy, vision and mission for the organisation
CO2	Evaluate the companies' external and internal environment through SWOT and PESTEL analysis.
CO3	Identify the competitive strategies for the companies/ firms portfolio management
CO4	Create strategy to fit specific industry and company situations
CO5	Execute the strategy formulated with ethics and social responsibility.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	L	M	M	M	L	M	H	L
CO2	M	H	M	H	M	H	M	H	L	M
CO3	H	M	M	H	L	M	M	M	H	M
CO4	M	M	M	L	M	L	M	M	M	H
CO5	M	M	M	M	M	M	M	M	M	M

H-High; M-Medium; L-Low

23PBAM302	DSC XII: BUSINESS RESEARCH METHODS	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none">To familiarise the students to the principles of scientific methodology in business enquiryTo develop analytical skills of business research; to develop the skills for scientific Communications.			
Credits:3		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.	10	CO1
II	Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.	10	CO2
III	Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non–probability sampling methods.	10	CO3
IV	Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.	10	CO4
V	Field work and Research report – Questionnaire – Field Study - Different types of research reports – Contents of report – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – final proof – report format – plagiarism-e-research-ethics in research.	10	CO5

Text Book	
1	<i>Donald R. Cooper, Pamela S. Schindler and J K Sharma. 2012.</i> ” Business Research methods ”. 11 th Edition. Tata Mc Graw Hill. New Delhi.

Reference Books	
1	<i>Alan Bryman and Emma Bell. 2011.</i> “ Business Research methods ”. 3 rd Edition. Oxford University Press. New Delhi.
2	<i>Uma Sekaran and Roger Bougie. 2012.</i> “ Research methods for Business ”. 5 th Edition. Wiley India. New Delhi.
3	<i>William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin. 2012</i> “ Business Research methods-A South Asian Perspective ”. 8 th Edition. Cengage Learning, New Delhi.
Web References	
1	https://leverageedu.com/blog/business-research/
2	https://fuelcycle.com/blog/the-best-research-techniques-for-your-business/ http://www.economist.com/
3	https://www.questionpro.com/blog/research-design/

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Outline the research problem and identify the types of research to be applied.
CO2	Evaluate the type of research design and validate the same
CO3	Identify the data for research and construct the questionnaire for data collection
CO4	Determine the suitable methods for data analysis
CO5	Construct the research report considering the ethics in research.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	M	M	M	H	M	H	H	M
CO2	M	M	M	M	M	M	L	M	H	H
CO3	H	L	M	M	M	M	L	H	M	M
CO4	L	M	M	M	M	M	M	M	M	M
CO5	M	L	L	M	L	M	L	H	L	M

H-High; M-Medium; L-Low

23PCSBAM303	DSC XIII: INFORMATION MANAGEMENT	SEMESTER- III	
Course objectives: The course aims <ul style="list-style-type: none">To make clear understanding of Knowledge Expert Systems in decision making for business solutions.To develop the proficiency in representing the Data in business systems.To Expertise in Managing and securing the Data from operational level to intelligence level.			
Credits:3		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.	10	CO1
II	SYSTEM ANALYSIS AND DESIGN: Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.	10	CO2
III	DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.	10	CO3
IV	Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.	10	CO4
V	New IT initiatives: Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.	10	CO5

Text Book

1. *Dr.S.Prema. 2019. Information Management* [1st edition].Teachers Publishing house.
2. *Rahul de.2012. MIS in Business - Government and Society.* Wiley India Pvt Ltd.,

Reference Books

- | | |
|---|---|
| 1 | <i>Dr.S.Prema. 2019. Information Management</i> [1st edition].Teachers Publishing house. |
| 2 | <i>Rahul de.2012. MIS in Business - Government and Society.</i> Wiley India Pvt Ltd., |
| 3 | <i>Gordon Davis.2008. Management Information System: Conceptual Foundations, Structure and Development</i> [21 st Reprint]. Tata McGraw Hill. |
| 4 | <i>Haag, Cummings and Mc Cubbrey. 2013. Management Information Systems for the Information Age</i> [9 th edition]. Tata McGraw Hill. |
| 5 | <i>Turban, McLean and Wetherbe. 2008. Information Technology for Management – Transforming Organisations in the Digital Economy</i> [6 th Edition]. John Wiley Publications. |
| 6 | <i>Raymond McLeod and Jr. George P. Schell. 2007. Management Information Systems.</i> Pearson Education. |
| 7 | <i>James O Brien. 2004. Management Information Systems – Managing Information Technology in the E-business enterprise.</i> Tata McGraw Hill. |

Web References

- | | |
|---|---|
| 1 | https://en.wikipedia.org/wiki/Information_management |
| 2 | https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_overview.htm |
| 3 | https://www.ibm.com/in/en/cloud/learn/cloud-computing |

COURSE OUTCOMES (CO)

After completing the course, the students will be able to

CO1	Define and access the expert systems for Decision making in Business Process.
CO2	Analyze and represent the business data in various types of Models.
CO3	Expertise with data base management and OLAP operations for knowledge discovery.
CO4	Apply the knowledge in system security, reporting and visualization.
CO5	Gain knowledge in different types computing and intelligence process in Business.

MAPPING

PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	M	L	H	M	H	M	M
CO2	H	H	M	H	M	M	H	M	M	M
CO3	M	M	H	H	M	M	M	M	L	L
CO4	M	L	M	M	H	L	M	M	H	M
CO5	M	M	L	H	H	M	L	M	M	M

H-High; M-Medium; L-Low

DSE - FINANCE

23PBAEF301	DSE I: FINANCIAL SERVICES	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none">To develop knowledgeable and capable executives to move quickly to key positions in the financial services sector.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Financial Services – Meaning – Types – Financial Inclusion and Exclusion – Financial Markets: Characteristics - Classification of Financial markets: Primary market and secondary market – functions and players.	10	CO1
II	Asset Based Corporate Financial Services: Leasing: Definition –Essentials of Lease Transactions – Types And Advantages of Lease – Leasing Process – Hire Purchase: Hire Purchase Process – Parties to Hire Purchase Contract. Mortgage: Definition and Types. Factoring: Definition and Functions – Types of Factoring.	10	CO2
III	Fee Based Corporate Financial Services: Guarantees: Financial and Performance Guarantees – Advantages and Disadvantages of Guarantees – Letter of Credit: Types and Process – Merchant Banking: Origin – Definition – Functions –Objectives- Pros and Cons– Asset Securitization: Meaning – Parties Involved – Process of Securitization – Benefits of Securitization.	10	CO3
IV	Asset Based Retail Financial Services: Personal Finance – Housing Finance – Educational Loans – Automobile Loans – Discounting/Purchasing of Cheques. Deposit schemes: Savings Bank Account – Current Account – Term Deposit – Cumulative Term Deposit – NRI Accounts – National Savings Schemes – Demat Account. Mutual Funds: Concept – Organization – Types of Mutual Funds – Benefits and Limitations of Mutual funds.	10	CO4
V	Fee Based Retail Financial Services: Personal Tax Counseling – Credit Card – Debit Card – Barter Card – ATM – Bancaassurance - Credit Rating: Origin – Definition – Features – Advantages – Functions – Rating Methodology. Insurance: Definition – Principles of Insurance – Types: Life Insurance –General Insurance – Health Insurance – Motor Insurance – Rural Insurance.	10	CO5
Text Book			
1	<i>Sasidharan, K. and Alex K. Mathews. 2008. Financial Services and System. [First Edition]. Tata McGraw-Hill Company, New Delhi.</i>		

Reference Books	
1	<i>Khan, M.Y. 2009. Financial Services. [Second Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi</i>
2	<i>Guruswamy, S.G. 2009. Financial Services and Systems. [Second Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.</i>
3	<i>Gorden, E and Natarajan, K. 2007. Financial Services. [Second Edition]. Himalaya Publishing House, New Delhi.</i>
4	<i>Machiraju, H.R. 2010. Merchant Banking Principles and Practice. [Fourth Edition]. New Age International, New Delhi.</i>
5	<i>Bhole, L.M. 2009. Financial Institutions and Markets. [Fifth Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.</i>
Web References	
1	https://en.wikipedia.org/wiki/Financial_services
2	https://www.icmrindia.org/courseware/Marketing%20Financial%20Products/Fee%20Based%20Services%20Chap11.htm
3	https://www.investopedia.com/terms/a/assetbasedfinance.asp

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Acquire knowledge on the concept of financial markets and Financial Institution
CO2	Learn the various financial services that are rendered to the corporates' relating to their assets
CO3	Outline the function of merchant banking and asset securitization.
CO4	Determine the personal financing and various investment avenues available for individuals.
CO5	Determine the tax rebates and various insurance schemes available.

MAPPING

PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	M	M	H	M	L	M	L
CO2	M	H	M	M	M	M	M	M	H	M
CO3	M	M	M	L	L	L	M	M	M	L
CO4	L	M	M	H	M	M	H	M	H	M
CO5	M	L	M	M	M	M	H	M	M	M

H-High; M-Medium; L-Low

23PBAEF302	DSE II: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	SEMESTER- III	
Note: 80% of the questions shall be theory based and 20% of the questions shall be problem based.			
Course objectives:			
The Course aims			
<ul style="list-style-type: none">To acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved.To make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction to Securities – Investment Vs Speculation, Gambling and Investment, Investment objectives - Investment Process. Listing of Securities – Calculation of Stock Market Indices - The Securities and Exchange Board of India: Objectives, Functions, Organization and the Role of SEBI.	10	CO1
II	Security Analysis - Meaning, Nature and Scope - Security Risk and Return – Systematic Risk – Unsystematic Risk – Significance of alpha, Beta and co-efficient of determination . Valuation of Securities – Bond – Risk, Return and Valuation, Yield to maturity. Stock Return and Valuation: Zero Growth Model, Constant Growth Model, Two Stage Growth Model, the Three-Phase Model.	10	CO2
III	Fundamental Analysis: Economic, Industry and Company Analysis - Intrinsic value of shares. Technical Analysis: Assumptions, History and Tools - Dow Theory. Technical Analysis vs. Fundamental Analysis. The Random-Walk Theory, Efficient Market Theory- Weak Form, Semi-strong Form, Strong Form.	10	CO3
IV	Portfolio Analysis – Meaning - Need – Elements – Stages in Portfolio construction – Portfolio Risk and Return. The Markowitz Model - Markowitz efficient frontier, Corner Portfolio, Sharpe’s single index model, Construction of the Optimal Portfolio. Capital Asset Pricing Theory – Capital Market Line, Securities Market line - Arbitrage Pricing Theory.	10	CO4
V	Portfolio Evaluation: Mutual Fund, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index. Portfolio Revision: Passive Management, Active Management, the Formula Plans, Assumptions of the Formula Plan, Variable Ratio Plan.	10	CO5

Text Book	
1	<i>Punithavathy Pandian. 2010. Security Analysis and Portfolio Management.</i> [Second Edition]. Vikas Publishing, New Delhi.
Reference Books	
1	<i>Donald E. Fischer and Ronald J. Jordan. 2000. Security Analysis and Portfolio Management.</i> [Second Edition]. Prentice Hall India, New Delhi.
2	<i>Ranganathan, M. and Madhumathi, R. 1995. Investment Analysis and Portfolio Management.</i> [Second Edition]. Pearson Education, New Delhi.
3	<i>Avadhani, V.A. 2003. Investment and Securities Market in India.</i> [Sixth Edition]. Himalaya Publishing House, New Delhi.
4	<i>Dhanesh Kumar Khatri. 2006. Investment Management and Security Analysis: Text and Cases.</i> [First Edition]. Macmillan Publishers India, New Delhi.
5	<i>Sridhar, A. N. 2006. Management Accounting and Financial Analysis.</i> [Sixth Edition]. Shroff Publications and Dist. Pvt. Ltd., USA.
Web References	
1	https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm
2	https://mgkvp.ac.in/Uploads/Lectures/47/403.pdf
3	https://www.investopedia.com/terms/f/fundamentalanalysis.asp

COURSE OUTCOMES (CO)

After completing the course, the students will be able to

CO1	Gain the knowledge about market regulators and various participants in the securities market.
CO2	Explore the various fundamental analysis techniques towards stock investment.
CO3	Learn the basic of technical analysis and various indicators for short term trading.
CO4	Apply the portfolio methods, construction and various models of portfolio analysis.
CO5	Demonstrate the portfolio evaluation and revision.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	M	M	M	M	L	M	M	L
CO2	M	M	M	H	M	M	M	H	H	M
CO3	M	L	M	H	L	M	M	M	M	L
CO4	M	M	M	M	M	H	M	M	H	M
CO5	L	M	M	L	H	M	M	L	M	M

H-High; M-Medium; L-Low

23PBAEF303	DSE III: STRATEGIC FINANCIAL MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none">To design, analyse and implement financial strategies aimed at repositioning and revitalizing companies.			
Credits:4			Total Hours: 50
UNIT	CONTENTS	Hrs	CO
I	Strategy – Meaning – Stages in strategic planning – Importance and features of strategic planning – difference between strategic planning and long range planning- Corporate Restructuring: Meaning- Need and scope – kinds of Restructuring - Formation and execution of various corporate restructuring strategies.	10	CO1
II	Merger and amalgamation – Reasons for Merger and Amalgamation – underlying objectives – Categories of Merger – Methods of Merger – Emergence of Take overs –objects – kinds of take overs – Valuing Firms And The Different Methods Of Valuation – Demergers – Modes of demerger- spin-off-split off-division	10	CO2
III	Post-Merger Re-Organization: Accomplishment of objectives – Factors in post-merger reorganization - Criteria of success - Post- merger valuation, Measuring post-merger efficiency – Measuring key Indicators.	10	CO3
IV	Corporate Restructuring: Definition – Reasons – Areas of restructuring – Rationale for diversification – Techniques of Corporate Restructuring – Expansion Techniques – Divestment Techniques – Strategies – Financial Reorganization.	10	CO4
V	Financing Strategies - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Bond- Types of Bond.	10	CO5
Text Book			
1	<i>Prasad, G. Godbole.</i> 2011. Mergers, Acquisition and Corporate restructuring. [First Edition]. Vikas Publishing House Pvt. Ltd., New Delhi.		

Reference Books	
1	<i>Rajinder, S. Aurora, Kavita Shetty and Sharad R. Kale.</i> 2011. Mergers and Acquisitions. [First Edition]. Oxford Publishing House, New Delhi.
2	<i>Aswath Damodaran.</i> 2011. Corporate Finance Theory and Practice. [Second Edition]. John Wiley and Sons Inc Sea Pvt. Ltd.
3	<i>James C. Van Horne.</i> 2012. Financial Management and Policy. [Twelfth Edition]. Prentice Hall of India (P) Ltd., New Delhi.
4	<i>Khan, M.Y.</i> 2011. Financial Services. [Sixth Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.
5	<i>Pradip M. Khandwalla.</i> 1998. Fourth Eye Excellence Through Creativity. [Second Edition] Ah Wheeler and Co. Ltd., New Delhi.
6	<i>Fred J. Weston, Mark L. Mitchell and Harold Mulherin, J.</i> 2012. [Fourth Edition]. Takeovers Restructuring and Corporate Governance. Pearson Education Limited, New Delhi.
7	<i>Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty.</i> 2007. Principles of Corporate Finance. [Eight Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.
Web References	
1	https://corporatefinanceinstitute.com/resources/knowledge/strategy/strategic-financial-management/
2	https://www.investopedia.com/terms/m/mergersandacquisitions.asp
3	https://www.taxmann.com/post/blog/corporate-restructuring-types-and-importance/

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Identify the importance of strategic planning and kinds of restructuring.
CO2	Communicate the reasons for merger, amalgamation, takeover and demerger.
CO3	Evaluate the efficiency of post merger reorganization.
CO4	Plan the areas of restructuring with the techniques of corporate restructuring.
CO5	Analyse and formulate financial strategies according to the business needs.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	L	L	H	M	M	L	M	M
CO2	M	H	M	M	M	M	H	M	H	M
CO3	M	M	H	M	M	H	M	M	H	L
CO4	H	M	M	H	M	M	M	M	L	M
CO5	M	L	M	M	H	M	M	M	M	M

High; M-Medium; L-Low

DSE – (HUMAN RESOURCE)

23PBAEH301	DSE I: EMPLOYEE RELATIONS MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none">To expose the students to the concepts and practices of industrial relations and to impart a basic knowledge of Industrial Law.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction to Industrial Relations: Concept of Industrial Relations - Nature of Industrial Relations - Objectives of IR - Approaches to the study of IR –The Industrial Disputes Act, 1947 – Objectives – Definitions - Authorities under the act - Conciliation Machinery – Adjudication – Strikes and Lockouts - Retrenchment and Closure –Ethics in employee relations management.	10	CO1
II	Collective Bargaining and Trade Unions: Meaning and Principles and Essential conditions of Collective Bargaining - Employers' Association in India - Meaning of Trade Union - Trade Union Movement in India - The reason for the failure of Trade Unions in India - The Indian Trade Union Act, 1926 -- The Indian Trade Union (Amendment) Act 2001. Registration of Trade Unions –Rights and liabilities of registered trade unions – Regulations	10	CO2
III	Factories Act, 1948: Definitions, Inspection of Factories, Health of Workers, Safety, Provisions relating to Hazardous Processes, Welfare, Working hours of Adult - Employment of Women and Young Persons - Annual Leave.	10	CO3
IV	Social Security Legislation: Payment of wages Act 1936: Application of the Act - Definitions – Rules for payment of wages –The Employees Provident Fund and Miscellaneous Act 1952 - PF Schemes – Employees Pension Scheme – Employees Deposit Linked Insurance Scheme - The Payment of Gratuity Act, 1972-Amendment of Gratuity Act 2018: Payment of Gratuity - Determination of Gratuity – Appeals- Recovery; Payment of Bonus Act, 1965- Payment of Bonus (Amendment) rules, 2019: Eligibility and disqualifications for Bonus – Minimum and maximum bonus payable. Employee State Insurance Act, 1948- ESI Act 2010: Benefits available to the Employees – Obligation of the Employees.	10	CO4
V	The Contract Labour (Regulation and Abolition) Act: Objectives of the Act – Definitions – Registration and Licensing of Contractors – Prohibition of Contract Labour - The Industrial Establishments (Standing Orders) Act, 1946: Meaning – Standing Orders – Certification of Standing Orders – Conditions for Certification of Standing Orders –Appeals – Duration and Modification of Standing Orders – Payment of Subsistence Allowance.	10	CO5

Text Book	
1	<i>Mamoria, C.B., Mamoria. and Gankar.</i> 2013. Dynamics of Industrial Relations . [Fifteenth Edition]. Himalayan Publication House, Mumbai.
2	<i>Kapoor, N.D.</i> 2013. Elements of Industrial Law . [Eleventh Edition]. Sultan Chand and Sons, New Delhi.
Reference Books	
1	<i>Srivastava, S.C.</i> 2012. Industrial Relations and Labour Laws . [Sixth Edition]. Vikas Publishing House Pvt. Ltd., Uttar Pradesh.
2	<i>Singh, B.D.</i> 2008. Industrial Relations and Labour Laws . [First Edition]. Excel Books, New Delhi.
3	<i>Kumar, H.L.</i> 2010. Labour Laws Everybody Should Know . [Fifth Edition]. Universal Law Publishing Company Pvt. Ltd, New Delhi.
4	<i>Rao, C.R.</i> 2000. Practice Guide to Labour Laws . [Third Edition]. Puliani and Puliani, Bangalore.
5	Relevant Bare Acts.
Web References	
1	https://en.wikipedia.org/wiki/Employee_relationship_management
2	https://www.ilo.org/global/topics/collective-bargaining-labour-relations/lang--en/index.htm
3	https://clc.gov.in/clc/acts-rules/contract-labour-act http://www.potential.com/

COURSE OUTCOMES (CO)

After completing the course, the students will be able to

CO1	Outline the basic concepts of Industrial relations and Identify the causes of industrial Disputes and study the impact and government machineries for solving dispute.
CO2	Study the growth and importance of trade union and collective bargaining process.
CO3	Identify about the welfare facilities to be provided by an organization and various Schemes for welfare available in government.
CO4	Identify the various social security legislations available for the welfare of the working Community.
CO5	Utilize the knowledge of contract labor act in employee relations management.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	M	M	H	M	H	H	M	M
CO2	M	H	M	M	M	M	M	M	L	M
CO3	H	M	H	M	M	M	M	M	M	M
CO4	M	M	M	H	H	M	M	M	M	M
CO5	M	M	M	M	H	H	M	H	M	M

H-High; M-Medium; L-Low

23PBAEH302	DSE II: STRATEGIC HUMAN RESOURCE MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none">The objective of the course is to develop the perspective of strategic human resource management in the minds of the students and also to distinguish the strategic approach to HRM from the traditional approach.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction to Strategic HRM: concept and process - Strategic HRM definition - Aims of strategic HRM- Approaches to strategic HRM - Limitations. HR strategies: HR strategies definition - Types of HR strategies - Criteria for an effective HR strategy - Formulating and implementing HR strategies – Ethics in formulating HR strategies.	10	CO1
II	Fundamental process considerations - Characteristics of the process - Developing HR strategies -Setting out the strategy - Conducting a strategic review - Roles in strategic HRM: The strategic role of top management - Role of the HR director - Role of HR specialists.	10	CO2
III	Strategies for improving organizational effectiveness - Strategies for organizational development Strategies for culture management - knowledge management - Commitment strategy; Strategies for developing a climate of trust - Quality management strategies - Continuous improvement strategies.	10	CO3
IV	Resourcing strategy: Definition- objective of resourcing strategy - Strategic HRM approach to resourcing - integrating business and resourcing strategies - Bundling resourcing strategies and activities - The components of employee resourcing strategy - Human resource planning - Resourcing plans; Retention strategy - Flexibility strategy - Talent management strategy.	10	CO4
V	Learning and development strategy: Strategies for creating a learning Organizational culture - Strategies for managing Performance: Definition-The process of performance management. Reward strategy: Definition - Effective reward strategies. Employee relations strategy: Definition - Formulating employee relations strategies.	10	CO5

Text Book	
1	<i>Michael Armstrong. 2011. Strategic Human Resource Management. [Fourth Edition]. Kogan Page India (P) Ltd., New Delhi.</i>

Reference Books	
1	<i>Ashok Chanda and Jie Shen. 2009. HRM - Strategic Integration and Organisational Performance. [First Edition]. Sage Publications, New Delhi.</i>
2	<i>Jeffery Mellow, A. 2011. Strategic Human Resource Management. [First Edition]. Cengagelearning India (P) Ltd., New Delhi.</i>
3	<i>Prasad, K. 2008. Strategic Human Resource Management - Text and Cases. [First Edition]. Macmillan India Ltd., New Delhi.</i>

Web References	
1	https://www.cipd.co.uk/knowledge/strategy/hr/strategic-hrm-factsheet
2	https://myonline.centralchristian.edu/news/2016/08/17/5-strategies-improve-organizational-effectiveness
3	https://indiafreenotes.com/resourcing-strategy-meaning-and-objectives/

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Outline the aims of strategic human resource management
CO2	Identify the strategic role of HR director and HR specialist
CO3	Formulate the strategies for organizational development
CO4	Compute resourcing strategies for human resource planning and retention
CO5	Design learning and development strategies for the employees performance management

MAPPING

PO CO	PO1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	L	M	M	M	M	M	M	M
CO2	M	H	M	H	M	H	M	M	M	L
CO3	H	M	H	H	L	M	M	M	H	M
CO4	M	M	M	L	M	M	M	H	H	M
CO5	M	M	M	M	M	M	M	L	M	M

H-High; M-Medium; L-Low

23PBAEH303	DSE III: TRAINING AND DEVELOPMENT	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none">To enable the students to learn the role and function of training and development in organization, learning theories, and principles and their implications for the effectiveness of training programme.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction to Training: Definition, Meaning and Need for Training - The concept of HRD - Importance of Training - Objectives of Training - Overview of Training Functions - Scope and Limitations of training - Training practices in Indian Industry.	10	CO1
II	Training Methods: On the job training - Apprentice Training – Job rotation and Job Instruction Training; Off the Job Training – Lecture Method - Vestibule Training – Demonstrations - Use of audio visual aids - Role Play - Team Dynamics - Case Study.	10	CO2
III	Management Development: Definition, objectives and significance of management development – Difference between training and development - Competency Assessment and Competency based Development Programmes - Methods of management development -Limitations of management development programmes.	10	CO3
IV	Management of Training: Training Policy and Plan - Assessment of training needs – Methods and process of needs assessment - Training Design - Factors affecting Training Design - Budgeting for Training - Selection of Trainers.	10	CO4
V	Evaluation of Training: Definition and need – Models of Evaluation – Stages of Evaluation - Methods of evaluation – reaction, learning, behavior and results - Cost Benefit Analysis - Strategies to improve the effectiveness of evaluation - Modern Learning and Development Methods.	10	CO5
Text Book			
1	<i>Rao, P.L. 2008. Training and Development.</i> [First Edition]. Excel Books, New Delhi.		

Reference Books	
1	<i>Roger Buckley and Jim Caple. 2009. The Theory and Practice of Training. [Sixth Edition]. Kogan Page.</i>
2	<i>Tapomoy Deb. 2012. Training and Development: Concepts & Applications [Fifth Edition]. Ane Books India, New Delhi.</i>
3	<i>Margaret Anne Reid and Harry Barrington. 2007. Training Interventions: Managing Employee Development. [First Edition]. Jaico Publishing House, New Delhi.</i>
4	<i>Janakiram, B. 2010. Training and Development. [First Edition]. Wiley India, New Delhi.</i>
5	<i>Nakkiram, S. and Karthikeyan, M. 2007. Training Techniques for Management Development. [First Edition]. Deep and Deep Publications, New Delhi.</i>

Web References	
1	https://explore.darwinbox.com/hr-glossary/training-and-development
2	https://corehr.wordpress.com/2013/05/15/training-and-development-methods/
3	https://www.marketing91.com/training-evaluation/

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Identify the basics of training and its needs
CO2	Select the methods of training according to the nature of job.
CO3	Identify the ways of management development
CO4	Evaluate the training needs, designing and implementing of training and budgeting
CO5	Formulate the training strategies for the improving the performance.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	M	M	M	H	L	H	M
CO2	M	H	H	L	M	M	M	M	M	M
CO3	M	H	H	M	M	H	M	M	M	M
CO4	L	M	H	H	M	M	M	M	H	M
CO5	M	M	M	H	H	M	L	M	M	M

H-High; M-Medium; L-Low

DSE – (OPERATIONS)

23PB AEO301	DSE I: ADVANCED OPERATIONS MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none">• To enhance the horizon of the operations management.• To understand the state of arts developments and to apply in actual service.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Current challenges in Operations management, Product development considerations - Value engineering, Concurrent engineering, Robust design, Modular design - Selection and Justification of Advanced Manufacturing Technology.	10	CO1
II	Reliability Engineering – Reliability analysis – Reliability failure – Reliability management – Bath Tub curve.	10	CO2
III	Strategic capacity planning for products and services - Scheduling for batch processing – The design and scheduling of flow processing system - Production planning and control - Routing, sequencing, loading, scheduling – Master scheduling.	10	CO3
IV	Operating value chains – Information technology and value chain Material management and supply chain – Special inventory models, SDSE inventory control, Operations decision making tools – Acceptance sampling.	10	CO4
V	Recent trends in operations management – Lean manufacturing, Resource requirement planning, Synchronous manufacturing and theory of constraints - Agile Manufacturing.	10	CO5

Text Book	
1	<i>Mohanty, R.P. and Deshmukh, S.G. Advanced Operations Management.</i> [First Edition]. Pearson Education Ltd, New Delhi.

Reference Books	
1	<i>Lee J. Krajewski and Larry P. Ritzman. 2006. Operations management, Processes and Value Chains. [Fifth Edition]. Indian adaptation. Pearson Education Ltd., New Delhi.</i>
2	<i>Richard Chase and Nicolas Aquilano. 2005. Operations Management for Competitive Advantage. [Tenth Edition]. Tata McGraw Hill, New Delhi.</i>
3	<i>Ray wild. 2006. Operations Management. [Sixth Edition]. Thomson Publications, Singapore.</i>
4	<i>William Stevenson. 2008. Operations management. [Eight Edition]. Tata McGraw Hill, New Delhi.</i>

Web References	
1	https://online.kettering.edu/news/2016/10/18/what-are-5-current-challenges-operations-management
2	https://www.planettogether.com/blog/trends-for-operations-management-in-2018
3	https://www.techtarget.com/searchcio/definition/value-chain

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Adopt the advanced manufacturing technology to optimize the plan
CO2	Evaluate the operations reliability
CO3	Plan and control strategic capacity of production
CO4	Design special inventory models
CO5	Outline the recent trends in operations management.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	M	L	M	H	M	M	M	M
CO2	M	H	L	M	H	M	M	M	H	M
CO3	M	M	H	H	M	M	L	M	H	L
CO4	M	M	M	H	M	M	M	M	M	M
CO5	M	M	H	M	H	L	M	M	L	H

H-High; M-Medium; L-Low

23PBAEO302	DSE II: SUPPLY CHAIN MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none">To enlighten the students about the essential concepts of Supply Chain Management.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Understanding the Supply Chain – Decision phases and process view of a supply chain – Supply chain performance: Achieving strategic fit and scope – Supply chain drivers and obstacles - Role of information systems – Types of Supply chains.	10	CO1
II	Designing the supply chain network – Designing the distribution network in a supply chain – Network design in an uncertain environment. Demand forecasting and aggregate planning in the supply chain – Managing predictable variability. Performance measurement in SCM.	10	CO2
III	Planning and managing inventories in a supply chain – Managing economies of scale in the supply chain – Managing uncertainty – Determining optimum level. Flow of materials, importance of time – JIT – Lean supply chain management.	10	CO3
IV	Sourcing decisions in the supply chain – Transportation in the supply chain – Pricing and revenue management. Logistics management – Challenges faced – Outsourcing, Warehouse operations.	10	CO4
V	Coordination in the supply chain – Information Technology and the supply chain – E-business and the supply chain. E-procurement, E- collaboration, integration of ERP, BPR. Value stream mapping – Lean supplier development – Emerging trends in SCM.	10	CO5
Text Book			
1	<i>Sunil Chopra and Peter Meindl. 2010. Supply Chain Management – Strategy, Planning and Operation. [Fourth Edition]. Person Education.</i>		

Reference Books	
1	<i>David Simchi - Levi and Edith Simchi – Levi. 2008. Designing and Managing the Supply Chain. [Third Edition]. Tata McGraw-Hill, New Delhi.</i>
2	<i>David N. Burt and Donald W. Dobler. 2008. World Class Supply Chain Management. [Seventh Edition]. Tata McGraw-Hill, New Delhi.</i>
3	<i>Sahayand, B.S. and Gupta, A.K. 2004. Supply Chain Management for Competitiveness. [Second Edition]. Macmillan India, New Delhi.</i>
4	<i>Sarika Kulkarni and Ashok Sharma. 2008. Supply Chain Management. [Sixth Edition]. McGraw-Hill, New Delhi.</i>
5	<i>Monczka, R.M. Trent and Handfield, R.M. 2010. Purchasing and Supply Chain Management. [Fourth Edition]. South-Western Cengage Learning.</i>
6	<i>Matrin Christopher. 2007. Logistics and Supply Chain Management. [Second Edition]. Pearson Education. Singapore.</i>

Web References	
1	https://www.investopedia.com/terms/s/scm.asp
2	https://profitpt.com/2020/02/03/designing-supply-chain-network-5-steps-for-optimization/
3	https://www.sciencedirect.com/topics/engineering/logistics-management

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Outline the role of information systems in supply chain performance
CO2	Design the distribution network through demand forecasting
CO3	Plan and manage inventories in supply chain.
CO4	Create logistics to overcome the current challenges
CO5	Identify the emerging trends in supply chain management.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	M	M	M	M	M	M	M	L
CO2	M	H	H	L	M	H	L	M	L	M
CO3	M	H	H	H	M	M	M	M	H	M
CO4	L	M	H	H	M	M	M	M	M	H
CO5	M	M	M	H	H	M	M	L	M	H

H-High; M-Medium; L-Low

23PBAEO303	DSE III: WORLD CLASS MANUFACTURING	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none">• To understand the concept of Excellence in manufacturing.• To learn how to achieve stability and sustain Excellence in manufacturing practices.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Historical perspective: World class Excellent organizations – American and Japanese Companies Deming Awards, Malcom Baldrige National Quality Award – Globalization – Global Companies – Models for manufacturing excellence – Business Excellence.	10	CO1
II	Benchmarks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – Eliminating waste – Toyota Production System.	10	CO2
III	System and tools for world class manufacturing: Improving Product and Process Design – Lean Production – Statistical quality control (SQC) , Flexible Manufacturing System (FMS), Rapid Prototyping , Poka Yoke , 5S, 3M, Use of IT (Information Technology), Just-in-time (JIT), Product Mix, Optimizing, Procurement and Stores practices, Total Productive maintenance, Visual Control.	10	CO3
IV	Human Resource Management in world class manufacturing: Adding value to the organization – Organizational learning – Techniques of removing Root cause of problems – People as problem solvers – New organizational structures – Associates – Facilitators – Teammanship – Motivation and reward in the age of continuous improvement.	10	CO4
V	Typical characteristics of world class manufacturing companies: Performance indicators – what is world class Performance – Six Sigma philosophy. Indian Scenario: Leading Indian companies towards world class manufacturing – Task Ahead.	10	CO5

Text Book	
1	<i>Sahay, B.S. Saxena, K.B.C. and Ashish Kumar. 1998. World Class Manufacturing, Strategic Perspective. [First Edition]. McMillan India, New Delhi.</i>

Reference Books	
1	<i>Ron Moore. 2002. Making Common Sense Common Practice, Models for Manufacturing excellence. [First Edition]. Butter Worth Heinmann, USA.</i>
2	<i>Jeffrey K.Liker. 2001. The Toyota Way. [First Edition]. Tata McGraw Hill, New Delhi.</i>
3	<i>Chase, Jacobs and Aquilano. 1998. Operations Management for Competitive Advantage. [Eleventh Edition]. Tata McGraw Hill, New Delhi.</i>
4	<i>Moore, R. 2004. Making Common Sense Common Practice. [Third Edition]. Tata McGraw Hill, New Delhi.</i>
5	<i>Narayanan, V.K. 2002. Managing Technology and Innovation for Competitive Advantage. [First Edition]. Prentice Hall India, New Delhi.</i>

Web References	
1	https://www.managementstudyguide.com/world-class-manufacturing.htm
2	https://www.biscuitpeople.com/magazine/post/World-Class-Manufacturing-WCM-and-Implementing-Strategies
3	https://www.investopedia.com/terms/f/flexible-manufacturing-system.asp

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Identify the various country's historical perspective of manufacturing
CO2	Assess the best practices in the industry to benchmark
CO3	Outline the system and tools for world class manufacturing
CO4	Explain the role of human resource management in world class manufacturing
CO5	Analyse the leading Indian companies' performance towards world class manufacturing

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	M	M	M	M	M	M	M	L
CO2	M	H	H	L	M	H	L	M	L	M
CO3	M	H	H	H	M	M	M	M	H	M
CO4	L	M	H	H	M	M	M	M	M	H
CO5	M	M	M	H	H	M	M	L	M	H

H-High; M-Medium; L-Low

23PLS301	NCC : CAREER COMPETENCY SKILLS - II	SEMESTER - III	
Course Objectives: The course aims <ul style="list-style-type: none">To impart knowledge on the Aptitude.To enhance employability skills and to develop career competency.			
Total Hours: 15			
UNIT	CONTENTS	Hrs	CO
I	Solving Simultaneous Equations Faster - Number System : HCF, LCM - Square roots and Cube roots - Averages	3	CO1
II	Problems on Numbers -Problems on Ages	3	CO2
III	Calendar - Clocks - Pipes and Cisterns	3	CO3
IV	Time and Work - Time and Distance	3	CO4
V	Ratio and Proportion - Partnership - Chain Rule	3	CO5
Text Book:			
1	<i>Aggarwal R.S. 2013. Quantitative Aptitude. [Seventh Revised Edition]. S.Chand & Co., New Delhi.</i>		
Reference Book :			
1	<i>Quantitative Aptitude for Competitive Examinations, Abhijith Guha, 5th Edition, Tata McGraw Hill, 2015, New Delhi.</i>		

COURSE OUTCOMES (CO)

After completion of the course , the students will be able to :

CO1	Solve the problems involving the concepts HCF, LCM, Square roots and Cube roots.
CO2	Solve the problems on numbers and age.
CO3	Solve the problems involving the concepts Calendar-Clocks, Pipes and Cisterns
CO4	Solve the problems on Time & Work and Time & Distance.
CO5	Calculate Ratio & Proportion, Partnership with shortcuts.

Prepared By
(Course Coordinator)

Approved By
(BoS Chairman)

23PBAM401	DSC XIV: INTERNATIONAL BUSINESS ENVIRONMENT	SEMESTER- IV	
Course objectives: The Course aims <ul style="list-style-type: none">To impart knowledge and skill of analysis on operational processes of business between two or more nations.			
Credits:3		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction of International Environment: Definition- Significance- Nature and Scope of International business- Internal environment- External environment- Environment of international business: Economic-Political- Socio and cultural- Demographic environment - Economic Growth and Environmental Stress - Recent World Trade and Foreign Investment Trends.	10	CO1
II	Foreign investment: Meaning- Types of Foreign investment -(FDI, Foreign portfolio Investment)- Advantages and disadvantages- Factors affecting international investment-Foreign investment in India- FDI by Indian companies- Impact of International investment in India.	10	CO2
III	International economic co-operation and Agreements: Regional economic Integration (Trade blocs) - Types of integration- theory of custom union- Effects of custom union. Trade blocs: European Union and SAARC(South Asian Association for Regional Cooperation): Meaning- Scope- Rationale- Functions. Theories of Trade- Mercantilism, Absolute Cost Theory, Comparative cost theory and New Trade Theory by Tejvan Pettinger.	10	CO3
IV	International Economic Institution: International monetary fund - Primary purpose of International monetary fund- Resources- Financing facilities and Policies- World Trade Organization- Meaning- Functions- Principles. GATT (General Agreement on Tariff and Trade)- Objectives-Principles- International Trade centre-Difference between World Trade Organization and General Agreement on Tariff and Trade.	10	CO4

V	Global Supply chain management: Meaning- Global sourcing- Partnering/Relationship marketing- International logistics: Meaning- Components. Foreign Exchange market: Functions - methods- Dealings on the Foreign Exchange market. Eurocurrency market: Features of the Eurocurrency market- Origin and growth- factors that contributed to the growth. Ethics in international trade.	10	CO5
Text Book			
1	<i>Francis Cherunilam. 2015. International Business: Text and Cases. [Seventh Revised Edition]. PHI Publishing House, New Delhi.</i>		
Reference Books			
1	<i>Arvind V. Phatak., Rabi S. Bhagatand and Roger J. Kashtak. 2010. International Management: Managing in a diverse and dynamic global environment. [Second Edition] Tata McGraw Hill, New Delhi.</i>		
2	<i>Charles W L Hill and Arun K Jain. 2014. International Business: Competing in the Global Market Place. [Tenth Edition]. Tata McGraw Hill, New Delhi.</i>		
3	<i>Bhalla, V.K. and Shiva Ramu, S. 2010. International Business: Environment and Management. [Thirteenth Edition]. Anmol Publications Pvt. Ltd., New Delhi.</i>		
4	<i>John D. Daniels., Lee H. Radebaugh and Daniel P. Sullivan. 2012. International Business: Environment and Operations. [Fourteenth Edition]. Pearson Education, New Delhi.</i>		
Web References			
1	https://enterslice.com/learning/international-business-environment-ibe		
2	https://en.wikipedia.org/wiki/Global_supply_chain_management		
3	https://www.encyclopedia.com/finance/encyclopedias		

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Recognize the Nature, Characteristic features and forms of International Business and its Determining environmental factors.
CO2	Outline the concepts of Imports, Exports, Tariff Barriers and Non-Tariff Barriers.
CO3	Assess the International product decisions and pricing decisions
CO4	Analyze foreign exchange market, role of export credit Guarantee Corporation and steps in export procedures.
CO5	Identify various organizations that promote international trade.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	H	M	H	L	M	M	H	M	M
CO2	M	H	M	H	H	M	H	L	M	L
CO3	H	M	H	M	M	M	M	M	H	M
CO4	H	H	L	H	H	H	L	M	M	M
CO5	M	H	H	M	H	M	M	L	M	M

H-High; M-Medium; L-Low

DSE – MARKETING

23PBAEM401	DSE I : BRAND MANAGEMENT	SEMESTER- IV	
Course objectives: The Course aims <ul style="list-style-type: none">• To understand the methods of managing brands and strategies for brand management.• To understand the significance of brand image as a promotional tool.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.	10	CO1
II	Brand Strategies: Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.	10	CO2
III	Brand Communications: Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions	10	CO3
IV	Brand Extension: Brand Adoption Practices – Different types of brand extension – Factors influencing Decision for extension – Re-branding and re-launching	10	CO4
V	Brand Performance: Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.	10	CO5

Text Book	
1.	Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3 rd Edition, 2007.
2.	Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

Reference Books	
1.	Lan Batey, Asian Branding – A Great way to fly, PHI, Singapore, 2002.
2.	Paul Tmepoal, Branding in Asia, John Willy, 2000.
3.	Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4.	Jagdeep Kapoor, Brandex, Biztranza, India, 2005
5.	Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Book Pvt.Ltd – (2009).

Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Identify the needs and importance of the brand management concept.
CO2	Compute Brand Strategic for the modern business
CO3	Construct the measures to improve Brand image.
CO4	Compile the brand extension with the help of technology
CO5	Understand and conduct the measurement of brand equity and brand performance

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	H	M	H	L	H	M	L	H	H
CO2	L	H	H	H	H	M	H	M	H	H
CO3	H	M	H	H	M	H	H	H	H	M
CO4	L	M	H	H	H	H	H	L	M	H
CO5	L	M	H	H	H	H	M	H	L	M

H-High; M-Medium; L-Low

23PBAEM402	DSE II: INTEGRATED MARKETING COMMUNICATION	SEMESTER- IV	
Course objectives: The Course aims <ul style="list-style-type: none">To enlighten the students on promotional aspects of marketing, advertising, brand promotion and brand leadership strategies.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Advertising: Definition - Roles – Functions – Key players – Types – Effective advertisement – Evolution – Integrated Marketing Communication (IMC) – Current issues and globalization of advertising –Advertising appeals – Facets model of advertising-The Role of IMC in the Marketing Process.	10	CO1
II	Advertising Agencies :Meaning and objectives of ad agencies – Functions - Types - steps in selecting and Evaluating Agencies - Account planning – Planning and managing creative strategy – Copywriting-meaning- Copywriting for print and television.	10	CO2
III	Media planning and buying: Media objectives – Media strategies. Media buying – Media planning changes and challenges - Print and out-of-home [OOH] media: The media industry – Reach – Frequency – Impressions – Print media: Advantages and disadvantages of newspapers, Magazines and packaging.	10	CO3
IV	Out-of-home [OOH] advertising: Types, advantages and disadvantages. Broadcast media: Advantages and disadvantages of radio, Television, Film and Video - Advantages and disadvantages of interactive (social media) and alternative media - Direct marketing: Advantages - disadvantages, and tools.	10	CO4
V	Sales promotion - Events and sponsorship – Public relations - Evaluation of ad effectiveness: Stages of copy testing – Media evaluation – Campaign evaluation. Advertising ethics – Determining what is ethical.	10	CO5

Text Book	
1	<i>Williams D. Wells, John Burnett and Sandra Moriarty. 2011. Advertising: Principles and Practice. [Seventh Edition]. Pearson education, New Delhi.</i>

Reference Books	
1	<i>Kenneth E. Clow et al. 2008. Integrated Advertising, Promotion, and Marketing Communications. [Third Edition]. Pearson Education, New Delhi</i>
2	<i>David Aaker. 2011. Brand Relevance: Making competitors irrelevant. [First Edition]. Jossey-Bass Inc Publishing.</i>
3	<i>David Aaker. 2009. Brand Leadership. [Second Edition]. Free press.</i>
4	<i>Thomas C.O'Guinn, Chris T.Allen and Richard J.Semenik. 2010. Advertising and Integrated Brand Promotion. [Sixth Edition]. Thomson South – Western.</i>

Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Outline the basic concepts of advertisement and ad agency and evolution of Integrated marketing communication.
CO2	Identify the uses of strategic research in planning the advertisement
CO3	Formulate media planning and buying
CO4	Assess the pros and cons of OOH ad and broadcast media ad
CO5	Evaluate the effectiveness of ad campaign.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	M	L	M	M	M	M	M	M
CO2	M	H	L	M	H	M	M	M	H	M
CO3	M	M	H	H	M	M	M	M	M	M
CO4	H	M	M	H	M	M	M	H	M	M
CO5	M	M	H	M	H	L	M	M	H	M

H-High; M-Medium; L-Low

23PBAEM403	DSE III: RETAIL MANAGEMENT	SEMESTER – IV	
Course objectives: The Course aims <ul style="list-style-type: none">To understand the concepts of effective retail businessTo understand the basic retailing process and it's determining factors.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction : An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.	10	CO1
II	Retail formats: Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.	10	CO2
III	Retail decisions: Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image- Retail service quality management – Retail Supply Chain Management – Major drivers of supply chain- Retail Pricing Decisions- Types of pricing.	10	CO3
IV	Retail shop Management: Visual Merchandise Management – Objectives of VM – Essentials of VM – Concept of Signage – Definition – Types- Characteristics – Space Management – Retail Inventory Management – Methods of Inventory control- Retail store brands – Retail advertising and promotions – Retail Management Information Systems.	10	CO4
V	Online retailing: Emerging trends in e-tailing – opportunities and challenges of online retailing – customers' buying behaviour and attitude – Role of e-tailing in economic development – Online order and delivery of services (Hotels and Restaurants, Food, Travels, Medical, Groceries,) - Ethics in online retailing.	10	CO5

Text Book	
1	<i>Michael Havy ,Baston, Aweitz and Ajay Pandi. 2007. Retail Management. [Sixth Edition]. Tata McGraw-Hill, New Delhi.</i>

Reference Book	
1	<i>Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava. 2007. Retail Management. Oxford University Press.</i>
2	<i>Swapna Pradhan.2009. Retail Management-Text and Cases. [Third Edition]. Tata McGraw Hill, New Delhi.</i>
3	<i>Patrick M. Dunne and Robert F Lusch. 2008. Retailing. [Fourth Edition]. Thomson Learning.</i>
4	<i>Ramkrishnan and Y.R.Srinivasan.2008. Indian Retailing Text and Cases. Oxford University Press.</i>

Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Outline the retail chains and rate the retail trends in India
CO2	Demonstrate the various retail formats, characteristics and trends
CO3	Select the retail locations, positioning of shops and formulate retail supply chain
CO4	Formulate the space management and inventory management in retailing
CO5	Analyse the trends in online retailing.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	M	L	M	M	M	M	H
CO2	H	H	M	L	M	H	H	M	M	M
CO3	M	M	H	H	M	M	M	M	H	M
CO4	M	L	M	H	H	L	M	L	H	M
CO5	M	M	L	M	H	M	L	M	M	M

H-High; M-Medium; L-Low

DSE – (SYSTEMS)

23PCSBAES401	DSE I: ENTERPRISE RESOURCE PLANNING	SEMESTER – IV	
Course objectives: The Course aims <ul style="list-style-type: none">To provide overall knowledge regarding the concepts and structure of Enterprise Resource Planning (ERP) systems and imparts necessary managerial skills for Enterprise Resource Planning (ERP) implementation in a business enterprise.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Enterprise Resource Planning (ERP): Enterprise perspective: An Overview, Features of Enterprise Resource Planning (ERP), MIS (Management Information System) Integration, Enterprise Resource Planning (ERP) drivers, Trends in Enterprise Resource Planning (ERP), Enterprise Resource Planning (ERP) in India.	10	CO1
II	ERP: System Perspective: Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of Enterprise Resource Planning (ERP) System, Enterprise Resource Planning (ERP) Work flow, Process modeling for Enterprise Resource Planning (ERP) Systems, Communication in Enterprise Resource Planning (ERP) Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for Enterprise Resource Planning (ERP).	10	CO2
III	ERP: Resource management perspective: Business Modules in Enterprise Resource Planning (ERP) Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, Business Process Reengineering, Relationship between Enterprise Resource Planning (ERP) and Business Process Reengineering (BPR), Enterprise Resource Planning (ERP) Implementation Life Cycle, Implementation methodology, Enterprise Resource Planning (ERP) Project Management and Monitoring.	10	CO3
IV	Enterprise Resource Planning (ERP): Key issues: Enterprise Resource Planning (ERP) and E-Commerce, Enterprise Resource Planning (ERP) Culture, Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM), Enterprise Resource Planning (ERP) and Supply Chain Management (SCM), Enterprise Resource Planning (ERP) Selection Issues, Enterprise Resource Planning (ERP) in Public Sector Enterprises, Pre and Post Implementation Issues, Enterprise Resource Planning (ERP) Vendors, Key Enterprise Resource Planning (ERP) Consultants in India, Future Directions in Enterprise Resource Planning (ERP).	10	CO4

V	Next Generation Enterprise: Emerging trends, information mapping, role of centralised/distributed databases Linkages of the enterprise customer - enterprise, vendor enterprise, link within the enterprise and links with environment client/server architecture.	10	CO5
Text Book			
1	<i>Alexis Leon. 2000. ERP Demystified. [First edition]. Tata McGraw Hill, New Delhi.</i>		
2	<i>Garg, V.K. and Venket Krishna. N.K. 1997. ERP Concepts and Practices. [First Edition]. PHI Publications, New Delhi.</i>		
Reference Books			
1	<i>Langenalter, A. Gary. 2000. Enterprise Resources Planning and Beyond. [First Edition]. St.Lucie Press, USA.</i>		
2	<i>Imhoff C. Loftis Lisa and Geiger G. Jonathan. 2001. Building the Customer Centric Enterprise. [First Edition]. John Wiley & Sons, USA.</i>		
3	<i>Shankar Ravi and Jaiswal. S. 1999. Enterprise Resource Planning. [First Edition]. Galgotia Publications, New Delhi.</i>		
4	<i>Diwan Parag and Sunil Sharma. 1999. Enterprise Resource Planning: A Manager's Guide. [First Edition]. Excel Books, New Delhi</i>		
Web References			
1	www.ft.com/business-education		
2	www.economist.com		
3	www.businessbecause.com		

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Outline the enterprise resource planning and its trend in India.
CO2	Formulate the system perspectives of enterprise resource planning
CO3	Formulate the resource management perspectives of enterprise resource planning
CO4	Assess the key issues related to enterprise resource planning
CO5	Demonstrate the next generation enterprise, emerging trends and information mapping.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	M	H	L	H	M	L	L	H
CO2	H	H	H	L	M	M	M	M	M	M
CO3	M	M	M	H	M	M	M	M	M	M
CO4	M	M	M	H	H	H	M	M	H	M
CO5	M	L	M	M	H	M	L	M	M	H

H-High; M-Medium; L-Low

23PCSBAES402	DSE II: DATA MINING AND WAREHOUSING	SEMESTER – IV	
Course objectives: The Course aims <ul style="list-style-type: none">To develop the necessary skills to identify and apply current data warehousing applications.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction – Data mining – Data mining functionalities – Kinds of patterns can be mined – Classification – Major issues. Data warehouse – A multidimensional data model – Data warehouse architecture – Data warehouse implementation – From data warehouse to data mining.	10	CO1
II	Data pre-processing – Data cleaning – Data Integration and Transformation – Data Reduction – Discretization and concept hierarchy generation – Data mining primitives – Data mining Task.	10	CO2
III	Association Rule Mining – Mining single dimensional Boolean association rules from transactional databases – Classification and prediction – Issues regarding classification and prediction – Bayesian classification - Classification by Back propagation – Classification based on concepts from association rule mining.	10	CO3
IV	Cluster Analysis – A categorization of Major clustering methods - Partitioning methods- Hierarchical methods – Grid based methods - Model based clustering methods – Density – based methods.	10	CO4
V	Applications and Trends in Data Mining – Data mining system products and Research prototypes – Additional themes on Data mining –Social Impacts of Data Mining – Trends in Data mining - Mining Spatial Databases – Mining Time-series and sequence data – Mining the World wide web.	10	CO5
Text Book			
1	<i>Jiwei Han and Michélien Kamber. 2000. Data Mining Concepts and Techniques. [Second Edition]. Morgan Kaufmann Publishers an Imprint of Elsevier, USA. (Chapters 1,2,3,4,1,6.1,6.2,7,8,9.2,9.4,9.6,10).</i>		

Reference Books	
1	<i>Arun K.Pujari. 2001. Data Mining Techniques.</i> [Third Edition]. Universities Press(India) Limited, Hyderabad.
2	<i>George M. Marakas. 2002. Modern Data warehousing, Mining and Visualization, core concepts.</i> [First Edition]. Prentice Hall, New Delhi.
3	<i>Pang-Ning Tan, Michael Steinbac and, Vipin Kumar. 2008. Introduction to Data Mining.</i> [Fourth Edition]. Pearson Education, New Delhi.
4	<i>Soman K. P, Shyam Diwakar and V. Ajay. 2008. Data Mining.</i> [First Edition]. Prentice Hall, New Delhi.

Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Demonstrate the data mining and data warehouse.
CO2	Apply data cleaning, data Integration and transformation
CO3	Formulate the rules for data mining
CO4	Assess the methods of data mining and warehousing
CO5	Apply the data mining techniques and learn its impact.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	M	M	M	L	M	M	M
CO2	M	H	M	M	M	H	M	M	M	M
CO3	M	M	H	L	L	M	M	L	H	M
CO4	L	M	M	H	M	M	M	M	M	M
CO5	M	L	H	M	H	H	M	M	M	M

H-High; M-Medium; L-Low

23PCSBAES403	DSE III: DATABASE MANAGEMENT SYSTEM	SEMESTER – IV	
Course objectives: The Course aims <ul style="list-style-type: none">To become expertise in management and implementation issues pertinent to databases in public and private organizations database development process and technology.			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Database systems: Data vs. Information – Introducing the Database and the Database Management System (DBMS) – Why database design is important – Files and File Systems – Database Systems: Database System Environment – Database Management System (DBMS) Functions - Data Models: Basic building blocks – Business Rules – Evolution of Data Models – Degrees of Data Abstraction.	10	CO1
II	The relational database model: The logical view – Keys – Integrity rules – relational set operators – relationship within the relational database – Codd's Relational Database Rules - Entity Relationship (ER) Model - Normalization of Database Tables: Need for Normalization – The Normalization Process – High Level Normal Forms.	10	CO2
III	Structured Query Language (SQL): Introduction – Data Definition Commands – Data Manipulation Commands – Select Queries – Advanced Data Definition commands – Advanced select Queries – Joining database tables – Advanced Structured query language (SQL): Structured query language (SQL) join operators – Sub-queries and Correlated Queries – Structured query language (SQL) Functions – Procedural Structured query language (SQL) – Database Design: The Systems Development Life Cycle (SDLC) – The Database Life Cycle (DBLC).	10	CO3
IV	Transaction management: What is a Transaction – Concurrency Control: Locking Methods – Time Stamping Methods – Database Recovery Management - Distributed Database Management System: Evolution – Advantages and Disadvantages – Distributed Processing and Distributed Databases – Characteristics – Levels of Data and Process Distribution - Distribution Transparency – Transaction Transparency – Distributed Database Design.	10	CO4
V	Emerging database technologies and applications: Introduction - Mobile Database: Mobile Computing Architecture – Characteristics of Mobile Environments – Data Management Issues - Multimedia Database: Data Management Issues - Multimedia Database Applications.	10	CO5

Text Book	
1	<i>Peter Rob and Carlos Coronel. 2001. Database Systems Design, Implementation, and Management.</i> [Seventh Edition]. Thomson Publication, Uttar Pradesh. (UNIT I, II, III, & IV).
2	<i>Ramez Elmasri and Shamkant B.Navath. 1999. Fundamentals of Database Systems.</i> [Fifth Edition]. Pearson Publication, New Delhi (UNIT V).
Reference Books	
1	<i>Raghu Ramakrishnan and Johannes Gehrke. 1998. Database Management Systems.</i> [Third Edition]. McGraw-Hill Higher Education, New Delhi.
2	<i>Silberschatz, Korth and Sundarshan. 1998. Database System Concepts.</i> [Fourth Edition]. McGraw- Hill Higher Education, New Delhi.
3	<i>Elmasti Navathe. 1989. Fundamentals of Database Systems.</i> [Third Edition]. Pearson Education Asia, New Delhi.
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Compile the database designing and frame the data model
CO2	Attain knowledge on relational database models
CO3	Demonstrate advanced structured query language and Systems development life cycle.
CO4	Assess the Transaction management
CO5	Create new database technologies and applications.

MAPPING

PO \ CO	PO 1	PO 2	PO 3	PO 4	PO 5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	M	M	M	M	M	L	M
CO2	L	M	H	M	H	M	M	M	M	L
CO3	M	M	H	M	M	M	H	M	M	L
CO4	H	L	M	H	H	M	M	H	H	M
CO5	M	M	M	M	M	H	L	M	M	M

H-High; M-Medium; L-Low

GUIDELINES

1. SUBMISSION OF RECORD NOTE BOOKS AND PROJECT DISSERTATION

Candidates appearing for Practical Examinations and Project Viva-voce shall submit Bonafide Record Note Books/ Dissertation prescribed for Practical/ Project Viva-voce Examinations, otherwise the candidates will not be permitted to appear for the Practical/ Project Viva-voce Examinations.

2. PASSING MINIMUM AND INTERNAL MARK DISTRIBUTION (Theory, Practical and Project)

(i) THEORY

The candidate shall be declared to have passed the Examination, if the candidate secure not less than 50 marks put together out of 100 in the Comprehensive Examination in each Theory paper with a passing minimum of 38 marks in External out of 75.

Internal Marks Distribution [CA- Total Marks: 25]

Attendance	: 5 Marks
Assignment & Seminar	: 5 Marks
Comprehensive viva voce	: 5 Marks
Internal Examinations	: 10 Marks
Total	: 25 Marks

Comprehensive Viva-voce

An oral test by a team of faculty members for about 30 minutes will be conducted before the model examinations. Questions will cover all the courses of the respective semester.

(ii) PRACTICAL

The candidate shall be declared to have passed the Examination, if the candidate secure not less than 50 marks put together out of 100 in the Comprehensive Examination in each Practical paper with a passing minimum of 30 marks in External out of 60.

Internal Marks Distribution [CA- Total Marks: 40]

Experiment	: 10 Marks (10-12 Experiments)
Attendance	: 5 Marks
Record	: 5 Marks
Internal Examinations	: 20 Marks
Total	: 40 Marks

CAREER COMPETENCY SKILLS

On Line Objective Examination (Multiple Choice questions) - All Semesters

- 100 questions-100 minutes
- Twenty questions from each UNIT.
- On line examination will be conducted at the end of All Semesters.

INTERNSHIP

Every student shall undergo internship for a minimum period of 3 weeks after completing the second semester and before the start of the third semester.

The internship report (about 30 pages) shall contain descriptions about the following (list is only indicative and not exhaustive)

- Industry
- Company
- Ownership Pattern
- Finance & Accounting Department
- Marketing Department
- Production Department
- Human Resources Department

A team of faculty members will evaluate students based on the report and a power point presentation.

STUDENT SOCIAL RESPONSIBILITY

SSR Focus on making the students responsible to work for the betterment of the society.

Every student shall undergo SSR for a minimum period of 10 days after completing the third semester and before the start of the fourth semester.

About 20 pages of the SSR report with photograph should be submitted by the students for evaluation. (list is only indicative and not exhaustive)

- Consumer Awareness
- Digital Literacy
- Green Environment
- Cleanliness and Hygiene
- Awareness on Government Schemes
- Tree plantation
- Awareness programmes to school students
- Orphanages, Old age homes, Rehabilitation centers
- Helping Differently Abled persons

A team of faculty members will evaluate students based on the report and work involved.

PROJECT WORK

The students shall undertake a research project in groups of three (maximum) in a functional area of their choice. The project work will be evaluated for 200 marks (50 internal + 150 external). The student is expected to study a management problem, challenge or issue relevant to an organization or an industry or a market.

The project work involves the following tasks:

- Profiling the industry and the company
- Doing a literature survey of the chosen topic
- Setting research objectives and hypotheses
- Designing the research methodology
- Collecting and tabulating data
- Analyzing and interpreting data
- Summarizing the findings
- Drawing conclusions
- Making useful suggestions
- Preparing the final report

There shall be three project reviews.

The following details have to be submitted (*hard copy in the prescribed format*) before the presentations:

I -review – Company profile, industry profile, literature survey, objectives, and research methodology (including questionnaires, if any).

II -review – Data tables and charts along with inferences.

III -review – Statistical analysis, findings, suggestions and a rough draft.

Viva-voce shall be conducted for individual students to evaluate their performance.

Mark Distribution Pattern

Comprehensive Examination (CE) :150 Marks

Continuous Assessment (CA) : 50 Marks

The candidate shall be declared to have passed the Examination, if the candidate secure not less than 100 marks put together out of 200 in the Comprehensive Examination in each Project with a passing minimum of 75 marks in External out of 150.

Internal Mark Distribution [CA - Total Marks: 50 Marks]

Research work done	: 20 Marks
Attendance	: 5 Marks
Observation Note	: 10 Marks
Review	: 15 Marks (Three reviews)
Total	: 50 Marks

Question Paper Pattern

THEORY

Question Paper Pattern and Mark Distribution (For 75 marks)

1. PART – A (5 x 2 = 10 Marks)

Answer ALL questions

One question from each UNIT

2. PART – B (5 x 10 = 50 Marks)

Answer ALL questions

One question from each UNIT with Internal Choice

3. PART – C (1 x 15 = 15 Marks)

One Case Study (Compulsory)