

## **MASTER OF BUSINESS ADMINISTRATION**

### **VISION**

- To disseminate business knowledge for creating competent and socially responsible management professionals as an iconic centre of business excellence.

### **MISSION**

- To educate and develop holistic and highly specialized management graduates in global business arena who create value for their stakeholders and society at large.
- To impart knowledge and skills and to provide a learning environment to acquire attitudes for the students and equip them to face the emerging challenges of the business world in the digitalized era
- 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.

**PEO4:** To have a thorough understanding of the core aspects of the business.

**PEO5:** To prepare the learners to have a holistic approach towards management functions and make them practice ethical standards in business.

### **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:** Analyze 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**

### **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	
<b>First Semester</b>							
<b>Part A</b>							
24PBAM101	DSC I : Management Principles and Decision Making	4	3	25	75	100	3
24PMABAM102	DSC II : Quantitative Techniques for Business Decisions	4	3	25	75	100	4
24PBAM103	DSC III : Organizational Behaviour	4	3	25	75	100	3
24PBAM104	DSC IV : Accounting for Managers	4	3	25	75	100	4
24PBAM105	DSC V : Managerial Economics	4	3	25	75	100	3
24PBAM106	DSC VI : Fundamentals of Business Analytics	4	3	25	75	100	3
24PBAMP101	DSC Practical I : Corporate Communication & Business Etiquette	4	3	40	60	100	2
<b>Part B</b>							
24PBASEC101	SEC I : Entrepreneurship & Innovation	2	3	100	-	100	2
	<b>Total</b>	<b>30</b>				<b>800</b>	<b>24</b>
<b>Second Semester</b>							
<b>Part A</b>							
24PBAM201	DSC VII : Operations Management	4	3	25	75	100	3
24PBAM202	DSC VIII : Financial Management	4	3	25	75	100	4
24PBAM203	DSC IX : Human Resource Management	4	3	25	75	100	3
24PBAM204	DSC X : Marketing Management	4	3	25	75	100	3
24PMABAI205	MDC I : Applied Operations Research	5	3	25	75	100	4

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24PMABAMP201	DSC Practical II : Data Analytics Tools	4	3	40	60	100	2
24PBAI201	Summer Internship (100% Internal Evaluation)	-	-	100	-	100	2
<b>Part B</b>							
24PVE201	Value Added Course (Value Education) : Human Rights	2	3	25	75	100	2
24PLS201	AEC I : Career Competency Skills - I	1	-	100	-	100	1
24PBASEC201	SEC II : Business Forecasting	2	3	100	-	100	2
	<b>Total</b>	<b>30</b>				<b>1000</b>	<b>26</b>
<b>Third Semester</b>							
<b>Part A</b>							
24PBAM301	DSC XI : Strategic Management	5	3	25	75	100	4
24PBAM302	DSC XII : Business Research Methods	4	3	25	75	100	4
24PCSB303	MDC II : Management Information System	4	3	25	75	100	3
24PBAEF301 24PBAEH301 24PBAEM301 24PCSB303	<b>DSE I: Elective I:</b> Finance Human Resource Marketing Business Analytics	4	3	25	75	100	3
24PBAEL301 24PBAEE301	Logistics & Supply Chain Family Business & Entrepreneurship						
24PBAEF302 24PBAEH302 24PBAEM302 24PCSB303	<b>DSE II: Elective II:</b> Finance Human Resource Marketing Business Analytics	4	3	25	75	100	3
24PBAEL302 24PBAEE302	Logistics & Supply Chain Family Business & Entrepreneurship						

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24PBAEF303 24PBAEH303 24PBAEM303 24PCSBAEB303 24PBAEL303 24PBAEE303	<b>DSE III: Elective III:</b> Finance Human Resource Marketing Business Analytics Logistics & Supply Chain Family Business & Entrepreneurship	4	3	25	75	100	3
24PBAEF304 24PBAEH304 24PBAEM304 24PCSBAEB304 24PBAEL304 24PBAEE304	<b>DSE IV: Elective IV:</b> Finance Human Resource Marketing Business Analytics Logistics & Supply Chain Family Business & Entrepreneurship	4	3	25	75	100	3
<b>Part B</b>							
24PLS301	AEC II - Career Competency Skills - II	1	-	100	-	100	1
<b>Total</b>		<b>30</b>				<b>800</b>	<b>24</b>
<b>Fourth Semester</b>							
<b>Part A</b>							
24PBAM401	<b>DSC XIII : International Business Environment</b>	5	3	25	75	100	4
24PBAEF401 24PBAEH401 24PBAEM401 24PCSBAEB401 24PBAEL401 24PBAEE401	<b>DSE V: Elective I</b> Finance Human Resource Marketing Business Analytics Logistics & Supply Chain Family Business & Entrepreneurship	4	3	25	75	100	3
24PBAEF402 24PBAEH402 24PBAEM402 24PCSBAEB402 24PBAEL402 24PBAEE402	<b>DSE VI: Elective II</b> Finance Human Resource Marketing Business Analytics Logistics & Supply Chain Family Business & Entrepreneurship	4	3	25	75	100	3

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24PBAEF403 24PBAEH403 24PBAEM403 24PCSBAEB403 24PBAEL403 24PBAEE403	<b>DSE VII: Elective III</b> Finance Human Resource Marketing Business Analytics Logistics & Supply Chain Family Business & Entrepreneurship	4	3	25	75	100	3
24PBAEF404 24PBAEH404 24PBAEM404 24PCSBAEB404 24PBAEL404 24PBAEE404	<b>DSE VIII: Elective III</b> Finance Human Resource Marketing Business Analytics Logistics & Supply Chain Family Business & Entrepreneurship	4	3	25	75	100	3
24PBAPR401	<b>DSC XIV: Project and Viva Voce</b>	9	-	40	60	100	6
<b>TOTAL</b>		<b>30</b>				<b>500</b>	<b>22</b>
<b>GRAND TOTAL</b>						<b>3100</b>	<b>96</b>

## 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 Project Viva-Voce in fourth Semester

## TOTAL CREDIT DISTRIBUTION

COMPONENT	MARKS	CREDITS
<b>Part A</b>		
Discipline Specific Courses (DSC)	1600	57
Discipline Specific Elective Courses (DSE)	800	24
Multidisciplinary Course (MDC)	200	7
<b>Part - B</b>		
Value Education	100	2
AEC: Career Competency Skills	200	2
Skill Enhancement Course (SEC)	200	4
<b>Additional Credit Courses (ACC)</b>		
MOOC Courses offered in SWAYAM/NPTEL/CEC etc.,	Additional 4 Credits as per Course will be given on completion with Certificate	
<b>TOTAL</b>	<b>3100</b>	<b>96</b>

**Electives**

Subject Code	Subject	Hrs of Instruction	Exam Duration (Hrs)	Maximum Marks			Credit Points
				CA	CE	Total	
<b>III Semester</b>							
<b>Area: Finance</b>							
24PBAEF301	DSE I : Security Analysis and Portfolio Management	4	3	25	75	100	3
24PBAEF302	DSE II : Strategic Financial Management	4	3	25	75	100	3
24PBAEF303	DSE III : Behavioural Finance	4	3	25	75	100	3
<b>Area: Human Resource</b>							
24PBAEH301	DSE I : Managing Interpersonal Effectiveness	4	3	25	75	100	3
24PBAEH302	DSE II : Training and Development	4	3	25	75	100	3
24PBAEH303	DSE III : HR Analytics	4	3	25	75	100	3
<b>Area: Marketing</b>							
24PBAEM301	DSE I : Retail Management	4	3	25	75	100	3
24PBAEM302	DSE II : Marketing Analytics	4	3	25	75	100	3
24PBAEM303	DSE III : Services Marketing	4	3	25	75	100	3
<b>Area: Business Analytics</b>							
24PCSBAEB301	DSE I : Artificial Intelligence for Business	4	3	25	75	100	3
24PCSBAEBP302	DSE II : Data Visualization for Managers (Practical)	4	3	40	60	100	3
24PCSBAEB303	DSE III : Data Base Management System	4	3	25	75	100	3
<b>Area: Logistics and Supply Chain</b>							
24PBAEL301	DSE I : Logistics and Supply Chain Management	4	3	25	75	100	3
24PBAEL302	DSE II : Total Quality Management	4	3	25	75	100	3

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24PBAEL303	DSE III : Supply Chain Analytics	4	3	25	75	100	3
<b>Area: Family Business and Entrepreneurship</b>							
24PBAEE301	DSE I : Family Business Management	4	3	25	75	100	3
24PBAEE302	DSE II : Business Model Innovation	4	3	25	75	100	3
24PBAEE303	DSE III : Enterprise, Entrepreneurship and New Business Venturing	4	3	25	75	100	3
<b>IV Semester</b>							
<b>Area: Finance</b>							
24PBAEF401	DSE IV : Banking and Financial Services	4	3	25	75	100	3
24PBAEF402	DSE V : Fintech and Block chain Applications	4	3	25	75	100	3
24PBAEF403	DSE VI : International Financial Management	4	3	25	75	100	3
<b>Area: Human Resource</b>							
24PBAEH401	DSE IV : Strategic Human Resource Management	4	3	25	75	100	3
24PBAEH402	DSE V : Social Psychology	4	3	25	75	100	3
24PBAEH403	DSE VI : Competency Management	4	3	25	75	100	3
<b>Area: Marketing</b>							
24PBAEM401	DSE IV : Digital Marketing	4	3	25	75	100	3
24PBAEM402	DSE V : Integrated Marketing Communication	4	3	25	75	100	3
24PBAEM403	DSE VI : Brand Management	4	3	25	75	100	3
<b>Area: Business Analytics</b>							
24PCSBAES401	DSE IV : Enterprise Resource Planning	4	3	25	75	100	3
24PCSBAES402	DSE V : Data Mining	4	3	25	75	100	3
24PCSBAES403	DSE VI : E Business	4	3	25	75	100	3

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<b>Area: Logistics and Supply Chain</b>							
24PBAEL401	DSE IV : Warehousing Distribution and Freight Management	4	3	25	75	100	3
24PBAEL402	DSE V : Logistics Strategy and Planning	4	3	25	75	100	3
24PBAEL403	DSE VI : International logistics Management	4	3	25	75	100	3
<b>Area: Family Business and Entrepreneurship</b>							
24PBAEE401	DSE IV : Entrepreneurial Marketing	4	3	25	75	100	3
24PBAEE402	DSE V : Social Entrepreneurship	4	3	25	75	100	3
24PBAEE403	DSE VI : Entrepreneurial Finance	4	3	25	75	100	3

24PBAM101	DSC I: MANAGEMENT PRINCIPLES AND DECISION MAKING	SEMESTER- I	
<b>Course Objective:</b> The Course aims <ul style="list-style-type: none"><li>• To understand the important Management principles into management practices</li><li>• To provide insights on Planning &amp; Decision Making</li><li>• To throw light on Organizing, Managing Change and Innovation</li><li>• To elucidate on Leadership, Communication</li><li>• To determine the most effective ways of controlling, and decision making</li></ul>			
<b>Credits: 3</b>		<b>Total Hours:50</b>	
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	Leadership & Communication: Meaning and importance of leadership, Styles of leadership. Communication: meaning, types and process of communication - Barriers of communication-Principles of effective communication.	10	CO4

<b>V</b>	Co-ordination & Controlling: Need for co-ordination - Principles and techniques of co-ordination. Controlling: Meaning and Definition-Areas of control- Steps in control process- Requirements of effective control system- Techniques of control.	<b>10</b>	<b>CO5</b>
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**Text Book**

1	Koontz, Weirich&Aryasri, Principles Of Management, Tata McGraw - Hill, New Delhi
2	Prasad, L.M. 2009. Principles and Practice of Management. [Eighth Edition]. Sultan Chand & Sons, New Delhi.
3	Harold Koontz and Heinz Weirich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.

**Reference Books**

1	Don Hellriegel, Susan E.Jackson and John W.Slocum. 2005. Management, A Competency- based Approach. [Tenth Edition]. Thomson South-Western, NewDelhi.
2	Stephen, P. Robbins and Mary K. Coulter.2008. Management. [Eighth Edition].PHI. New Delhi.
3	James Arthur Finch Stoner, Daniel R. Gilbert, R. Edward Freeman and Gilbert. 1999. Management.

**Web References**

1. <a href="http://www.ft.com/business-education">www.ft.com/business-education</a>
2. <a href="http://www.cliffnotes.com">www.cliffnotes.com</a>
3. <a href="http://www.businessbecause.com">www.businessbecause.com</a>
4. <a href="http://www.businessmanagementideas.com">www.businessmanagementideas.com</a>

## 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 Organizations.
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 CO	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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PMABAM102	DSC II: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS	SEMESTER-I	
<b>Course Objectives:</b> The Course aims <ul style="list-style-type: none"><li>• To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.</li><li>• To inculcate and enhance the data analytical skills and decision-making ability among the students</li><li>• To understand the basic statistical tools for analysis &amp; interpretation of qualitative and quantitative data.</li><li>• To recognize the principles and characteristics of the multivariate data analysis techniques.</li><li>• To make the students understand the mathematical and statistical tools and techniques</li></ul>			
<b>Credits: 4</b>		<b>Total Hours: 50</b>	
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	CO1
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	CO2
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	CO3
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	CO4

V	Probability Distributions - Probability - Basic definitions of Probability - Discrete Probability distribution (Binomial and Poisson) - Continuous Probability distribution (Normal Distribution)	10	CO5
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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.	N. D Vohra, Quantitative Techniques in Management, TataMcgraw Hill, 2010.
2.	G. Srinivasan, Operations Research - Principles and Applications, 2 <sup>nd</sup> edition, PHI, 2011.
3.	Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
4.	Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition

### Website Reference

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

## COURSE OUTCOMES

After completing the course the students will be able to

<b>CO1</b>	Develop the data analytical skills and decision-making ability in real situations
<b>CO2</b>	Understand the statistical tools and techniques
<b>CO3</b>	Apply the various methods of data interpretation
<b>CO4</b>	Test the hypothesis for parametric and non-parametric data
<b>CO5</b>	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**

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(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAM103	DSC III: ORGANIZATIONAL BEHAVIOUR	SEMESTER- I	
<b>Course Objectives</b> The Course aims <ul style="list-style-type: none"><li>To provide a basic knowledge of main ideas and concepts related to organizational behaviour</li><li>To equip students to understand individual, group and organizational behaviour.</li><li>To maintain the organizational environment favorable for the work.</li><li>To identify the reasons for conflict and to resolve the conflict</li><li>To offer a better understanding of elements of organizational culture.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Organizational Behaviour: Definition - Disciplines contributing to OB - Challenges and opportunities for OB - Basic OB model - Dependent and independent variables... Learning: Theories of learning - Shaping Behaviour: Methods of shaping and schedules of reinforcement.	10	CO1
II	Foundations of individual Behaviour: Ability - Intellectual and physical - Biographical characteristics. Individual Behaviour and Performance: Personality and Individual Differences - Personality - types, Factors influencing personality - Theories - Personality Differences - Individual Differences and Diversity. Values - Sources.	10	CO2
III	Attitudes -Linking attitudes and Behaviour - types of job attitudes - Big Five personality model - Other personality traits relevant to OB Perception: Factors influencing perception - Common perceptual distortions - attribution theory - Learning by Reinforcement - theories. Motivation: Early theories -Hierarchy of needs, Theory X and Y, Two-factor theory, McClelland's theory of needs, Equity theory and Expectancy theory. Sources of emotions - Emotional intelligence.	10	CO3
IV	Group Dynamics and Teamwork: What Teams do? - Types - Team effectiveness - Stages of Team development, Team cohesiveness - Decision Making in Groups. Team Building, Improving Team Processes, and Teams in the High Performance Workplace - communication networks. Organizational politics - Causes and consequences of political Behaviour - Impression management. Conflict: Traditional, Human relations and Interactions views.	10	CO4

V	Culture: Culture's functions - Culture as a liability - Creating and sustaining cultures - Ways employees learn culture - Creating a positive organizational culture. Organizational development and Change: Characteristics - objectives - Organizational effectiveness .Organizational Stress - Model of stress - Managing stress.	10	CO5
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<b>Text Book</b>	
1	Stephen P.Robbins. Timothy-Judge. A and Neharika Vohra. 2018. "Organizational Behaviour", [Eighteenth Edition]. Pearson Education. NewDelhi.
<b>Reference Books</b>	
1	John Newstrom. 2006." Organizational Behaviour & Human Behavioural Work" [Twelfth Edition]. McGraw Hill Education.
2	Fred Luthans. 2008. "Organizational Behaviour", [Twelfth Edition].McGraw Hill International Edition, McGraw Hill. Singapore.
3	Aswathappa. K 2012. Organizational Behaviour (Text, Cases and Games), [Tenth Edition] Himalaya Publishing. New Delhi.
4	Sushama Khanna. 2011. "Understanding organizational Behaviour" (Third Edition). Oxford University Press, New Delhi.
<b>Web References</b>	
1	<a href="https://www.investopedia.com/terms/o/organizational-Behaviour.asp">https://www.investopedia.com/terms/o/organizational-Behaviour.asp</a>
2	<a href="https://www.tutorialspoint.com/organizational_Behaviour">https://www.tutorialspoint.com/organizational_Behaviour</a>
3	<a href="https://openstax.org/books/organizational-Behaviour/pages/3-4-attitudes">https://openstax.org/books/organizational-Behaviour/pages/3-4-attitudes</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Analyze individual and group Behaviour, and understand the implications of Organizational Behaviour on the process of management.
CO2	Understand the concepts of perception, attitude, personality and values which help in shaping the individual Behaviour.
CO3	Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
CO4	Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
CO5	Know the organizational change and culture which has impact on working relationships within organizations.

### 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

Prepared by  
(Course Coordinator)

Approved by  
(Chairman-BOS)

24PBAM104	DSC IV: ACCOUNTING FOR MANAGERS	SEMESTER-I	
<b>Note: 60% of the questions shall be theory based and 40% of the questions shall be problem based.</b>			
<b>Course Objectives</b>			
<ul style="list-style-type: none"><li>• To understand the basic concepts of financial accounting.</li><li>• To learn about the preparation of financial statement.</li><li>• To learn about the financial performance of a company.</li><li>• To get equipped with the basic concepts of cost accounting of a firm.</li><li>• To understand the accounting for planning and control.</li></ul>			
<b>Credits: 4</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Basics of Accounting: Meaning, Objectives, Functions and Subfields of Accounting –Accounting principles –Accounting cycle – An overview of Journal, Ledger and Trial balance.	10	CO1
II	Preparation of Financial Statements: Trading and Profit and Loss Accounting - Balance sheet- Adjustment: Provision for bad debt, bad and doubtful debt, provision for discount on debtors and creditors, prepaid and outstanding expenses.	10	CO2
III	Analysis of Financial Statements: Ratio Analysis: Application of Ratio Analysis in Financial decision making - Classification of Ratio: Liquidity, Activity and Profitability Ratio – Fund flow statement.	10	CO3
IV	Costing and Decision Making: Meaning, Importance and objectives – Classification of Cost – Elements of Costs – Cost Concepts – Preparation of Cost Sheet – Cost Price Methods: FIFO and LIFO – Cost Volume Profit (CVP) Analysis – Break Even Analysis.	10	CO4

V	Accounting for Planning and Control: Budgets –Objectives of Budgetary control – Techniques of Budgetary control – Classification of Budget – Preparation and Interpretation of Budget.	10	CO5
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Textbook	
1	M Y Khan and P K Jain, “Management Accounting Text, Problems and Cases”, Mc Graw HigherEd Seventh, 2017.
2	S.P.Jain K.L. Narang, and Simmi Agrawal “Cost Accounting Principles and Practice”, KalaiyaniPublishers, 2016.

Reference Books	
1	N.Ramachandran and RamKumar Kakani, “Financial Accounting for Management”, McGraw Higher Ed, 2017.
2	SankarThappa, “Accounting for manger Texts and Cases”, Taxmann 1 <sup>st</sup> Edition, 2022.
3	AshokBanerjee, “FinancialAccounting:AManagerialEmphasis”, ExcelBooks, 2009
4	MaheshKumarM, Meenkera and Dr.SushilBeliya, “Accounting for mangers”, Academic Guru Publishing House, 2022.

Website references:	
1.	<a href="https://youtu.be/tLj0wp5wfoM?si=ARglb4Bo7UqM1zTV">https://youtu.be/tLj0wp5wfoM?si=ARglb4Bo7UqM1zTV</a>
2.	<a href="https://youtu.be/18f-zuWQHxc?si=v9xuKpAEbXrRKAL7">https://youtu.be/18f-zuWQHxc?si=v9xuKpAEbXrRKAL7</a>
3.	<a href="https://youtu.be/7G6LzWAaFrA?si=qEIduoEg00b3S7yR">https://youtu.be/7G6LzWAaFrA?si=qEIduoEg00b3S7yR</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

<b>CO1</b>	Record the business transactions in Journal, Ledger and Trial balance and preparation of final accounts.
<b>CO2</b>	Ability to interpret and analyze financial statements and combine financial analysis with other information to assess the financial performance and capital spending position of a company.
<b>CO3</b>	Demonstrate the financial situation of a firm which helps the make better sense of the accounts and better understand the current fiscal scenario of an entity.
<b>CO4</b>	Communicate the integration of cost accounting concepts into business situations.
<b>CO5</b>	Understand the role of budgets in organizations, its types and the behavioural issues to consider when developing and using budgets for planning and control.

### 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

**Prepared by**  
**(Course Coordinator)**

**Approved by**  
**(Chairman-BOS)**

24PBAM105	DSC V: MANAGERIAL ECONOMICS	SEMESTER- I	
<b>Note: 90% of the questions shall be theory based and 10% of the questions shall be problem based.</b>			
<b>Course Objectives</b>			
The Course aims			
<ul style="list-style-type: none"><li>• To learn the economic principles and policies on managerial decision making.</li><li>• To understand the concept of demand analysis and demand forecasting.</li><li>• To know about supply and production function along its applications.</li><li>• To learn the different market structure in the industry and pricing strategy.</li><li>• To understand about some concepts of Macroeconomics like National Income, inflation, balance of payment and Monetary and Fiscal policies.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Scope of Managerial Economics: Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics. Demand Analysis - meaning, determinants and types of demand - Elasticity of demand - Demand forecasting	10	CO1
II	Supply, Production: Supply meaning and determinants - production functions - law of variable proportion- Returns to scale - Isoquants - Expansion path - Cobb-Douglas function. Cost concepts - cost functions - cost - output relationship - Economies and diseconomies of scale	10	CO2
III	Market Structure, Pricing : Market Structure: Perfect and Imperfect Competition - Monopoly, Duopoly, Monopolistic Competition. Pricing policies and practices: pricing objectives - pricing methods and pricing under different market conditions	10	CO3
IV	Profit, Cost analysis: Profit - Meaning and nature - Profit policies - Profit planning and forecasting - contribution - P/V ratio- Break-even point- Margin of safety - Cost volume profit analysis - Investment analysis.	10	CO4

V	Macro Economics: National Income - Concepts - Gross Domestic Product, Gross National Product, Net National Product - Measurement of National Income, Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies - Globalization and its Impact. Cashless economy and digitalized cash transfers.	10	CO5
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### Text Book

1. Managerial Economics, Geetika, McGraw-Hill Education
2. Managerial Economics: Concepts and Applications (SIE), Thomas & Maurice, McGraw- Hill Education.
3. Managerial Economics- Theory and Applications, Dr.D.M.Mithani, Himalaya Publications.
4. Vengedasalam, Deiga and Karunakaran Madhavan, Principles of economics, Oxford University Press

### Reference Book

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

### Website Reference

1.	<a href="http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-">http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-</a>
2.	<a href="http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial_economics/">http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial_economics/</a>
3.	<a href="https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics">https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

<b>CO1</b>	Identify the principles of micro and macroeconomics.
<b>CO2</b>	Apply various demand forecasting techniques for demand analysis.
<b>CO3</b>	Use the cost analysis methods to plan the production function
<b>CO4</b>	Design competitive pricing strategies for the different market conditions
<b>CO5</b>	Analyze real world business for the nations/firms economic development

### 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

**Prepared by**  
**(Course Coordinator)**

**Approved by**  
**(Chairman-BOS)**

24PBAM106	DSC VI: FUNDAMENTALS OF BUSINESS ANALYTICS	SEMESTER-I	
<b>Course Objectives</b> The Course aims <ul style="list-style-type: none"><li>• To know the fundamentals of Business Analysis</li><li>• To use business analytics for decision making</li><li>• To apply the appropriate analytics and generate solutions</li><li>• To analyze the business situation using analytics.</li><li>• To apply the analytical applications in the Business models</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Introduction to business analysis - Foundation concepts- Need - importance - benefits and process - BA for competitive advantage.	10	CO1
II	Managing resources for Business Analytics: Managing BA Personnel, Data and Technology - Organizational Structures aligning BA - Managing Information policy - Data quality and change in BA.	10	CO2
III	Tools: Requirement analysis, solution assessment and validation - Stochastic Modeling - Simulation Modeling.	10	CO3
IV	Analytics: Marketing Analytics - Operational Analytics - Financial Analytics -Web & Social Media Analytics - Healthcare Analytics.	10	CO4
V	Applications: Application of knowledge areas to a project - Applications in new industries: Event sales, casinos, Display advertising - Bundling and Revenue Management.	10	CO5

### Text Books

1. Susan Weese and Terri Wagner, CBAP/CCBA Certified Business Analysis Study Guide, Leotech Press (PBD) /Wiley publications, India, Second Edition, 2017
2. R N Prasad and Seema Acharya, Fundamentals of Business Analytics, Willey, New Delhi, Second Edition, 2016.

### Reference Books

1. Bhambri V, Krishan B and Chopra B, Business Analytics: Concepts & Theories, Khanna Book Publishers Co. (P)Ltd., New Delhi, First Edition, 2014.
2. Jesper Thorlund Gert H.N. Laursen, Business Analytics for Managers Taking Business Intelligence Beyond Reporting, Willey, New Delhi, First Edition, 2013.
3. Khan, M.YandJain, P.K.2009. <b>ManagementAccounting</b> . [Fifth Edition]. Tata McGraw- Hill.
4. Evans James R, Business Analytics, Pearson, New Delhi, Second Edition, 2017.
5. Harsoon R David and Shmulei G, Getting Started with Business Analytics: Insightful Decision-Making, Chapman and Hall/CRC, Boca Raton Florida, First Edition, 2013.

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Ability to understand the role of Business Analytics in decision making
CO2	Ability to identify the appropriate tool for the analytics scenario
CO3	Ability to apply the descriptive analytics tools and generate solutions
CO4	Understanding of Predictive Analytics and applications
CO5	Knowledge of Prescriptive Analytics and demonstrating business process improvement

**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; L: Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAMP101	DSC PRACTICAL I: CORPORATE COMMUNICATION & BUSINESS ETIQUETTE	SEMESTER- I	
<b>Course Objectives</b> The Course aims <ul style="list-style-type: none"><li>• To make the customer realize that you can provide them with information and other essential things</li><li>• To develop the skill of writing business proposals, conducting meetings, interviews</li><li>• To acquire knowledge on Business etiquette, workplace behaviour, attire</li><li>• To explore Tech etiquette in using various telecommunication channels, devices</li><li>• To ascertain Multi-cultural challenges, sensitivity to emerging issues in etiquette</li></ul>			
<b>Credits: 2</b>		<b>Total Hours: 45</b>	
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, Pearson, 2 edition, 2011
2. Bovee L. Court land and John V. Thill, Business Communication Today, 10ed. Pearson Education, New Delhi, 2011.
3. American Management Association, The AMA Handbook 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. Noida: Harper Collins Pachter, B. (2013).
5. Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
6. Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House. Travis, R. (2013). Tech Etiquette: 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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAM201	DSC VII: OPERATIONS MANAGEMENT	SEMESTER- II	
Note: 80% of the questions shall be theory based and 20% of the questions shall be problem based.			
<b>Course Objectives</b>			
The Course aims			
<ul style="list-style-type: none"><li>• To provide a broad introduction to the field of operations management</li><li>• Explain the concepts, tools and techniques for managing the transformation process.</li><li>• Understand the principles of Facility location and work Measurement to decision making.</li><li>• Illustrate and solve problems on Inventory management and Production planning.</li><li>• Illustrate the concept of Total Quality Management and its tools</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Operations Management: Introduction - production of good versus delivery of services - scope of operations management - Historical evolution of operations management - Functions of OM - types of production systems - Operations and competitiveness - strategic operations management decision areas. Productivity - factors that affect productivity. Application of Artificial Intelligence and automation in operations management.	10	CO1
II	Product design: Evaluation and Selection of appropriate Production and Operations technology - Quality function deployment. Value analysis/Value engineering. Process Selection: Process types - product - process matrix. Breakeven analysis for equipment selection - Work measurement techniques: Time study - Standard time measurement (with problems) - Application of learning curve.	10	CO2
III	Facility location: Facility Location-Location selection-Criteria-Factors determining Location decision. Evaluating location alternatives - Factor rating method - Centre of gravity method. Layout design-Concepts-Factors affecting layout- analysis and selection of layout- Types of Layout - Computer Integrated Manufacturing Systems - Assembly line balancing -Work Study Concept.	10	CO3

IV	Inventory Management: Functions of inventory - objectives -Types of Inventory models - classification system - Inventory control systems- ABC approach (with problems) - Basic Economic Order Quantity model(EOQ) (with problems) - perpetual - periodic - JIT - KANBAN Material requirements planning - functions - material planning and budgeting - Material Requirement Planning (MRP-I) - Manufacturing Resource Planning (MRPII)	10	CO4
V	Quality management: dimensions of quality - determinants of quality - benefits of good quality - costs of quality. Total quality management - Deming Philosophy - Kaizen concept- PDCA - 5S-PokaYoke - Six sigma - seven basic quality tools. Quality awards and certification: Product Certifications: CE, BIS, FSSAI, etc, Process Certifications: ISO9000, ISO14000, OHS (Operational Health & Safety).	10	CO5

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

### 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	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; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAM202	DSC VIII : FINANCIAL MANAGEMENT	SEMESTER-II	
Note: 60% of the questions shall be theory based and 40% of the questions shall be problem based.			
<b>Course Objectives</b>			
The Course aims			
<ul style="list-style-type: none"><li>• The objective of this course is to introduce the students to the basic tools and techniques used in modern financial management.</li><li>• To know the various sources of finance</li><li>• To understand the various uses for finance.</li><li>• To apply the tools in Cost of Capital and Dividend decision</li><li>• To familiarize the students with the concepts of Working Capital</li></ul>			
<b>Credits: 4</b>		<b>Total Hours: 50</b>	
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 - Cost of Capital - Significance of cost of capital - Calculation of Cost of Debt - Cost of Preference Capital - Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings - Combined Cost of Capital (weighted/Overall).	10	CO1
II	Investment Decisions: Capital Budgeting-Principles and techniques-Nature of capital budgeting- Evaluation Techniques: Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) - NPV and IRR comparison.	10	CO2
III	Financing Decisions: Sources of funds-Operating and Financial Leverage - Measurement of Leverages -Combined Financial and Operating Leverage - Capital Structure Theories - Traditional approach - M.M. Hypotheses - without Taxes and with Taxes - Net Income Approach (NI) - Net Operating Income Approach (NOI) - Determining capital structure in practice.	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 - Corporate Dividend Behaviour.	10	CO4

<b>V</b>	Working Capital Management: Management of Working Capital - Significance and types of Working Capital - Calculating Operating Cycle Period and Estimation of Working Capital Requirements - Financing of Working Capital and norms of Bank Finance - Sources of Working capital - Factoring services- Various committee reports on Bank Finance - Dimensions of Working Capital Management.	<b>10</b>	<b>CO5</b>
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<b>Textbook</b>	
1	Khan, M.andJain, P.2011. Financial Management Principles and Practice. [Sixth Edition]. Tata McGraw Hill, New Delhi.

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

<b>Web References</b>	
1	<a href="https://www.managementstudyguide.com/financial-management.htm">https://www.managementstudyguide.com/financial-management.htm</a>
2	<a href="https://www.investopedia.com/terms/c/capitalbudgeting.asp">https://www.investopedia.com/terms/c/capitalbudgeting.asp</a>
3	<a href="https://www.investopedia.com/terms/w/workingcapitalmanagement.asp">https://www.investopedia.com/terms/w/workingcapitalmanagement.asp</a>

### **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	Understand the overall role and importance of the finance functions and basic finance management knowledge.
<b>CO2</b>	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.
<b>CO3</b>	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.
<b>CO4</b>	Integrate student knowledge to evaluate the finance and dividend decisions and calculate the cost of debt, equity and capital.
<b>CO5</b>	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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAM203	DSC IX: HUMAN RESOURCE MANAGEMENT	SEMESTER- II	
<b>Course Objectives</b> The Course aims <ul style="list-style-type: none"><li>• To know about the functions and challenges of HRM</li><li>• To learn about human resource planning</li><li>• To understand the concepts of induction, orientation and training methods</li><li>• To develop measure for compensation, incentives and performance appraisal</li><li>• To acquire knowledge about strategic human resource</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Human Resource Philosophy - 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	Establishing Pay plans: Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerized job evaluation. Pay for performance and Financial incentives: Money and motivation - incentives for operations - Organization wide incentive plans - Practices in Indian organizations. Benefits and services: Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.	10	CO4
V	Managing Global Human Resource: Global Environment -Workforce Diversity - Managing Workforce Diversity - Managing people: A critical role for every manager - Employee privacy and ethical issues - Recent Trends in HR - Ethics in HRM.	10	CO5

### Text Books

1. Gary Dessler.2012.HumanResource Management. [Thirteenth Edition]. Prentice Hall of India Pvt. Limited, New Delhi

### Reference Books

1. Aswathappa.K, 2013. Human Resource Management. [Seventh Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Mamoria, C.B and Gankar, S.V.2013. A Textbook of Human Resource Management. [Seventh Edition]. Himalaya Publication House, New Delhi.
3. V.S.P Rao 2010. Human Resource Management: Text and cases. [Third Edition]. Excel Books, New Delhi.

### Web references

1. [https://en.wikipedia.org/wiki/Human\\_resource\\_management](https://en.wikipedia.org/wiki/Human_resource_management)
2. <https://www.economicdiscussion.net/human-resource-management>
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 Programme.
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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAM204	DSC X: MARKETING MANAGEMENT	SEMESTER- II	
<b>Course Objectives</b>			
The Course aims			
<ul style="list-style-type: none"><li>• To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.</li><li>• To analyze and explore the buyer behaviour pattern in marketing situations.</li><li>• To understand the branding, pricing and strategies in marketing a product.</li><li>• To hone the planning and analytical skills necessary for a holistic marketing approach.</li><li>• To build critical analysis and creative communications skills among students to help them in identifying key issues.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
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 and Brand: 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
<b>Text Book</b>			
1. Philip Kotler, Kevin Lane Keller, "Marketing Management", Pearson (15th Edition) 2015. 2. Rajan Sexena, "Marketing Management", McGraw Hill (5th edition) 2017. 3.V.S.Ramasamy & S.Namakumari "Marketing Management: Global Perspective Indian Context", McGraw Hill Education (India) P.ltd (5th Edition) 2013.			
<b>Reference Books</b>			
1. Pillai &Baghawathy, Marketing Management, S.Chand, 2010. 2. Gupta Prachi, Aggarwal Ashita,et al.,Marketing Management: Indian Cases, 1st Edition, 2017 3. G.Shainesh Philip Kotler, et...al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022 4. Warren J. Keegan, Global Marketing Management, 8thEdition, Pearson, 2017. 5. Mullins, Marketing Management: A Strategic Decision-Making Approach, 7th Edition, McGraw-Hill, 2010.			
<b>Web References</b>			
1	<a href="https://en.wikipedia.org/wiki/Marketing_management">https://en.wikipedia.org/wiki/Marketing_management</a>		
2	<a href="https://www.tutorialspoint.com/marketing_management/marketing">https://www.tutorialspoint.com/marketing_management/marketing</a>		
3	<a href="https://www.investopedia.com/terms/d/direct-marketing.asp">https://www.investopedia.com/terms/d/direct-marketing.asp</a>		

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

<b>CO1</b>	Identify core concepts of marketing and the role of marketing in business and society.
<b>CO2</b>	Plan the product characteristics, packaging and labeling and also craft the brand Positioning.
<b>CO3</b>	Analyze the various pricing strategies and channel of distribution.
<b>CO4</b>	Create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
<b>CO5</b>	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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PMABAI205	MDC I : APPLIED OPERATIONS RESEARCH	SEMESTER- II	
<b>Note: 20% of the questions shall be theory based and 80% of the questions shall be problem based.</b>			
<b>Course Objectives</b>			
The Course aims			
<ul style="list-style-type: none"><li>• To enhance the idea of model building, testing the model and finding the solution for the model.</li><li>• To develop the decision-making skills in competitive situations.</li><li>• To increase the creative ability of a decision-maker.</li><li>• To understand the application of queuing techniques in business situations</li><li>• To understand the application of replacement models</li></ul>			
<b>Credits: 4</b>		<b>Total Hours: 50</b>	
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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<b>Text Book</b>	
1	Vohra, N.D. 2009. Quantitative Techniques in Management. [Fourth Edition]. Tata McGraw Hill, New Delhi.
<b>Reference Books</b>	
1	Sharma, J.K. 2013. Operations Research: Theory and Applications. [Fifth Edition]. McMillan India Ltd., New Delhi.
2	Hamdy ATaha. 2010. Operations Research: An Introduction. [Ninth Edition] Prentice Hall of India Pvt. Ltd., New Delhi.
3	Kanti Swarup, Gupta.P.K. And Manmohan. 2012. Operations Research. [Sixteenth Edition]. Sultan Chand and Sons. New Delhi.
4	Gupta, P.K. and Hira, D.S. 2011. Operations Research. [Tenth Edition]. Sultan Chand and Sons. New Delhi
<b>Web References</b>	
1	<a href="https://www.informs.org/Explore/Operations-Research-Analytics">https://www.informs.org/Explore/Operations-Research-Analytics</a>
2	<a href="http://www.universalteacherpublications.com/univ/ebooks/or/Ch13/intro.htm">http://www.universalteacherpublications.com/univ/ebooks/or/Ch13/intro.htm</a>
3	<a href="https://www.investopedia.com/terms/g/gametheory.asp">https://www.investopedia.com/terms/g/gametheory.asp</a>

### 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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PMABAMP201	DSC PRACTICAL II - DATA ANALYTICS TOOLS	SEMESTER-II	
<b>Course Objectives</b> <ul style="list-style-type: none"><li>• Understanding fundamental concepts from probability, statistics, stochastic modeling, and optimization.</li><li>• To use historical data to learn the underlying model and pattern</li><li>• Understanding the basic concept of data management and data mining techniques</li><li>• To understand the basic concept of machine learning</li><li>• Optimization methods to solve decision problems under uncertainty in business applications.</li></ul>			
<b>Credits: 2</b>		<b>Total Hours : 45</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction to SPSS – SPSS Environment: data editor, output viewer, syntax editor – Data view window – SPSS Syntax – Data creation – Importing data – Variable types in SPSS and Defining variables. Computing Variables – Recoding (Transforming) Variables: Recoding Categorical String Variables using Automatic Recode – Rank Cases – Sorting Data – Grouping or Splitting Data.	9	CO1
II	Descriptive Analytics: Exploratory data analysis and Descriptive Statistics: Random Variables, Types of Variable and Data Types, Graphical Displays of Sample Data, Histograms, Box plot, Scatter plot, Bar chart, Measures of Centre Tendency, Measures of Dispersion, Moments, Skewness and Kurtosis.	9	CO2
III	Sampling Distributions: Confidence intervals for mean, variance and proportions, tests of significance based on normal, t-statistic, chi-square, F and Z statistics – One way ANOVA.	9	CO3
IV	Hypothesis Testing: Correlation and regression: Simple, partial and multiple correlation coefficients, simple linear and multiple regression. – Karl Pearson’s Coefficient of Correlation, Spearman’s rank correlation coefficient, Non- parametric: Kruskal – Wallis statistics, Freedman’s test. -factorial designs– Multiple comparison tests.	9	CO4

V	Introduction to R: Installing R and R studio - R Studio Overview - Working in the Console - Creating Variables - Numeric and Character Data - Vectors - Data Frames - Factors Installing and loading packages - Setting up your working	9	CO5
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### Text Books

1	Jeffrey D. Camm et. Al (2015), "Essentials of Business Analytics", Cengage Learning.
2	Evan James R, Business Analytics - Pearson education, 11 <sup>th</sup> edition.
3	U Dinesh Kumar -Business Analytics: The Science of Data - Driven Decision Making - Wiley- 2017
4	Aldrich, J & Cunningham, J, Using IBM SPSS statistics, Sage publications
5	Lander, Jared P, (2017), R for Everyone: Advanced Analytics and Graphics. Addison-Wesley Professional.

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Understand the emergence of business analytics as a competitive strategy.
CO2	Evaluate the use of data from acquisition through cleansing, warehousing, analytics, and visualization to the ultimate business decision.
CO3	Outline the relationship of the business analytics process within the organization's Decision-making process.
CO4	Execute real-time analytical methods on streaming datasets to react quickly to customer needs
CO5	Analyze and solve problems through forecasting in different industries

Prepared by  
(Course Coordinator)

Approved by  
(Chairman-BOS)

24PVE201	VALUE EDUCATION: HUMAN RIGHTS	SEMESTER- II	
<b>Course Objectives</b> The Course aims <ul style="list-style-type: none"><li>To make the students to understand the concepts of human rights.</li><li>To understand the political rights of the society.</li><li>To understand human economical concepts.</li><li>To know the Women's' rights.</li><li>To analyze the human violation.</li></ul>			
<b>Credits: 2</b>		<b>Total Hours: 25</b>	
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 Labor-Bonded Labor - 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
<b>Reference Books</b>			
1	Paul Singh. Human Rights and Legal System. Himalaya Publishing House, New Delhi.		
<b>Web References</b>			
1	<a href="https://idwfed.org/en/about-us-1/idwf-constitution">https://idwfed.org/en/about-us-1/idwf-constitution</a>		
2	<a href="https://www.womenlawsindia.com/legal-awareness/women-rights-in-india/">https://www.womenlawsindia.com/legal-awareness/women-rights-in-india/</a>		
3	<a href="https://projectworldimpact.com/cause/Human-Trafficking">https://projectworldimpact.com/cause/Human-Trafficking</a>		

### 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

Prepared by  
(Course Coordinator)

Approved by  
(Chairman-BOS)

24PLS201	CAREER COMPETENCY SKILLS - I	SEMESTER - II	
<b>Course Objectives:</b> The course aims <ul style="list-style-type: none"><li>To enhance employability skills and to develop career competency.</li></ul>			
<b>Credits: 1</b>		<b>Total Hours: 15</b>	
UNIT	CONTENTS	Hrs	CO
I	Interview Skills 1.1 Interview Skills: Opening & Closing expressions-Dress code-Dos and Don'ts In Interview 1.2 Resume Preparation: Cover letters-Types of resume. Practice: Mock Interview with basic and advanced Interview questions Practice: Draft updated version of resume & cover letter.	3	CO1
II	Soft Skills: Interpersonal Skills - SWOC analysis -Problem Solving Skills. Practice: Speaking on interpersonal skills. Activity on problem solving skills.	3	CO2
III	Professional Skills: Public Speaking-Group Discussion- Creative Thinking. Practice: Non-technical presentation & Group Discussion Assessment can be based on presentation in the class	3	CO3
IV	Professional Writing Skills: Report writing: Progress report-Feasibility Memos and Circulars.	3	CO4
V	Self-improvement -CALL-Language Techniques and Concepts, E-learning	3	CO5
<b>Text Book:</b>			
1	Know Yourself & Know the World		
<b>Reference Book:</b>			
1	Alex, K. Soft Skills New Delhi, S. Chand & Company Ltd, 2012.		

### **COURSE OUTCOMES (CO)**

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

<b>CO1</b>	Understand the types of Interviews, interview skills
<b>CO2</b>	Developing Resume content and structures.
<b>CO3</b>	Improving soft skills & group discussion
<b>CO4</b>	Types of skills, Attain the different level of Learning Skills.
<b>CO5</b>	Self-improvements and learning techniques

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAM301	DSC XI: STRATEGIC MANAGEMENT	SEMESTER- III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• Understand the basic knowledge and concepts of strategic management and applications in global context</li><li>• Understand how external environmental issues can have an influence on firm businesses</li><li>• Apply and integrate various strategic management concepts and analytical methods to real-life management situations in a corporation;</li><li>• Develop critical and integrative thinking abilities; Develop problem-solving and decision-making skills for strategic evaluation and control;</li><li>• Develop global and ethical perspectives in international business.</li></ul>			
<b>Credits: 4</b>		<b>Total Hours: 50</b>	
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 - Porter's Five force 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 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.	10	CO5
<b>Text Book</b>			
1	Pearce & Robinson, "Strategic Management", Tata McGraw Hill.		
2	A.C.Hax and NS, Strategic Management: An Integrative Perspective, Prentice Hall.		
3	John A Pearce II and Richard B Robinson, "Strategic Management: Formulation, Implementation and Control", 9 <sup>th</sup> Edition, TMH.		
<b>Reference Books</b>			
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."StrategicManagement Theory: An Integrated approach". [Second Edition]. All India Publisher and Distributors. Chennai		

<b>Web References</b>	
1	<a href="https://www.managementstudyguide.com/strategic-management.htm">https://www.managementstudyguide.com/strategic-management.htm</a>
2	<a href="https://www.techtarget.com/searchcio/definition/strategic-management">https://www.techtarget.com/searchcio/definition/strategic-management</a>
3	<a href="https://hbr.org/2008/06/the-secrets-to-successful-strategy-execution">https://hbr.org/2008/06/the-secrets-to-successful-strategy-execution</a>

### **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	Formulate organizational vision, mission, goals and values.
<b>CO2</b>	Develop strategies and action plans to achieve an organization's vision, mission and goals.
<b>CO3</b>	Develop powers of managerial judgment, how to assess business risk and improve ability to make sound decisions and achieve effective outcomes.
<b>CO4</b>	Evaluate and revise programs and procedures in order to achieve organizational goals
<b>CO5</b>	Consider the ethical dimensions of the strategic management process

**MAPPING**

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAM302	DSC XII: BUSINESS RESEARCH METHODS	SEMESTER- III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To familiarise the students to the principles of scientific methodology in business enquiry</li><li>To develop analytical skills of business research; to develop the skills for scientific Communications.</li></ul>			
<b>Credits: 4</b>		<b>Total Hours: 50</b>	
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 - Parametric and Non-Parametric data - 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 - Bi-variate 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

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

<b>Reference Books</b>	
1	Alan Bryman and Emma Bell.2011. "Business Research methods". 3 <sup>rd</sup> Edition. Oxford University Press. New Delhi.
2	Uma Sekaran and Roger Bougie.2012. "Research methods for Business". 5 <sup>th</sup> Edition. Wiley India. New Delhi.
3	C.R.Kothari 2023 " Research Methodology". 5 <sup>th</sup> Edition. New Age International Publishers, New Delhi.

<b>Web References</b>	
1.	<a href="https://leverageedu.com/blog/business-research/">https://leverageedu.com/blog/business-research/</a>
2.	<a href="https://fuelcycle.com/blog/the-best-research-techniques-for-your-business/">https://fuelcycle.com/blog/the-best-research-techniques-for-your-business/</a>
3.	<a href="https://www.questionpro.com/blog/research-design/">https://www.questionpro.com/blog/research-design/</a>

## 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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PCSBAI303	MDC II: MANAGEMENT INFORMATION SYSTEM	SEMESTER- III	
<p><b>Course objectives:</b></p> <p>The course aims</p> <ul style="list-style-type: none"><li>• Provide students with comprehensive knowledge and technical skills needed to successfully participate in and support the increasingly applied role of information technology in corporate decision making</li><li>• Enable graduates to conceptualize and manage the specification, design and implementation of applied information systems</li><li>• Provide the knowledge of contemporary issues related to the field of managing information systems.</li><li>• Develop knowledge and skills required to work effectively in a profession, Enhance self-confidence, ability to make proper decisions and effective communication, and Pursue lifelong learning and continuing education</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Foundations of Information Systems: A frame work for business users- Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems – IS Activities - Types of IS.	10	CO1
II	IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS-Transaction Processing Systems-Information Reporting System - Information for Strategic Advantage.	10	CO2
III	DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Overview of AI, Neural Networks, Fuzzy Logic Systems - Expert Systems.	10	CO3
IV	Managing Information Technology: Managing Information Resources and technologies- IS architecture and management Centralised, Decentralised and Distributed -EDI, Supply chain management & Global Information technology Management.	10	CO4

V	Security and Ethical Challenges: IS controls -facility control and procedural control -Risks to online operations - Ethics for IS professional - Societal challenges of Information technology.	10	CO5
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Text Books	
1	Laudon,J. Pand Laudon, K.C.(2007).Management Information System.(10thedn.), Pearson Education: India
2	Haag,S., Cummings,M., and Phillips,A.(2008).Management Information Systems.(6th edn.),Tata McGraw Hill: India

Reference Book	
1.	JamesAO'Brien,"IntroductiontoInformationSystems",TataMcGrawHill,14th Edition, 2008.
2.	O'Brien,J.A.,andMarakas,G.M.ManagementInformationSystems.(7thedn.),Tata McGraw Hill
3.	Oz,E.(2008).Management Information Systems.(2ndedn.),India: Cengage Learning

Web References	
1	<a href="https://en.wikipedia.org/wiki/Information_management">https://en.wikipedia.org/wiki/Information_management</a>
2	<a href="https://onlinecourses.nptel.ac.in/noc20_mg60review">https://onlinecourses.nptel.ac.in/noc20_mg60review</a>
3	<a href="https://www.edx.org/course/introduction-to-management-information_system">https://www.edx.org/course/introduction-to-management-information_system</a>

## COURSE OUTCOMES (CO)

After completing the course, the students will be able to

CO1	Understand the basic concepts and technologies used in the field of management information system and understand the role of information system in organizations, the strategic management processes and the Implications for the management.
CO2	Analyze, design, construct, implement and maintain usable, reliable and cost effective information system that supports operational, managerial and strategic activities of organizations.
CO3	Study and evaluate existing manual and automated business process, and identify opportunities for re-engineering and/or automation.
CO4	Coordinate confidently and competently with the user community in IS requirements analysis/design activities, and provide guidance and technical support to end user computing activities.
CO5	Analyze the impact computing on individuals, organizations and society, including ethical, religious, legal, security and global policy issues.

## MAPPING

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

H-High; M-Medium; L-Low

Prepared by  
(Course Coordinator)

Approved by  
(Chairman-BOS)

**DSE-FINANCE**

24PBAEF301	DSE I: 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.			
<b>Course objectives:</b>			
The Course aims			
<ul style="list-style-type: none"><li>• To provide the students a comprehensive knowledge on investment in Stock Trading.</li><li>• To teach the students the advanced investment tools and techniques available for analyzing the securities and portfolio management.</li><li>• To provide a practical approach in stock market operations and understand the relationship between risk and return on investment.</li><li>• To help the students to make an investment decision in a less risky approach.</li><li>• To prepare students for a prospective career in the field of stock trading, Entrepreneurship and other financial services sector</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction to the Investment and Securities Market: Investment - Investment Objectives - Investment Alternatives - History - Indian Financial System - Objectives of the Security Analysis-Money Market - Capital Market - Stock Trading System - Merchant Banking - Investment Banking.	10	CO1
II	Regulators and Market Participants in the Securities Market: SEBI: Regulations of SEBI with regard to Primary and Secondary Market - RBI - IRDAI- PFRDA - Stock Exchanges: BSE - NSE - Depositories: NSDL - CDSL - Depository Participants - Trading Members - Clearing and Settlement: NSCCL - ICCL - Clearing Members - Issuers - Investors - Speculators - Hedgers - Arbitrageurs.	10	CO2
III	Fundamental Analysis: Economic Analysis: Economic Forecasting Techniques - Industry Analysis: Industry Classification -Industry Structure and Performance - Company Analysis: Measuring Earnings - Applied Valuation Techniques.	10	CO3
IV	Technical Analysis: Fundamental Vs Technical Analysis- Charting Methods - Chart Patterns -Japanese Tech -Tools of Trend Analysis(SMA-ROC-RSI-MACD )-Elliot Wave Theory - Dow Theory - Random Walk Theory - EMH.	10	CO4

V	Portfolio Management and Mutual Fund Operations: Portfolio - Portfolio Objective - Portfolio Theory: Traditional Portfolio theory - Modern Portfolio theory - Portfolio Analysis - Portfolio Criteria - Portfolio Diversification - Portfolio Construction - Model Portfolios - Portfolio Evaluation- Portfolio Revision - Mutual Fund - AMC - Mutual Fund Operations in India - Types of schemes- SIP-ETFs-NAV Calculations.	10	CO5
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<b>Text Book</b>	
1	Punithavathy Pandian. 2010. Security Analysis and Portfolio Management. [Second Edition]. Vikas Publishing, New Delhi.
<b>Reference Books</b>	
1	Donald E. Fischer and Ronald J. Jordan. 2000. Security Analysis and Portfolio Management. [Second Edition]. Prentice Hall India, New Delhi.
2	Ranganathan, M. and Madhumathi, R. 1995. Investment Analysis and Portfolio Management. [Second Edition]. Pearson Education, New Delhi.
3	Avadhani, V.A. 2003. Investment and Securities Market in India. [Sixth Edition]. Himalaya Publishing House, New Delhi.
4	Dhanesh Kumar Khatri. 2006. Investment Management and Security Analysis: Text and Cases. [First Edition]. Macmillan Publishers India, New Delhi.
5	Sridhar, A. N. 2006. Management Accounting and Financial Analysis. [Sixth Edition]. Shroff Publications and Dist. Pvt. Ltd., USA.
<b>Web References</b>	
1	<a href="https://www.managementstudyguide.com/security-analysis-and-portfolio">https://www.managementstudyguide.com/security-analysis-and-portfolio</a>
2	<a href="https://mgkvp.ac.in/Uploads/Lectures/47/403.pdf">https://mgkvp.ac.in/Uploads/Lectures/47/403.pdf</a>
3	<a href="https://www.investopedia.com/terms/f/fundamentalanalysis.asp">https://www.investopedia.com/terms/f/fundamentalanalysis.asp</a>

## COURSE OUTCOMES (CO)

After completing the course, the students will be able to

<b>CO1</b>	Understand the basic of Indian securities market and different terminologies used in equity and debt markets
<b>CO2</b>	Interpret the market regulators and various participants in the securities market
<b>CO3</b>	Interpret various fundamental analysis techniques towards stock investment.
<b>CO4</b>	Examine the basics of technical analysis and various indicators for short term trading.
<b>CO5</b>	Evaluate the portfolio methods, construction, and evaluation

## 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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEF302	DSE II: STRATEGIC FINANCIAL MANAGEMENT	SEMESTER- III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To design, analyse and implement financial strategies aimed at repositioning and revitalizing companies.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
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 Takeovers -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

<b>Text Book</b>	
1	Prasad, G. Godbole. 2011. Mergers, Acquisition and Corporate restructuring. [First Edition]. Vikas Publishing House Pvt. Ltd., New Delhi.
<b>Reference Books</b>	
1	Rajinder, S. Aurora, Kavita Shetty and Sharad R. Kale. 2011. Mergers and Acquisitions. [First Edition]. Oxford Publishing House, New Delhi.
2	Aswath Damodaran. 2011. Corporate Finance Theory and Practice. [Second Edition]. John Wiley and Sons Inc Sea Pvt. Ltd.
3	James C. Van Horne. 2012. Financial Management and Policy. [Twelfth Edition]. Prentice Hall of India (P) Ltd., New Delhi.

<b>Web References</b>	
1	<a href="https://corporatefinanceinstitute.com/resources/knowledge/strategy/strategic-financial-management/">https://corporatefinanceinstitute.com/resources/knowledge/strategy/strategic-financial-management/</a>
2	<a href="https://www.investopedia.com/terms/m/mergersandacquisitions.asp">https://www.investopedia.com/terms/m/mergersandacquisitions.asp</a>
3	<a href="https://www.taxmann.com/post/blog/corporate-restructuring-types-and-importance/">https://www.taxmann.com/post/blog/corporate-restructuring-types-and-importance/</a>

### **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	Identify the importance of strategic planning and kinds of restructuring.
<b>CO2</b>	Communicate the reasons for merger, amalgamation, takeover and demerger.
<b>CO3</b>	Evaluate the efficiency of post merger reorganization.
<b>CO4</b>	Plan the areas of restructuring with the techniques of corporate restructuring.
<b>CO5</b>	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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEF303	DSE III: BEHAVIOURAL FINANCE	SEMESTER- III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To identify and understand systematic behavioral factors that influences the investment behavior.</li></ul>			
<b>Credits : 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Why Behavioral Finance: The role of security prices in the economy - EMH - Failing EMH - EMH in supply and demand framework - Equilibrium expected return models - Investment decision under uncertainty - Introduction to neoclassical economics and expected utility theory-Return predictability in stock market - Limitations to arbitrage	10	CO1
II	Decision And Behavioral Theories: Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma - The Monthly Hall Paradox- The St. Petersburg Paradox- The Allais Paradox- The Ellsberg Paradox - Prospects theory - CAPM - behavioral portfolio theory - SP/A theory - brief history on rational thought - pasacl - Fermat to Friedman - savage	10	CO2
III	Decision Making Biases: Information screening bias - Heuristics and behavioral biases of investors - Bayesian decision making - cognitive biases - forecasting biases - emotion and neuroscience - group behaviour - investing styles and behavioral finance	10	CO3
IV	Arbitrageurs : Definition of arbitrageur-Long-short trades-Risk vs. Horizon-Transaction costs and short-selling costs-Fundamental risk-Noise-trader risk-Professional arbitrage-Destabilizing informed trading	10	CO4

V	Managerial decisions : Supply of securities and firm investment characteristics (market timing, catering) by rational firms - Associated institutions - Relative horizons and incentives - Biased managers	10	CO5
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**Text Book**

1	Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
2	Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.

**Reference Books**

1	Aswath Damodaran. 2011. Corporate Finance Theory and Practice. [Second Edition]. John Wiley and Sons Inc Sea Pvt. Ltd.
2	James C. Van Horne. 2012. Financial Management and Policy. [Twelfth Edition]. Prentice Hall of India (P) Ltd., New Delhi.
3	Khan, M.Y. 2011. Financial Services. [Sixth Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.
4	Pradip M. Khandwalla. 1998. Fourth Eye Excellence Through Creativity. [Second Edition] Ah Wheeler and Co. Ltd., New Delhi.
5	Fred J. Weston, Mark L. Mitchell and Harold Mulherin, J. 2012. [Fourth Edition]. Takeovers Restructuring and Corporate Governance. Pearson Education Limited, New Delhi.
6	Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty. 2007. Principles of Corporate Finance. [Eight Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.

**Web References**

1	<a href="https://corporatefinanceinstitute.com/resources/knowledge/strategy/strategic-financial-management/">https://corporatefinanceinstitute.com/resources/knowledge/strategy/strategic-financial-management/</a>
2	<a href="https://www.investopedia.com/terms/m/mergersandacquisitions.asp">https://www.investopedia.com/terms/m/mergersandacquisitions.asp</a>
3	<a href="https://www.taxmann.com/post/blog/corporate-restructuring-types-and-">https://www.taxmann.com/post/blog/corporate-restructuring-types-and-</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Understanding the need of behavioural finance
CO2	Knowing about various decision and behavioural theories
CO3	Learn about heuristic and behavioural biases of investors
CO4	Analyse and understand about arbitragers and managerial decision
CO5	Thorough understanding about the price discovery in markets

### MAPPING

PO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	L	M	H	M	M	L	M	M
CO2	H	L	L	M	H	M	H	M	H	M
CO3	H	M	M	M	H	H	M	M	H	L
CO4	H	H	H	M	H	M	M	M	L	M
CO5	H	M	M	M	H	M	M	M	M	M

**High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

**DSE-HUMAN RESOURCE**

24PBAEH301	DSE I: MANAGING INTERPERSONAL EFFECTIVENESS	SEMESTER- III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• To examine managerial styles in terms of concern for production and concern for people.</li><li>• To assess different systems of management and relate these systems to organisational characteristics.</li><li>• To focus on self-managerial skills.</li><li>• To make the students aware, monitor and build self - efficiency.</li></ul>			
<b>Credits : 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Self Dynamics: Self Definition and Perception. Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management	10	CO1
II	Communication: Communication and language - models - oral - written. Qualities and profile of a good speaker - clarity, responsibility, simplicity, style, brevity. Interpersonal Communication - Barriers - ways of overcoming - Nonverbal Communication - Paralanguage, Eye Contract, Facial expression, Kinesics, Body language. Deception, and Detecting deception	10	CO2
III	Assertive Training: Nature, importance & relevance to organizational life - Assertion and aggression, Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion. When to say Yes/No. Being assertive with oneself - cutting, rewriting, editing and How to enhance individual assertiveness?	10	CO3
IV	Transactional Analysis: Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.	10	CO4
V	<b>Counseling</b> : Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance- Predicting People's Problems Journey into life space- Anxiety and stress -Counseling to develop organizations- Check list for Counselors, Training for Counseling	10	CO5

<b>Text Book</b>	
1	Venkatapathy, R. and Jackson, P.T.Aditya. (2009). Managing Interpersonal Effectiveness. New Delhi: Himalaya Publishing House.
2	Robert L Gibson, Marianne H. Mitchell, "Introduction to Counseling and Guidance", 7e, Pearson Education India, 2015.
<b>Reference Books</b>	
1	Thomas Haris. (2007). I'm Okay You're okay. New Delhi: Himalaya Publishing House.
2	Fisher Uray. (2009). Getting to say Yes. New Delhi: Himalaya Publishing House
3	Albert and Emmonds, M. (2009). Complete guide to Assertive Living. New Delhi: Jaico Publishing house
<b>Web References</b>	
1	<a href="https://onlinecourses.nptel.ac.in/noc20_mg08/preview">https://onlinecourses.nptel.ac.in/noc20_mg08/preview</a>

### **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	Students will gain knowledge about appropriate style of managerial behavior
<b>CO2</b>	Motivating to build self - efficiency
<b>CO3</b>	Help the students to overcome the barriers of communication and personality development.
<b>CO4</b>	Make the students to know the importance on counseling interventions.
<b>CO5</b>	Students are trained to work effectively in group settings, enhancing collective problem-solving and productivity.

**MAPPING**

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

**High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEH302	DSE II: TRAINING AND DEVELOPMENT	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>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.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
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
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Text Book	
1	Rao, P.L. 2008. Training and Development. [First Edition]. Excel Books, New Delhi.

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

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

### 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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

*(Master of Business Administration (Students admitted from 2024-2025 onwards))*

24PBAEH303	DSE III: HR ANALYTICS	SEMESTER- III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• To impart basic knowledge of HR management</li><li>• To make the students understand the key terms, theories/ concepts and practices within the field of human resource management.</li><li>• To equip the students with necessary HR skills that are required by HR professionals</li><li>• To Identify and analyze the problems in the field of HRM and be able to provide innovative solutions</li><li>• To recognize and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Human Resource Function : Human Resource Philosophy - Changing environments of HRM - Trends in HRM - Organization of HR departments - Line and staff functions - Role of HR Managers.	10	CO1
II	Recruitment & Placement: Job analysis - Methods - IT and computerized skill inventory - Writing job specification - Job Description & Job Evaluation (Computerized). Recruitment and selection process: Employment planning and forecasting - Sources, Developing and Using application forms - IT and recruiting on the internet. Employee Testing & Selection: Selection process, basic testing concepts, types of tests, work samples & simulation, selection techniques, interview, Designing & conducting the effective interview, computer aided interview.	10	CO2
III	Training & Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, 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 and CD-ROM's. Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews. Managing careers: Career planning and development - Managing promotions and transfers.	10	CO3

IV	Compensation & Managing Quality: Establishing Pay plans: Basics of compensation - factors determining pay rate - Current trends in compensation - pricing managerial and professional jobs. <b>Pay for performance</b> and Financial Incentives: Money and motivation - incentives for employees and executives - Organization wide incentive plans. Benefits and services: Statutory benefits - non-statutory (voluntary) benefits.	10	CO4
V	Labor relations and employee security: Industrial relation and collective bargaining: Trade unions - Collective bargaining - future of trade unionism. Grievances handling - managing dismissals and separation. Labor Welfare & Legislations: Meaning & Importance.	10	CO5
<b>Text Book</b>			
1	Gary Dessler, Human Resource Management, 10 <sup>th</sup> edition, 2008, Dorling Kindersly, India Pvt Ltd., New Delhi.		

<b>Reference Books</b>			
1	VSP Rao, Human Resource Management: Text and cases, 3 <sup>rd</sup> edition, 2010, Excel Books, New Delhi.		
2	David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, 3 <sup>rd</sup> edition, 2006, PHI/Pearson, Indian reprint.		
3	Jhon Bernardinl, Human Resource Management: An experiential approach, Special Indian Edition, 2007, Tata McGraw Hill, New Delhi.		
4	Deepak Kumar Bhattacharya, Human Resource Management, 2 <sup>nd</sup> Edition, 2006, Excel Books, New Delhi.		
<b>Web References</b>			
1	<a href="https://www.mckinsey.com/business-functions/mckinsey-analytics/our-insights/using-people-analytics-to-drive-business-performance-a-case-study">https://www.mckinsey.com/business-functions/mckinsey-analytics/our-insights/using-people-analytics-to-drive-business-performance-a-case-study</a>		
2	<a href="https://www.coursera.org/learn/wharton-people-analytics#syllabus">https://www.coursera.org/learn/wharton-people-analytics#syllabus</a>		

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

<b>CO1</b>	Know about the theory and application of human resource management, the broad range of influences acting on human resource management
<b>CO2</b>	To cognize the methods of recruitment, selection process
<b>CO3</b>	Knowledge and application of performance assessment methods, improvements and resultant in terms of employee service condition reviews.
<b>CO4</b>	Analyze various compensation plans and benefits and services
<b>CO5</b>	To get familiar with industrial relations and employees' welfare and security and create apt plans for employee benefits

### MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

**DSE-MARKETING**

24PBAEM301	DSE I: RETAIL MANAGEMENT	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• To understand the concepts of effective retail business</li><li>• To understand the basic retailing process and it's determining factors.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
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

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

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

<b>Web References</b>	
1	<a href="http://www.ft.com/businesseducation">www.ft.com/businesseducation</a>
2	<a href="http://www.economist.com">www.economist.com</a>
3	<a href="http://www.businessbecause.com">www.businessbecause.com</a>

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

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

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEM302	DSE II: MARKETING ANALYTICS	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To familiarize the insights in functional areas of marketing analytics.</li><li>To enhance the knowledge on product forecast and its features.</li><li>To emphasize students various pricing methods by analytic tools</li><li>To provide details of distribution channels using marketing metrics.</li><li>To give a perspective of the promotional media.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Marketing Analytics - Introduction - Definition- Adoption of Marketing Analytics- Advantages - Models and metrics - Impact of marketing analytics - market segmentation - targeting and positioning - Customer Value Analysis: Life Time Customer Value Calculation - Simulation Technique - Model for Customer Retention .	10	CO1
II	Product Analytics: Product - objectives- Identifying New Product Features - Forecasting of New Product Sales - Copernican Principle to Predict Duration of Future Sales - Attribute Preference Testing.	10	CO2
III	Price Analytics: Pricing - features -Techniques in Pricing - Price Bundling - Profitable pricing - Pricing for Business Markets - Price Discrimination	10	CO3
IV	Distribution analytics: Distribution - factors influencing - Channel Attributes and Roles review- selection of Retail Location- Channel Evaluation and Selection in distribution, Multi-channel Distribution, Distribution Channel Analytics.	10	CO4
V	Promotion Analytics: Promotion - methods - Promotion Budget estimation - Promotion Budget Allocation - Ad value equivalence model - Promotion Metrics for social media - Promotion Metrics for traditional Media.	10	CO5

<b>Text Book</b>	
1	Wayne L. Winston, "Marketing Analytics: Data-Driven Techniques with Microsoft Excel", 1st Edition, Wiley, New Delhi, 2018.
2	Seema Gupta, Avadhoot Jathar, " Marketing Analytics "2021 Wiley India Pvt. Ltd.

<b>Reference Book</b>	
1	David A. Aaker, V. Kumar, Robert P. Leone, George S. Day., "Marketing Research", 1 <sup>st</sup> Edition, Wiley, New Delhi, 2019.
2	Moutusy Maity, Pavankumar Gurazada, " MARKETING ANALYTICS", 1st Oxford University Press, India, 2021.
3	Mike Grigsby, "Marketing Analytics", 2nd Edition, Kogan Page, UK, 2018. .

<b>Web References</b>	
1	<a href="http://www.ft.com/businesseducation">www.ft.com/businesseducation</a>
2	<a href="http://www.economist.com">www.economist.com</a>
3	<a href="http://www.businessbecause.com">www.businessbecause.com</a>

### **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	Understanding the basics of marketing analytics and creation of opportunities using suitable analytic tools to target customers
<b>CO2</b>	Categorize analytical tools to recognize new product features and forecast sales
<b>CO3</b>	Evaluate the various Pricing Techniques using analytical tool.
<b>CO4</b>	Analyze the distribution channel evaluation and selection using analytic tools
<b>CO5</b>	Categorize metrics for measuring effectiveness of traditional and social media promotion measures.

**MAPPING**

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEM303	DSE III: SERVICES MARKETING	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To familiarize students with current thoughts of service marketing</li><li>To sensitize them to service operations and service quality , in consideration of customer experience</li><li>To help in understanding of issues faced by service firms in customer attraction and retention.</li><li>To Expose them to Industry 4.0 concepts in service industry</li><li>To sensitize them to application of IoT in service industry</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction To Services: Introduction to services- Characteristics of services Marketing- Difference between goods and services marketing- - service Marketing Triangle. Service Demand and capacity Management- Strategy for managing service demand.	10	CO1
II	Service Marketing Mix: Service Marketing Mix -New service Development-Service pricing- Service promotion- Distribution of Services- Physical evidence- Services cape- People in service delivery.	10	CO2
III	Service Quality: Service Quality- GAP Model of Service quality- Other models of Service Quality-SERVEQUAL- Service failure- Service recovery- Service Guarantee- Complaint Management.	10	CO3
IV	Transforming The Service Industry I: Transforming the Service Industry- Impact of Artificial Intelligence (AI)and Machine Learning (ML)on Services- AI applications in Service Industry- Virtual Reality for improved Customer Service- Application of Augmented reality in Services.	10	CO4
V	Transforming The Service Industry II: Importance of Cyber physical Systems- Application of smart sensors across service Industry- Benefits of Mobile Technology in Services- Service Robots- Types of Service Robots- Uses of service Robots.	10	CO5

<b>Text Book</b>	
1	Services Marketing by RajendraNargundkar, Third edition, Tata McGrwHill
2	Services Marketing , Dwayne D. Gremler, Valarie A Zeithaml, Ajay Pandit, Mary
3	Bitner, sher: Mcgrawhill HED, ISBN: 9789353160777, Edition: 7, 2018

<b>Reference Book</b>	
1	Services Marketing, K. Karunakaran, Himalaya Publishing House
2	Christopher Lovelock, Service Marketing, Pearson, 2010
3	Ravi Shankar, Excel Book (2004), Service Marketing

<b>Web References</b>	
1	Swayam: Services Marketing: Integrating People, Technology, Strategy
2	By Prof. ZillurRahman   IIT Roorkee
3	Course era: International Hospitality & Healthcare Services Marketing, Sunmeechoi

### **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	Know and understand how the service industry works
<b>CO2</b>	Analyze how service Marketing Mix works
<b>CO3</b>	To analyze and apply knowledge to enhance Customer service quality
<b>CO4</b>	To evaluate the pros and cons of IoT applications in Industry
<b>CO5</b>	To prepare and present case studies on application service Marketing and IoT principles

**MAPPING**

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

**DSE: BUSINESS ANALYTICS**

<b>24PCSBAEB301</b>	<b>DSE I: ARTIFICIAL INTELLIGENCE FOR BUSINESS</b>	<b>SEMESTER - III</b>	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To understand fundamental concepts of Artificial Intelligence, including problem-solving, knowledge representation, and search techniques.</li><li>To gain skills in machine learning, natural language processing, and expert systems, enabling to develop intelligent systems.</li><li>To design and implement AI solutions in various domains, including robotics, and critically evaluate their effectiveness and limitations.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
<b>UNIT</b>	<b>CONTENTS</b>	<b>Hrs</b>	<b>CO</b>
<b>I</b>	Introduction: Definitions of Artificial Intelligence - Applications of AI: Game Playing, Expert Systems, Natural Language Processing, Image Understanding, Robotics, Machine Learning, Pattern Recognition, Virtual Reality - AI Tree. Problem-Solving: Production Systems: Travelling Salesman Problem, Water Jug Problem, The Knight's Tour Problem - State Space Representation: State Space Search -Tic-Tac-Toe as a State Space.	<b>10</b>	<b>CO1</b>
<b>II</b>	Heuristic Search Techniques: Search Techniques: Graph Search, Depth First Search, Breadth First Search, Greedy Method, Best First Search, Branch and Bound Search - Problem Reduction: Means-ends Analysis. Knowledge Representation: Types of Knowledge - Knowledge Representation.	<b>10</b>	<b>CO2</b>
<b>III</b>	Learning: Types of Learning: Rote Learning, Concept Learning, Learning by Analogy - Machine Learning: Why Machine Learning?, History of Machine Learning - Machine Learning Applications. Supervised and Unsupervised Learning: Supervised Learning Model - Unsupervised Learning Model.	<b>10</b>	<b>CO3</b>
<b>IV</b>	Reinforcement Learning: Reinforcement Learning Model: Limitation of Reinforcement Learning, Applications of Reinforcement Learning. Natural Language Processing: Natural Language Understanding - Natural Language Generation - Markov Models in NLP - Applications of NLP.	<b>10</b>	<b>CO4</b>

<b>V</b>	Expert Systems: Characteristics of Expert System – Components of an Expert System – Expert System Development – Applications of Expert System. Robotics: Introduction to Robotics – Principles and Components of Robots – Operations – Applications and Risks.	<b>10</b>	<b>CO5</b>
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#### **Text Book**

1	Vinod Chandra S.S, Anand Hareendran S. 2023. Artificial Intelligence Principles and Applications. [Second Edition]. PHI Learning Pvt Ltd.
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#### **Reference Book**

1	George F Luger. Artificial Intelligence Structures and Strategies for Complex Problem Solving. [Fourth Edition]. Pearson Publishing.
2	Stuart Russell, Peter Norvig. 2016. Artificial Intelligence A Modern Approach. [Third Edition] Pearson Publishing.

#### **Web References**

1	<a href="https://www.ibm.com/think/topics/artificial-intelligence">https://www.ibm.com/think/topics/artificial-intelligence</a>
2	<a href="https://cloud.google.com/learn/what-is-artificial-intelligence">https://cloud.google.com/learn/what-is-artificial-intelligence</a>
3	<a href="https://www.ibm.com/think/topics/artificial-intelligence-business">https://www.ibm.com/think/topics/artificial-intelligence-business</a>

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

<b>CO1</b>	Understand the concept of AI and recognize various applications.
<b>CO2</b>	Understand and apply different types of knowledge representation techniques to effectively represent and reason about knowledge.
<b>CO3</b>	Understand and apply machine learning concepts, including supervised and unsupervised learning, to solve complex problems.
<b>CO4</b>	Apply reinforcement learning and NLP concepts to develop intelligent systems.
<b>CO5</b>	Understand the importance of Expert System and Robotics.

## MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PCSBAEBP302	DSE II : DATA VISUALIZATION FOR MANAGERS (PRACTICAL)	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To equip students with the skills to prepare, analyze, and visualize data using Tableau, enabling them to create insightful dashboards and reports.</li><li>To gain hands-on experience with calculations, filtering, forecasting, and storytelling techniques to make data driven decisions effectively.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 45</b>	
UNIT	CONTENTS	Hrs	CO
1	Program for working with Data using Tableau	3	CO1
2	Program for Exploring the Tableau user Interface	3	CO2
3	Program for Data Preparation using Tableau	3	CO2
4	Program to implement the Numeric and String Calculations using Tableau	3	CO3
5	Program for Sorting and Filtering the Data using Tableau	3	CO3
6	Program to implementing various types of charts using Power BI	3	CO3
7	Program for Creating a Dashboard using Power BI	3	CO4
8	Program for Creating Forecast and Trend Lines using Power BI	3	CO4
9	Program to Performing Data Blending and Joins using Power BI	3	CO4
10	Program to Creating Interactive Story Points using Power BI	3	CO5
11	Program to Creating Google fusion tables	3	CO5
12	Program for working with Google refine	3	CO5
13	Program to preparing charts from using Google charts	3	CO5
14	Program for working with Adobe Illustrator	3	CO5
15	Program to preparing calculations from using advanced excel	3	CO5

<b>Web References</b>	
1	<a href="https://help.tableau.com/current/guides/get-started-tutorial/en-us/get-started-tutorial-home.htm">https:// help.tableau.com/current/guides/get-started-tutorial/en-us/get-started-tutorial-home.htm</a>
2	<a href="https://www.geeksforgeeks.org/tableau-tutorial/">https://www.geeksforgeeks.org/tableau-tutorial/</a>
3	<a href="https://www.tutorialspoint.com/tableau/index.htm">https:// www.tutorialspoint.com/tableau/index.htm</a>

### **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	Gain expertise in connecting to various data sources, performing data preparation, and managing structured and unstructured datasets.
<b>CO2</b>	Explore Tableau's user interface, including worksheets, dashboards and stories.
<b>CO3</b>	Apply sorting, filtering, and calculated fields to enhance data insights.
<b>CO4</b>	Implement forecasting and trend lines to predict future trends based on historical data.
<b>CO5</b>	Develop skills to analyze and interpret key business metrics using Tableau's advanced visualization capabilities.

**Prepared by**  
**(Course Coordinator)**

**Approved by**  
**(Chairman-BOS)**

24PCSBAEB303	DSE III: DATA BASE MANAGEMENT SYSTEM	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To become expertise in management and implementation issues pertinent to databases in public and private organizations database development process and technology.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
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
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Text Book	
1	Peter Rob and Carlos Coronel. 2001. Database Systems Design, Implementation, and Management. [Seventh Edition]. Thomson Publication, Uttar Pradesh. (UNIT I, II, III)
2	Ramez Elmasri and Shamkant B. Navath. 1999. Fundamentals of Database Systems. [Fifth Edition]. Pearson Publication, New Delhi (UNIT V).

Reference Book	
1	Raghu Ramakrishnan and Johannes Gehrke. 1998. Database Management Systems. [Third Edition]. McGraw-Hill Higher Education, New Delhi.
2	Silberschatz, Korth and Sundarshan. 1998. Database System Concepts. [Fourth Edition]. McGraw- Hill Higher Education, New Delhi.
3	Elmasti Navathe. 1989. Fundamentals of Database Systems. [Third Edition]. Pearson Education Asia, New Delhi.

Web References	
1	<a href="http://www.ft.com/business-education">www.ft.com/business-education</a>
2	<a href="http://www.economist.com">www.economist.com</a>
3	<a href="http://www.businessbecause.com">www.businessbecause.com</a>

### 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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

**DSE: LOGISTICS AND SUPPLY CHAIN**

24PBAEL301	DSE I: LOGISTICS AND SUPPLY CHAIN MANAGEMENT	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To make the students to understand the Logistics and supply chain concepts and techniques.</li><li>To train the students to do supply chain value analysis and for making accurate and the best suitable decisions in business.</li><li>To nurture, among the students, the critical thinking ability while making any decisions in logistics and supply chain functions.</li><li>To encourage students to create new software and apps in logistics and supply chain management.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction and Customer Relations Management: Introduction to Supply Chain Management (SCM) - Concept of SCM - Components of SCM, an overview - Features of SCM - Strategic issues in SCM. SCM current scenario - Value chain management and customer relations management.	10	CO1
II	Demand Planning, Materials and cost management: Customer focus in SCM - Demand planning, Purchase planning - Make or Buy decision - Indigenous and global sourcing Development and Management of suppliers - Legal aspects of Buying - Cost management - Negotiating for purchasing / sub contracting - Purchase insurance - Evaluation of Purchase performance (performance indices). Inventory management - Financial impact of inventory.	10	CO2
III	Manufacturing and stores Management : Manufacturing Scheduling - Manufacturing flow system - Work flow automation - Flexibility in manufacturing to achieve dynamic optimization - Material handling system design and decision. Ware housing and store keeping - Strategies of ware housing and store keeping - Space management.	10	CO3

IV	Logistics and third party service management : Logistics management - Role of logistics in SCM - Integrated Logistics Management - Transportation Design and decision - Multi modalism - Third party logistics services and providers- Facilities management (Port/Airport/ICDs) Channels of distribution - Logistics and customer service.	10	CO4
V	Information technology in Supply Chain Management: Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence. Best practices in Supply Chain Management - GPS, RFID and reverse logistics - Organizational issues to implement SCM.	10	CO5

#### Text Book

1	Supply chain management strategy planning and operations, Sunil chopra and Peter Meindal, ,Pearson, 6 <sup>th</sup> edition, 2016.
2	Supply Chain Management for global competitiveness, B.S. Sahay, Macmillan India Limited 2 <sup>nd</sup> Edition, 2012

#### Reference Book

1	Designing and managing the supply chain : concepts , strategies, and case studies, David Simchi Levi, Philip Kaminsky, Edith Simchi Levi, Tata McGraw Hill 2 <sup>nd</sup> edition , NewDelhi 2019.
2	Introduction to supply chain management, Robert B. Handfield and Ernest L. Nichos .J.R, Prentice Hall of India, New Delhi.
3	Operations and Supply Chain Management, Russel and Taylor, John Wiley & Sons, 2015
4	Supply Chain Logistics Management, Bowersox, McGraw Hill Education, 4 <sup>th</sup> Edition,2018

<b>Web References</b>	
1	<a href="https://www.coursera.org/learn/supply-chain-management">https://www.coursera.org/learn/supply-chain-management</a>
2	<a href="https://www.coursera.org/learn/supply-chain-logistics">https://www.coursera.org/learn/supply-chain-logistics</a>
3	<a href="https://www.youtube.com/playlist?list=PLGit8ynny_3ANzZMsJJjeuxMg-S0f0hGcn">https://www.youtube.com/playlist?list=PLGit8ynny_3ANzZMsJJjeuxMg-S0f0hGcn</a>

### **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	The students are able to comprehend, analyse, compare and handle logistics and supply chain techniques while solving problems and making decisions.
<b>CO2</b>	The students will acquire expertise in various logistics and supply chain operations such as demand and purchases planning, material handling and manufacturing scheduling, transportation designing and facilities management and integrating information technology in to Logistics and supply chain management
<b>CO3</b>	The students will be able to take right decisions applying acquired knowledge through the course rather than heuristic or thumb rule.
<b>CO4</b>	The students become more employable in supply chain & logistics and IT related Service organizations.
<b>CO5</b>	The students will be able to create new and customized software and apps in various logistics and supply chain functions.

**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	M	L	H	H
CO2	H	M	H	M	M	H	L	M	L	H
CO3	H	M	H	H	M	H	L	H	M	H
CO4	H	M	M	M	M	H	M	H	M	H
CO5	H	H	M	H	M	H	H	H	H	H

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEL302	DSE II: TOTAL QUALITY MANAGEMENT	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• To introduce the concept of quality in production including total quality in business Management.</li><li>• To give the students an overview of quality and TQM and explaining the salient contributions of Quality Gurus like Deming, Juran and Crosby. General barriers in implementing TQM.</li><li>• Exposure to students on the basic and new seven management tools, Quality concepts like Six sigma, Failure mode effect analysis.</li><li>• Detailed exposure to students on various quality systems like ISO and its standards.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Evolution of quality - Definition of quality, Dimensions of Quality, Basic concepts of TQM - Pillars of TQM - Principles of TQM, Role of Senior management, Quality Council, Quality Statements, Deming Philosophy, Benefits of TQM, Barriers to TQM implementation.	10	CO1
II	TQM Principles: Customer satisfaction, Customer perception of quality, Customer complaints, service quality, Customer retention. Continuous process improvement - PDCA cycle, 5S concept, Kaizen. Supplier partnership - Partnering, Sourcing, Supplier selection, Supplier rating, Relationship development.	10	CO2
III	Quality Cost: Quality planning, Quality cost - Elements of quality cost, Analysis techniques for quality cost, Optimum cost of performance, Juran's Model of optimum quality costs - Classification of failure cost - Analysis of External & Internal Failure costs - Taguchi quality loss function	10	CO3
IV	Quality Tools And Techniques: Benchmarking - Reasons to Benchmark, Benchmarking process, Quality function deployment (QFD)-House of Quality, QFD process, Benefits - Total Productive Maintenance (TPM) - FMEA - Stages of FMEA - New Seven management tools - PokaYoke.	10	CO4

V	Quality Management Systems & Process Designing: Introduction Quality management systems - Need for ISO 9000 & Other quality systems, ISO 9004:2000 Quality System -Elements, Implementation of quality system, Documentation guidelines for performance improvements. Quality Audits: Auditing for TQM - TQM in services - TQM in education, QS 9000, ISO 14000 - Concepts, requirements and benefits - Maintaining competitive advantages for Quality	10	CO5
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Text Book	
1	Bharat Wakhlu, Total Quality Management
2	Bester Field, Total Quality Management, Pearson Education India; 4 <sup>th</sup> edition (2015).
3	Bill Creech, Five Pillars of Total Quality Management, Plume; Reprint edition(1 December 1995).

Reference Book	
1	Joseph and berk, Total quality Management, Butterworth-Heinemann (30 June 2000)
2	Stephen George, TQM strategies and Techniques, John Wiley & Sons; 2nd Revised edition edition (11 March 1998).
3	R.P Mohanty and R.r .Lakhe, TQM in service sector, jaico Publishing House; First edition (28 August 2001).

Web References	
1	<a href="http://www.qualityone.com">www.qualityone.com</a>
2	<a href="http://www.pmi.org">www.pmi.org</a>
3	<a href="http://www.asq.org">www.asq.org</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Understanding the evolution of Quality management
CO2	Understanding of quality philosophies and practices
CO3	Ability to apply statistical process control to enhance quality.
CO4	Ability to apply quality tools to enhance organization's quality performance
CO5	Awareness of quality management systems.

### MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by**  
(Course Coordinator)

**Approved by**  
(Chairman-BOS)

24PBAEL303	DSE III : SUPPLY CHAIN ANALYTICS	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Introduction to analytics - descriptive, predictive and prescriptive analytics, Data Driven Supply Chains - Basics, transforming supply chains, Barriers to implementation, Road Map.	10	CO1
II	Warehousing Decisions: Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer - Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods	10	CO2
III	Inventory Management: Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.	10	CO3
IV	Transportation Network Models: Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms	10	CO4
V	Mcdm Models: Analytic Hierarchy Process(AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM.	10	CO5

<b>Text Book</b>	
1	Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, 2014.
2	Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education, 2013.

<b>Reference Book</b>	
1	Anna Nagurney, Min Yu, Amir H. Masoumi, Ladimer S. Nagurney, Networks Against Time: Supply Chain Analytics for Perishable Products, Springer, 2013.
2	Muthu Mathirajan, Chandrasekharan Rajendran, Sowmya narayanan, Sadagopan, Arunachalam Ravindran, Parasuram Balasubramanian, Analytics in Operations /Supply Chain Management , I.K. International Publishing House Pvt. Ltd., 2016.
3	Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group, 2014.

<b>Web References</b>	
1	<a href="http://www.springer.com">www.springer.com</a>
2	<a href="http://www.sciencedirect.com">www.sciencedirect.com</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Understanding of supply chain analytics fundamentals
CO2	Ability to design warehouse models to enhance supply chain performance.
CO3	Ability to analyse models and strategies in inventory management.
CO4	Ability to understand network models in transportation
CO5	Ability to make decision using multi-criteria in applications of SCM

### MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

**DSE: FAMILY BUSINESS AND ENTREPRENEURSHIP**

<b>24PBAEE301</b>	<b>DSE I: FAMILY BUSINESS MANAGEMENT</b>	<b>SEMESTER - III</b>	
<b>Course objectives:</b> The Course aims			
<ul style="list-style-type: none"><li>• This course introduces the main characteristics of family businesses and depict how and why they are different to other type of businesses.</li><li>• It also covers the economic and social importance of family businesses in India and across the world. Managing a family business can be challenging as family considerations add additional levels of complexity to the tasks of management.</li><li>• This course will address the features and challenges of family business, allowing the participants to understand the distinctiveness of family businesses and how to cope with them adequately.</li></ul>			
<b>Credits:3</b>		<b>Total Hours: 50</b>	
<b>UNIT</b>	<b>CONTENTS</b>	<b>Hrs</b>	<b>CO</b>
<b>I</b>	Introduction to Family Business: Family Business: The three generation rule - systems theory and agency theory of family business. Competitive Challenges and Competitive advantages of family businesses - role of Genograms and family messages to understand the family system. Family emotional intelligence - ECI-U Model.	<b>10</b>	<b>CO1</b>
<b>II</b>	Ownership Challenges and Family Governance: Managers vs. Owners - Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic - fit and its implications on family firms.	<b>10</b>	<b>CO2</b>
<b>III</b>	Success or Development: Attribute interests and abilities for responsible leadership - Characteristics of leaders - managing interdependence- CEO as an architect of succession and continuity - Types of CEO and the transfer of power	<b>10</b>	<b>CO3</b>
<b>IV</b>	Strategic Planning and Tran generational Entrepreneurship Life cycle stages influencing family business strategy - unique vision of family-controlled businesses - strategic regeneration- Business Rejuvenation matrix - Intrapreneurship.	<b>10</b>	<b>CO4</b>

V	Future of Family Business: Three states of evolution - Continuity and culture - managing cultural change - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.	10	CO5
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Text Book	
1	Baron,J.& Lachenauer,R.(2021) Family Business handbook: How to build and sustain a Successful, Enduring Enterprise. Harvard Business Press
2	Mary,F.W.Aronoff,C.E.,Ward,J.L.(2011).HowFamiliesWorkTogether.PalgraveMacmillan.

Reference Book	
1	"Family Business Management" by Rodrigo Basco
2	"Harvard Business Review Family Business Handbook" by Josh Baron and Rob Lachenauer

Web References	
1	<a href="http://www.cengage.com">www.cengage.com</a>
2	<a href="http://www.springer.com">www.springer.com</a>
3	<a href="http://www.swayam2ac.in">www.swayam2ac.in</a>

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

<b>CO1</b>	To appreciate the unique key competitive advantages and challenges of family businesses, differentiating them from other types of organizations.
<b>CO2</b>	To analyze the life cycles of family businesses from the perspective of business, family, and ownership.
<b>CO3</b>	To diagnose situations and problems in family businesses and families, fostering critical thinking in the cognitive and affective domains.
<b>CO4</b>	Evaluate common concepts and models used to understand family businesses and design sustainable solutions for common situations in family businesses.
<b>CO5</b>	Implement conflict resolution techniques to balance family and business interests.

## MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEE302	DSE II: BUSINESS MODEL INNOVATION	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• Business models tell a story about the business, focusing attention on structure and using strategy to describe how the firm differentiates itself and deals with competition.</li><li>• This course explores fundamental questions relating to business models in practice, how they work beyond the boundaries of the firm and into the wider business network and market, how certain models come to dominate sectors and how are they created, driven, picked-up, dropped or transformed.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Conceptual foundation of business models –approach towards be fining business models –What, How, Who & Why framework – Implications of the framework.	10	CO1
II	Business challenges of business model design–value creation & value appropriation – Sustainability models.	10	CO2
III	Business model strategic design drivers - Business models design process/ formulation/ innovation/ imitation - NICE framework.	10	CO3
IV	Application of business models (FMCG/B2B/Media, etc.) - Managing the Organizational Challenges of Business Model Implementation in Startups and in Established Firms - Managing business model implementation risks in startups.	10	CO4
V	Business models performance evaluation-Business Model Innovation Strategy in the Digital Age.	10	CO5

<b>Text Book</b>	
1	Amit, R., and Zott, C. (2020). Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders. Wiley Publications.

<b>Reference Book</b>	
1	MIT Sloan Management Review
2	California Management Review
3	Journal of Targeting, Measurement and Analysis for Marketing

<b>Web References</b>	
1	<a href="http://www.sciencedirect.com">www.sciencedirect.com</a>
2	<a href="https://www.strategyzer.com/business-models">https://www.strategyzer.com/business-models</a>

### **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	Understand, Analyze and evaluate current business models.
<b>CO2</b>	Development of business models as method of competitive advantage
<b>CO3</b>	Test certain aspects of the business models before wide spread roll out.
<b>CO4</b>	Exploring new distribution and communication methods
<b>CO5</b>	Identifying new customer groups, niche markets, or expanding existing ones.

**MAPPING**

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAAEE303	DSE III : ENTERPRISE, ENTREPRENEURSHIP AND NEW BUSINESS VENTURING	SEMESTER - III	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• This module helps to understand the social and economic changes that have raised the status of enterprise, small business and entrepreneurial ventures in the global economy.</li><li>• It examines the diverse nature of entrepreneurs, their characteristics and motivations, as well as the barriers and issues facing entrepreneurs when planning and establishing a new venture</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Enterprise and Entrepreneurship: Enterprise–business enterprise and social enterprise–stakeholders for enterprise–types of enterprises– Entrepreneurial capabilities, behavioral issues, skills and competencies–recent trends	10	CO1
II	Entrepreneurial planning: The business environment and the nature of entrepreneurial activity - environmental assessment - techniques to identify new business ideas - innovation - analyzing ideas and inspirations - Screening venture opportunities, gathering information and analyzing. Evaluating venture opportunities and develop startup strategy.	10	CO2
III	Opportunities, risk, legal and obligations: Legal aspects of Entrepreneurship–risk involved in enterprise–identifying risk– Financing a new venture– Financial planning and operational plan–Role of regulatory bodies and support institutions	10	CO3
IV	Team building & Business plan: The importance of team, forming and building team - developing an effective business plans - understanding the elements of business plans	10	CO4
V	Emerging trends and practices in new venture creation: Elevator pitch–Networking and Marketing yourself–Technology in new ventures–threats & opportunities– Emergence of new business models	10	CO5

<b>Text Book</b>	
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|---|--|
| 1 | Adams,R.& Spinelli,S. (2016). New Venture Creation: Entrepreneurship for the 21st Century, 10 <sup>th</sup> edition, McGraw Hill Publications. |
| 2 | Byers T.H., D orf, R.C. and Nelson A. (2021) Technology Ventures from Idea to Enterprise,5 <sup>th</sup> edition, McGraw Hill Publications.    |

<b>Reference Book</b>	
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|---|---|
| 1 | "Entrepreneurship: Starting, Developing, and Managing a New Enterprise" by Robert D. Hisrich and Michael P. Peter |
| 2 | "Entrepreneurial Strategy: Starting, Managing, and Scaling New Ventures" by Dean A. Shepherd and Holger Patzelt.  |

<b>Web References</b>	
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|---|---|
| 1 | <a href="https://hbsp.harvard.edu/product/BEP255-PDF-ENG">https://hbsp.harvard.edu/product/BEP255-PDF-ENG</a>                         |
| 2 | <a href="https://link.springer.com/article/10.1007/s11187-016-9784-z">https://link.springer.com/article/10.1007/s11187-016-9784-z</a> |
| 3 | <a href="https://archive.org/details/entrepreneurship00hisr">https://archive.org/details/entrepreneurship00hisr</a>                   |

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Evaluate, analyse, understand and interpret the activities involved in business venturing
CO2	Analyse and interpret approaches and attitudes to enterprise, entrepreneurship, and business venturing
CO3	Converse with key stakeholders about issues relevant to the development of a new Venture.
CO4	Understand opportunity recognition, development and evaluation of business ventures in a variety of contexts.
CO5	Implement strategies for launching, managing, and scaling new enterprises.

## MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

<b>24PLS301</b>	<b>AEC II: CAREER COMPETENCY SKILLS - II</b>	<b>SEMESTER - III</b>	
<b>Course Objectives</b> The course aim <ul style="list-style-type: none"><li>To impart knowledge on the Aptitude.</li><li>To enhance employability skills and to develop career competency.</li></ul>			
<b>Credits: 1</b>		<b>Total Hours: 15</b>	
<b>UNIT</b>	<b>CONTENTS</b>	<b>Hrs.</b>	<b>CO</b>
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
<b>Text Books</b>			
1. Aggarwal R.S. 2022. Quantitative Aptitude. [Seventh Revised Edition]. S. Chand & Co., New Delhi.			
<b>Reference Books</b>			
1. Abhijith Guha, 2015. Quantitative Aptitude for Competitive Examinations, [5 <sup>th</sup> Edition], Tata McGraw Hill, New Delhi.			

### COURSE OUTCOMES (CO)

After completion of the course, the student will be able to

CO 1	Understand the basic mathematical functions.
CO 2	Calculate Problems on Ages with shortcuts.
CO 3	Understand the core concepts of Pipes & Cisterns, Calendar & Clocks.
CO 4	Obtain knowledge on shortcuts to Time & Work and Time & Distance.
CO 5	Calculate Ratio & Proportion, Partnership with shortcuts.

Prepared by  
(Course Coordinator)

Approved by  
(Chairman-BOS)

24PBAM401	DSC XIII: INTERNATIONAL BUSINESS ENVIRONMENT	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To impart knowledge and skill of analysis on operational processes of business between two or more nations.</li></ul>			
<b>Credits: 4</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction of International Environment: Globalization and the need for International business - Nature of international business - drivers of cross-border business - routes of global business and active players in multinational business - Concept of Internationalization. Mode of Entry- Export & Import, Contracting strategies, Foreign Direct Investment, Strategic Alliance and Network collaboration International business environment - Political, Economic, Legal, Technological and Cultural factors.	10	CO1
II	International Trade Policy: Introduction to Trade Policy -Tools for trade policy - Tariffs, Non-Tariff trade Barriers - Quotas - Purpose of protectionism - EXIM Policy. International Institutions in International Business: Regional Economic Integration (European Trade Union, Asian Trade Agreements Like APEC, ASEAN, African Trade Agreements, Western hemisphere trade agreements like NAFTA, CAFTA, MERCOSUR) .	10	CO2
III	International Investment and Finance: Meaning- Types of Foreign investment (FDI and Foreign portfolio Investment) - Significance of Foreign Investment - Factors affecting international investment - Growth of FDI - Foreign investment in India - FDI by Indian companies - Impact of International investment in India. International Trade Financing: Institutional finance for Export - EXIM Bank - ECGC (The Export Credit Guarantee Corporation of India Ltd.).	10	CO3
IV	GATT/WTO and Global Liberalization: GATT (General Agreement on Tariff and Trade) - Objectives - Principles. World Trade Organization-Meaning- Functions- Principles - WTO and Developing Countries - WTO and India - Difference between World Trade Organization and General Agreement on Tariff and Trade . International Economic	10	CO4

	Organizations: Role and functions of IMF, World Bank, Asian Development Bank, UNCTAD, UNIDO and ITC.		
V	International Monetary Systems and Foreign Exchange Market: The Bretton Woods System - Functions, methods and Dealings on the Foreign Exchange market - Determination of Exchange Rates - Exchange Rate Systems- International Banking and Eurocurrency market. International Goods, Services and Financial Flows and Balances of Payments: Balance of trade and Balance of Payments - Growth of International Trade -Countertrade - Trade in services.	10	CO5

### Text Book

1	Francis Cherunilam. 2015. International Business: Text and Cases. [Seventh Revised Edition]. PHI Publishing House, New Delhi.
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### Reference Book

1	Arvind V. Phatak., Rabi S. Bhagatand and Roger J. Kashlak. 2010. International Management: Managing in a diverse and dynamic global environment. [Second Edition] Tata McGraw Hill, New Delhi.
2	Charles W L Hill and Arun K Jain. 2014. International Business: Competing in the Global Market Place. [Tenth Edition]. Tata McGraw Hill, New Delhi.

### Web References

1	<a href="https://enterslice.com/learning/international-business-environment-ibe">https://enterslice.com/learning/international-business-environment-ibe</a>
2	<a href="https://en.wikipedia.org/wiki/Global_supply_chain_management">https://en.wikipedia.org/wiki/Global_supply_chain_management</a>
3	<a href="https://www.encyclopedia.com/finance/encyclopedias">https://www.encyclopedia.com/finance/encyclopedias</a>

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Identify the internationalization process of firms in a globalised era.
CO2	Demonstrate the motives in the formation of international Institutions and agreements
CO3	Interpret the relevant theories and concepts to various practices of global business.
CO4	Assess the impact of the current EXIM policy on international business.
CO5	Identify various organizations that promote international Monetary Systems .

## 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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

**DSE: FINANCE**

<b>24PBAEF401</b>	<b>DSE IV: BANKING AND FINANCIAL SERVICES</b>	<b>SEMESTER - IV</b>	
<b>Course objectives:</b> To Understand Banking Products and Financial services To analyze about banks and NBFC Management To focus on regulations of commercial banks To focus on Corporate Financial services To investigate the advent of technology in financial service industry			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
<b>UNIT</b>	<b>CONTENTS</b>	<b>Hrs</b>	<b>CO</b>
<b>I</b>	Introduction: History of Indian Banking system -role-regulations of commercial banks and its types and recent trends. NBFC – types - RBI guidelines - Trends of Indian financial services industry.	<b>10</b>	<b>CO1</b>
<b>II</b>	Bank Products and Risk Management: Deposits Mobilized & Debit cards – types and features, Lending- personal loan, mortgage loan, Consumer loan, credit card services, investment services and wealth management- insurance, mutual fund, demat & advisory services	<b>10</b>	<b>CO2</b>
<b>III</b>	Corporate Financial services: Term loan, Over draft , Hire-purchase, Leasing, Factoring, Bill discounting, forex services, custodian services	<b>10</b>	<b>CO3</b>
<b>IV</b>	Banks and NBFC Management: Basel Norms, Asset quality - NPA, Liquidity, Management quality, Asset-Liability management, risk management, evaluation of performance	<b>10</b>	<b>CO4</b>
<b>V</b>	Recent trends in financial services: AI in financial services, role of Block chain technology, collaboration of fintech companies and Financial Institutions, E-banking and Aadhar enabled payment system	<b>10</b>	<b>CO5</b>

<b>Text Book</b>	
1	Khan. M. Y, "Financial Services", 10th Edition, McGraw-Hill Education, 2020
2	Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2017. Publishers Ltd

<b>Reference Book</b>	
1	Meera Sharma, "Management of Financial Institutions - with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 201
2	Arjunwadkar, P. Y. "Fintech: The Technology Driving Disruption in the Financial Services Industry" .(n.p.): Taylor & Francis Group, 2020
3	Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2017

<b>Web References</b>	
1	<a href="http://www.ebsco.com/corporations/industries/banking-financial-services-insurance">www.ebsco.com/corporations/industries/banking-financial-services-insurance</a>
2	<a href="https://financialservices.gov.in/">https://financialservices.gov.in/</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Understand functions of Banks and NBFC
CO2	Interpret about retail financial services knowledge
CO3	Demonstrate the regulated banking services on various domains
CO4	Analyze about various corporate services through banks
CO5	Analyze technology based financial services in various domains

### 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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEF402	DSE V: FINTECH AND BLOCKCHAIN APPLICATIONS	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To provide a broad introduction to the field of Fin Tech and Block chain and its application in the field of Financial sector.</li><li>To get a thorough knowledge on topics related block chain and crypto currencies, decentralized applications, innovative wealth management markets for smart contracts, applications of block chain technologies in various finance areas, alternative and P2P lending and crowd funding</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	FinTech, Future prospects and potential issues with FinTech- Global FinTech investments- Digital banking-Impact of digital technology on banking sector- Changes in customer buying behaviour-New age payments and remittances-Social media based remittances-Digital mortgages-Global Financial Instruments, Asset Management and Capital Markets	10	CO1
II	New Generation Commerce-Point of sale evolution (POS)- m-POS business model-m- Wallets-Smart credit cards-T-commerce- Crowd funding and Crowd investing-P2P lending- Robo advising-FinTech and Global economy-New operating models for banks-Banking as service and Open APIs-Neo banks-Challenger banks	10	CO2
III	Big data in the Financial services Industry-Internet of Things (IOT) - IOT in Financial services-Innovative wealth management- Personal Finance Management-InsurTech-P2P insurance Block chained insurance-Risk associated with crypto market-Cost associated with crypto market investment-Crypto currency wallets	10	CO3
IV	Blockchain - Components of Blockchain -Public and private keys-Crypto currencies- Distributed ledgers- Impact of Blockchain in Financial Services—Applications of Blockchain in Financial Services-Clearing and Settlement- Trade Finance-Compliances-Know Your Customer-Anti Money Laundering.	10	CO4

V	Distributed ledger for identification-Identification for Unbanked-Unique identification system in India-Using biometrics as Identification Cybercrime-Cyber security categories and players-RegTech	10	CO5
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**Text Book**

1	Blockchain Application in Finance, Peter Borovykh, Blockchain Driven, 2nd Edition, 2018
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**Reference Book**

1	FinTech in a Flash, Financial Technology Made Easy, Agustin Rubini, Banking Innovations 2 <sup>nd</sup> edition 2017
2	Inclusive FinTech: Blockchain, Cryptocurrency and ICO, David Lee Chuen and Linda Low, World Scientific Publishing, 2018

**Web References**

1	<a href="http://www.mdpi.com">www.mdpi.com</a>
2	<a href="http://www.timesreview.com">www.timesreview.com</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Ability to apply the concepts of Fin Tech and critically evaluate its role in financial services.
CO2	Ability to apply the concept of new generation commerce and new operating models for banks.
CO3	Knowledge to use the concepts of Fin Tech in wealth management, personal finance management, crowd funding and crowd investing.
CO4	Apply the concept of crypto currencies, risk associated with crypto market and cost involved.
CO5	Critically evaluate the role of Fintech in financial services and understand recent developments such as Distributed ledger for identification, Identification for Unbanked-Unique identification system in India, Cybercrime, Cyber security categories

### MAPPING

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

H-High; M-Medium; L-Low

Prepared by  
(Course Coordinator)

Approved by  
(Chairman-BOS)

24PBAEF403	DSE VI: INTERNATIONAL FINANCIAL MANAGEMENT	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• To prepare students for a prospective career in the field of international finance.</li><li>• To develop skills in Foreign Exchange Management, Derivatives Management, and managing complex Capital Structuring of companies.</li><li>• To prepare students for employment within a wide variety of Financial Sector and facilitates the niche employment opportunities.</li><li>• To gain a fair amount of knowledge to measure foreign exchange risk and to identify risk management strategies.</li><li>• To integrate the global developments with the changing business environment in India.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	International Dimensions of Financial Management: International financial system - International financial markets - International monetary system - International risk exposure - Balance of Payment	10	CO1
II	Management of Exchange and Interest Rate Exposure: Determinations of foreign Exchange rate - International parity condition: IRP, PPP - International Fisher Effect- Time Factor in International Risk.	10	CO2
III	Management of Risks in International Transactions: Foreign Exchange Market - Hedging in Derivatives (Future, Options & Swaps) - Exchange Rate risk management.	10	CO3
IV	International Financing: Operations in International money market, FDI, ADR, GDR, ECB, ECP - Operations in Foreign currency market - New instruments in Indian markets such as FRAs, caps, collars	10	CO4

<b>V</b>	Financial Management of MNCS: Overcoming market segmentation and International Diversifications-Cost of Capital & Capital structure of MNC- Multinational Capital Budgeting - Multinational Cash Management - International Taxation.	<b>10</b>	<b>CO5</b>
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#### Text Book

1	Eun and Resnick, "International financial Management", Tata McGraw Hill, 7/e, 2015.
2	PG Apte, "International Financial Management", Tata McGraw Hill, 6th Edition, 2012.

#### Reference Book

1	Eitman, Stonehill & Moffett, "Multinational Business Finance", Pearson, 14th Edition
2	Reed Click & Joshne Govel, "International Financial Management"
3	Machiraju.HR," International Financial Management" Himalaya Publishing House
4	Avadhani VA, ," International Financial Management" Himalaya Publishing House

#### Web References

1	<a href="http://www.icmai.in">www.icmai.in</a>
2	<a href="http://www.nptel.ac.in">www.nptel.ac.in</a>

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

<b>CO1</b>	Outline the basic concepts of International Financial System and Financial markets
<b>CO2</b>	Interpret the roles of exchange and interest rate exposure
<b>CO3</b>	Illustrate Foreign Exchange Market and Hedging in derivatives.
<b>CO4</b>	Appraise the operations in International money market
<b>CO5</b>	Interpret the Cost of capital, Capital structure and Capital budgeting of MNC

## MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

**DSE: HUMAN RESOURCE**

<b>24PBAEH401</b>	<b>DSE IV: STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>SEMESTER- IV</b>	
Course objectives: The Course aims			
<ul style="list-style-type: none"><li>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.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
<b>UNIT</b>	<b>CONTENTS</b>	<b>Hrs</b>	<b>CO</b>
<b>I</b>	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.	<b>10</b>	<b>CO1</b>
<b>II</b>	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.	<b>10</b>	<b>CO2</b>
<b>III</b>	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.	<b>10</b>	<b>CO3</b>
<b>IV</b>	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	<b>10</b>	<b>CO4</b>

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

<b>Reference Books</b>			
1	Ashok Chanda and Jie Shen. 2009. HRM - Strategic Integration and Organisational Performance. [First Edition]. Sage Publications, New Delhi.		
2	Jeffery Mellow, A. 2011. Strategic Human Resource Management. [First Edition]. Cengagedelmar Learning India (P) Ltd., New Delhi.		
3	Prasad, K. 2008. Strategic Human Resource Management - Text and Cases. [First Edition]. Macmillan India Ltd., New Delhi.		
<b>Web References</b>			
1	<a href="https://www.cipd.co.uk/knowledge/strategy/hr/strategic-hrm-factsheet">https://www.cipd.co.uk/knowledge/strategy/hr/strategic-hrm-factsheet</a>		
2	<a href="https://myonline.centralchristian.edu/news/2016/08/17/5-strategies-improve-organizational-effectiveness">https://myonline.centralchristian.edu/news/2016/08/17/5-strategies-improve-organizational-effectiveness</a>		
3	<a href="https://indiafreenotes.com/resourcing-strategy-meaning-and-objectives/">https://indiafreenotes.com/resourcing-strategy-meaning-and-objectives/</a>		

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

<b>CO1</b>	Outline the aims of strategic human resource management
<b>CO2</b>	Identify the strategic role of HR director and HR specialist
<b>CO3</b>	Formulate the strategies for organizational development
<b>CO4</b>	Compute resourcing strategies for human resource planning and retention
<b>CO5</b>	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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEH402	DSE V: SOCIAL PSYCHOLOGY	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To study how people view themselves and others, how people interact, influence and act when they are a part of a group</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction To Social Psychology: Social Psychology - Origin and development - Social behavior and social thought - Applications in society and business.	10	CO1
II	Perceiving And Understanding Others: Social perception - Nonverbal communication - Attribution - Impression formation and impression management.	10	CO2
III	Cognition In The Social World: Self, Self Esteem & Social Comparison, Self-efficacy, Narcissism, Social cognition - Schemas - Heuristics - Errors - Attitudes & Behaviour - Persuasion - Cognitive dissonance	10	CO3
IV	Interpersonal Relations: Social identity - Prejudice - Discrimination - Aggression - Interpersonal attraction and Relationships.	10	CO4
V	Applied Social Psychology: Social Influence - Conformity - Compliance - Social Influence - Pro social behaviour - Groups - Social issues, Stress, personal beliefs and health	10	CO5

<b>Text Book</b>	
1	Baron, Byrne and Brascombe, Social Psychology, 13th Edition, Pearson, 2014.
2	David G. Myers, Social Psychology, Tata McGraw Hill, 11th Edition.

<b>Reference Book</b>	
1	Baron and Byrne, Social Psychology, 8th Edition, PHI, 2006.
2	Howitt. Social Psychology. Tata McGraw Hill
3	Rohall et al. Social Psychology. PHI Learning. 2nd edition
4	Attitudes, Personality and Behaviour. Ajzer. Tata McGraw Hill
5	Hollway. Social Psychology Matters. Tata McGraw Hill.

<b>Web References</b>	
1	<a href="http://www.socialpsychology.org">www.socialpsychology.org</a>
2	<a href="http://www.sagepub.com">www.sagepub.com</a>

## **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	The fundamentals of social psychology
<b>CO2</b>	Social perception and impression management
<b>CO3</b>	Social cognition and comparison
<b>CO4</b>	Social Identity and interpersonal attraction and relations
<b>CO5</b>	Social influence and the application of social psychology

**MAPPING**

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEH403	DSE VI: COMPETENCY MANAGEMENT	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To enable the students to understand the basics about competency mapping</li><li>To develop and understanding the Competency Categories</li><li>To make the students to understand the Competency Identification</li><li>To give the knowledge on Competency Assessment</li><li>To provide theoretical and application-oriented inputs of Competency Mapping.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction to Competency Mapping: Concept of Competency Mapping - Components of competency - Competency Vs Performance - role of competency mapping in career planning and development - Competency Mapping Process - Will and Skill Mapping.	10	CO1
II	Competency Categories: Need for competencies in dynamic business environment - Threshold Competency - Differentiating Competency - Generic (or) key Competency - Functional (or) Technical Competencies - Leadership (or) Managerial Competencies - Competencies for Top Management executives.	10	CO2
III	Competency Identification: Practices and Tools for Competency Identification - Validating Identified Competencies -Competency Mapping Practices in Indian Industries.	10	CO3
IV	Competency Assessment: Concept of Competency Assessment - Measuring the Competency Deficiency - Competency Assessment Process - Competency Assessment Tools - Assessing Technical Competencies - Steps in Assessment Centers and Development Centers.	10	CO4
V	Application of Competency Mapping: Fields of Application of Competency Mapping - Using Competencies in Managing HRM: Supporting Change -Competency based Training and Development - 360 Degree Feedback and its Application	10	CO5

<b>Text Book</b>	
1	Sudhir Warier, "Competency Management - A Practitioner's Handbook", Notion Press, 1st edition, 2021.
2	Seema Sanghi, "The handbook of competency mapping: understanding, designing and implementing competency models in organizations", Sage, 3 <sup>rd</sup> Edition, 2019.

<b>Reference Book</b>	
1	Sasmita Misra, Role of Competency Mapping in Talent Management, Black Eagle Books, 1 <sup>st</sup> Edition, 2021.
2	Sumati Ray, Anindya Basu Roy, "Competency Based Human Resource Management, Sage Publications Pvt Ltd, 1 <sup>st</sup> edition, 2019.
3	Sunil Khilari, "Competency Mapping and Career Development", Nirali Prakashan, 1 <sup>st</sup> Edition, 2016.
4	Shyam Bhatawdekar & Kalpana Bhatawdekar, "Competency Management" (Competency Matrix and Competencies), Create Space Independent Publishing Platform, 2015.

<b>Web References</b>	
1	<a href="http://www.aihr.com">www.aihr.com</a>
2	<a href="http://www.centranum.com">www.centranum.com</a>

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Understand the basic concepts of competency mapping.
CO2	Develop the various Competency Categories
CO3	Analyze the concept Competency Identification
CO4	Interpret the process and tools of competency assessment.
CO5	Illustrate the fields of application of competency mapping

## MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

**DSE: MARKETING**

24PBAEM401	DSE V: DIGITAL MARKETING	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• The primary objective of this module is to examine and explore the role and importance of digital marketing in today's rapidly changing business environment.</li><li>• It also focuses on how digital marketing can be utilised by organisations and how its effectiveness can be measured.</li></ul>			
<b>Credits:3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Online Market space- Digital Marketing Strategy- Components -Opportunities for building Brand- Website - Planning and Creation- Content Marketing.	10	CO1
II	Search Engine optimisation - Keyword Strategy- SEO Strategy - SEO success factors - On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement	10	CO2
III	E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with Social Media and Mobile- Measuring and maximising email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting	10	CO3
IV	Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations and buzz. Successful /benchmark Social media campaigns. Engagement Marketing- Content Development - Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.	10	CO4

V	Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis- Recent trends in Digital marketing.	10	CO5
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Text Book	
1	Fundamentals of Digital Marketing by Puneet Singh Bhatia ; Publisher: Pearson Education; First edition ( July 2017)
2	Digital Marketing by Vandana Ahuja ;Publisher: Oxford University Press
3	

Reference Book	
1	Marketing 4.0: Moving from Traditional to Digital by Philip Kotler; Publisher: Wiley; 1st edition
2	Ryan, D. (2014 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
3	Pulizzi,J Beginner's Guide to Digital Marketing , Mcgraw Hill Education.

Web References	
1	<a href="http://www.simplelearn.com">www.simplelearn.com</a>
2	<a href="http://www.targetinternet.com">www.targetinternet.com</a>

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	To examine and explore the role and importance of digital marketing in today's Rapidly changing business environment.
CO2	To focus on how digital marketing can be utilised by organisations and how its effectiveness can be measured.
CO3	To know the key elements of a digital marketing strategy
CO4	To study how the effectiveness of a digital marketing campaign can be measured
CO5	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

## 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	L
CO2	M	M	H	M	H	H	H	M	M	H
CO3	L	M	M	H	H	M	M	M	H	M
CO4	H	H	H	H	H	H	H	L	H	L
CO5	M	M	H	H	H	H	H	M	M	M

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEM402	DSE V: INTEGRATED MARKETING COMMUNICATION	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• Process, theory and social impact of Integrated Marketing Communication</li><li>• Role of the elements of Marketing communication.</li><li>• Concepts and issues associated with Integrated Marketing Communication</li><li>• Evaluate marketing information required to plan</li><li>• Manage IMC campaigns</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
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
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Text Book	
1	George E. Belch Michael A. Belch and Keyoor Poorani- Advertising and Promotion - IMC perspective - Tata McGraw Hill 2008.
2	Kazmi and Batra - Advertising and Sales Promotion - Excel Books, 2007.
3	Chunnawalla - Advertising, Sales and Promotion Management - Himalaya Publishing

Reference Book	
1	Wells, Moriarty and Burnett - Advertising Principles and Practice, Pearson Education, 2006.
2	Clow and Baack, - Integrated Advertising, Promotion and Marketing communications, PHI/Pearson 2007.
3	Shimp - Advertising and Promotion - IMC approach - Cengage Learning, 2007

Web References	
1	<a href="https://www.coursera.org/learn/integrated-marketing-communications">https://www.coursera.org/learn/integrated-marketing-communications</a>
2	<a href="https://www.oxfordcollegeofmarketing.com/short-courses/integrated-marketing-communications/">https://www.oxfordcollegeofmarketing.com/short-courses/integrated-marketing-communications/</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	IMC theories and practices and develop abilities of creative thinking for marketing communication.
CO2	Evaluate a range of media and methods available for marketers
CO3	Analyze and respond appropriately to key issues in marketing communication
CO4	Determine and evaluate marketing information required to plan
CO5	Create and manage IMC campaigns.

### MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEM403	DSE VI: BRAND MANAGEMENT	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>To understand the methods of managing brands and strategies for brand management.</li><li>To understand the significance of brand image as a promotional tool.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
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

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

<b>Reference Book</b>	
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).

<b>Web References</b>	
1	<a href="http://www.ft.com/business-education">www.ft.com/business-education</a>
2	<a href="http://www.economist.com">www.economist.com</a>
3	<a href="http://www.businessbecause.com">www.businessbecause.com</a>

## 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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

**DSE: BUSINESS ANALYTICS**

24PCSBAEB401	DSE IV: ENTERPRISE RESOURCE PLANNING	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>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</li></ul>			
<b>Credits:3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Overview of Enterprise systems - Evolution - Benefits - ERP related technology - Module - ERP II - Implementation - Success and failure factor of ERP Implementation.	10	CO1
II	ERP Solutions And Functional Modules: Overview of ERP software solutions - ERP project life cycle - Competitive - Strategic - Feasibility analysis - Client and server computing - Business process management - ERP Software - SAP - Baan - IFS - Oracle - People Soft Comparison of ERP Software - ERP Package Evaluation Criteria - Package Life Cycle.	10	CO2
III	Implementation : Business Process Reengineering Concepts - Reengineering and Process Improvement - BPR Steps - AS - IS and TO - BE Analysis - Modeling Business Process - Successful BPR - Lean manufacturing - vendor - Managed inventory - Implementation approaches.	10	CO3
IV	Post Implementation: Organizational Transformational Model of ES Solution - System integration - Standards - Measuring Business Benefits - Balanced Score card Method - ABCD Checklist Framework - Capability Maturity Framework.	10	CO4
V	Emerging Trends On Erp: IT Infrastructure - System architecture - System software - Application - Relational database - IT Management policy - Database management system tools - Role of vendors, consultant and users - Future trends in ERP systems - Web enabled, market snapshot - Case studies - Case Study.	10	CO5

<b>Text Book</b>	
1	Mahadeo Jaiswal and Ganesh Vanapalli, Text Book of Enterprise Resource Planning, 6 <sup>th</sup> Edition, Macmillan India Ltd., Chennai, 2017.
2	Alexis Leon, Enterprise Resource Planning Demystified, 18 <sup>th</sup> Edition, Tata McGraw - Hill Publishing Company Ltd, New Delhi, 2017.

<b>Reference Book</b>	
1	Vinod Kumar Grag and N.K. Venkitakrishnan, Enterprise Resource Planning - Concepts and Practice, 4 <sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2014.
2	Ellen monk & Bret wanger, Concepts in Enterprise resource planning, 6 <sup>th</sup> Edition, Cengage Learning, New Delhi, 2013.
3	Text book of Enterprise Resource Planning, Mahadeo Jaiswal, Ganesh Vanapalli, Macmillan Publisher, 2016
4	S.A. Kelkar , Enterprise Resource Planning a concise study, III Edition, PHI Learning Pvt Ltd, Delhi, 2013

<b>Web References</b>	
1	<a href="http://www.ft.com/business-education">www.ft.com/business-education</a>
2	<a href="http://www.economist.com">www.economist.com</a>
3	<a href="http://www.businessbecause.com">www.businessbecause.com</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Explain the fundamental concepts of ERP
CO2	Illustrate the different ERP Solutions and modules
CO3	Discuss the various Reengineering concepts and improvement.
CO4	Explain the knowledge about model of different ES solution.
CO5	Describe the recent emerging trends on ERP software

### 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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PCSBAEB402	DSE V: DATA MINING	SEMESTER - IV	
<b>Course objectives:</b> The Course aims To develop the necessary skills to identify and apply current data warehousing applications.			
<b>Credits:3</b>		<b>Total Hours: 50</b>	
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

<b>Text Book</b>	
1	Jiwei Han and Michelen Kamber. 2000. Data Mining Concepts and Techniques. [Second Edition]. Morgan Kaufmann Publishers an Imprint of Elsevier, USA.

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

<b>Web References</b>	
1	<a href="http://www.ft.com/business-education">www.ft.com/business-education</a>
2	<a href="http://www.economist.com">www.economist.com</a>
3	<a href="http://www.businessbecause.com">www.businessbecause.com</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

<b>CO1</b>	Demonstrate the data mining and data warehouse.
<b>CO2</b>	Apply data cleaning, data Integration and transformation
<b>CO3</b>	Formulate the rules for data mining
<b>CO4</b>	Assess the methods of data mining and warehousing
<b>CO5</b>	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**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PCSBAEB403	DSE VI: E BUSINESS	SEMESTER - IV	
<b>Course objectives:</b> <ul style="list-style-type: none"><li>To understand the practices and technology to start an online business.</li></ul>			
<b>Credits:3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction: E-business - Meaning, Features, E-business vs E-commerce, Economic forces - advantages - Myths - E-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce	10	CO1
II	Technology Infrastructure: Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.	10	CO2
III	Business Applications : Consumer oriented e-business - e-tailing and models - Marketing on web - advertising, e- mail marketing, affiliated programs - E-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals - social media marketing	10	CO3
IV	E-Business Payments And Security: E-payments - Characteristics of payment of systems, protocols, E-cash, E-cheque and Micro payment systems- internet security - cryptography - security protocols - network security.	10	CO4
V	Legal And Privacy Issues: Legal, Ethics and privacy issues - Protection needs and methodology - consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.	10	CO5

<b>Text Book</b>	
1	Business Intelligence and Analytics Systems for Decision Support, 10 <sup>th</sup> Edition. R. Sharda, D. Delen, & E. Turban; Pearson/Prentice Hall, 2015
2	Bharat Bhasker, Electronic Commerce - Framework technologies and Applications, 3 <sup>rd</sup> Edition. Tata McGrawHill Publications, 2009

<b>Reference Book</b>	
1	Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce - A managerial perspective, Pearson Education Asia, 2010.
3	Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.

<b>Web References</b>	
1	<a href="http://www.ft.com/business-education">www.ft.com/business-education</a>
2	<a href="http://www.economist.com">www.economist.com</a>
3	<a href="http://www.businessbecause.com">www.businessbecause.com</a>

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Ability to build and manage an e-business
CO2	Knowledge about Technology Infrastructure
CO3	Understanding of customer oriented business applications
CO4	Knowledge of e business payment protocols and security
CO5	Understanding of ethical, legal , privacy issues and encryption policies

## MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

**DSE: LOGISTICS AND SUPPLY CHAIN**

24PBAEL401	DSE IV: WAREHOUSING DISTRIBUTION AND FREIGHT MANAGEMENT	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• To provide strong base of the concepts of ware housing and material flow.</li><li>• To enable the students to understand the importance of ware house efficiency and shipping and packaging decisions.</li><li>• To make the students to appreciate and understand the material handling systems.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Warehousing Management - Definition of warehouse and types of goods stored -Types of warehouse storage system - Modern trends in warehousing - Purpose of warehouse management system - Warehouse design and layouting - Objectives of Stores - Location and Layout - Prevention - Management of Receipts - Issue Control - Stores Documentation.	10	CO1
II	Introduction to Inventory Management - Stores Management - Surplus and Obsolescent stocks Buying procedure -Purchasing strategies - Negotiation Skills -Disposal of Obsolete and Scrap items - Management of SOS - Categorization of Obsolete/Surplus - Reasons for Obsolescence - Control of Obsolescence - Control of Scrap - Responsibility for Disposal - Disposal Methods.	10	CO2
III	Insurance: Risk Management - Buyer's Interest - Marine Insurance - Inland Transit Insurance - Stores Insurance - Contractors All Risk Insurance - Miscellaneous Insurance - A to Z Claims Procedure - Loss Minimization- Spare Parts Management - Salient Features of Spares - Inventory Control of Spares - Categorization of Spares - Provisioning of Spares- Pricing of Spares - Relevance of Maintenance - Maintenance Costs.	10	CO3

<b>IV</b>	Role of distribution in supply chain – transportation management– designing distribution channels – understanding distribution costs Advantages of distribution models – disadvantages of distribution models – prerequisites Of distribution – comparing distribution networks	<b>10</b>	<b>CO4</b>
<b>V</b>	Role of transportation and distribution in Supply chain and logistics management –effective transportation system - Characteristics of transportation modes and selection – General criteria for carrier selection – Basics modes of transportation – Transport documentation – Transport economics and pricing –Costing of transportation services	<b>10</b>	<b>CO5</b>

**Text Book**

1	Gopalakrishnan P.–Purchasing and Materials Management–Tata McGraw Hill 23rd Edition – 2008.
2	Purchasing and Materials Management by Patidar Jeet,2011, S.Chand

**Reference Book**

1	Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse Authored by Gwynne Richards,
2	A Practical Guide to Logistics: An Introduction to Transport, Warehousing, Trade and Distribution, Jerry Rudd

**Web References**

1	<a href="https://www.findthisbest.com/">https://www.findthisbest.com/</a>
2	<a href="https://www.freightos.com/10-books-logistics-and-supply-chain">https://www.freightos.com/10-books-logistics-and-supply-chain</a>

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Providing strong base of the concepts of warehousing and material flow.
CO2	Enabling the students to understand the importance of warehouse efficiency and shipping and packaging decisions.
CO3	Making the students to appreciate and understand the material handling systems
CO4	Evaluate network design, route planning, and last-mile delivery for operational effectiveness
CO5	Analyze global trade regulations, customs clearance, and compliance in freight management.

### MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by  
(Course Coordinator)**

**Approved by  
(Chairman-BOS)**

24PBAEL402	DSE V : LOGISTICS STRATEGY AND PLANNING	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• To provide strong base to the theory, contemporary issues, and practical examples in Logistics practices.</li><li>• To enable the students to understand various systems in logistics designing location and transportation decisions.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction to Logistics management: Strategy-Importance of Corporate Strategy to Logistics and Supply Chain Management, Logistics Strategic Planning, Managing Supply Chains for Global Challenges. Supply Chain Management in India: Issues and Challenges, Logistics System, Logistical Environment: Communication and IT.	10	CO1
II	Strategic Planning Process : Introduction:-The Organisational Planning Process, The Strategic Logistical Plan, Evaluation and Selection of Channel Members, Logistics Audit. Managing Supply Chain for Business Transformation. Integrating Strategic Planning for Logistics and Supply Chain Management Functions. Strategic Planning and Strategy Implementation.	10	CO2
III	Developing Strategy: Developing Logistics/Supply Chain Strategy Developing Corporate Strategy. Developing Logistics and Supply Chain Planning. Conceptualizing the Logistics and Supply Chain Planning Problem, Guidelines of Strategy Formulation. Reverse Logistics as a Competitive Strategy. Environment and Resource Analysis. Components of External Environment, Internal Analysis SWOT Analysis.	10	CO3

<b>IV</b>	Selecting and Measuring Strategic Performance: Introduction Selecting the Proper Channel Strategy, Measuring Strategy Performance, Product Outsourcing, Benchmarking Supply Chain. Measurement and Improvement of LSCM Service Quality and Performance Evaluation of Managerial Performance. Performance Measures, Programmes to Improve Quality and Productivity in LSCM , Quality of Service and Cost of LSCM	<b>10</b>	<b>CO4</b>
<b>V</b>	Strategic Focus for Supply Chain Management and Logistics : Facility Location Strategy, Inventory Decisions. Transport Strategy and Importance in Global Logistics. Supply Chain Cycle: Time Reduction .Demand-driven Supply Network. Future Growth and Related Constraints of Global Supply Chain Management and International Logistics. Future Strategic Focus for Supply Chain Management and Logistics. Evaluation of Supply Chain Strategies, Statistical Analysis.	<b>10</b>	<b>CO5</b>

**Text Book**

1	DistributionandLogisticsManagement-AStrategicMarketingApproachbyDKAgrawal.
2	Logistics Management by V.V.Sople, Edition:2016, JainBookAgency.

**Reference Book**

1	International Trade Logistics by Ram singh.
2	Logistical Managements: The Integrated Supply Chain Process (McGraw Hill International Editions: Marketing & Advertising Series)

Web References	
1	www.freightos.com
2	www.dhl.com
3	www.sap.com

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Analyze and develop logistics and supply chain strategies, incorporating corporate strategy, reverse logistics, and resource analysis.
CO2	Apply SWOT analysis and external/internal environmental assessments to formulate effective supply chain strategies.
CO3	Evaluate and measure strategic performance using benchmarking, outsourcing, and key performance indicators (KPIs).
CO4	Implement facility location strategies, inventory decisions, and transportation strategies to enhance global logistics operations.
CO5	Apply quality and productivity improvement programs to enhance Logistics and Supply Chain Management (LSCM) service quality and cost efficiency.

### MAPPING

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

H-High; M-Medium; L-Low

Prepared by  
(Course Coordinator)

Approved by  
(Chairman-BOS)

24PBAEL403	DSE VI: INTERNATIONAL LOGISTICS MANAGEMENT	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• A student who undergoes this program will understand the basics of various aspects and features of International Logistics.</li><li>• This course will be useful for those students who want to get into Logistics, Export Marketing, Purchasing and International Finance</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Gateway to Logistics: Definition of Logistics, Elements of Logistics, Logistics as a key parameter of Supply Chain, Logistics as a strategic tool, 8 Rights of Logistics, 4 Ds of Logistics, 3 I's of Logistics, 4 Rs of Logistics. Indian Logistics Scenario: Indian Logistics Scenario in Rail, Road, Air and Water movements, Opportunities.	10	CO1
II	Warehousing in Logistics: Warehouse goals, Strategies, Warehousing Operations, Part Numbering System, Material Handling in Warehouse, Stocking Methods, Cycle Counting, Warehouse Location Strategies.  International Transportation: Transportation Goals, Stakeholders in transportation, Water, Air, Road and Rail movements, Air Consolidation, Marine and Air modes, Landbridge, Conferences, Flags of Convenience, Multimodal transportation, ICDs.  International Documentation: Importance of Documentation in Logistics, Different types of invoices, Import related documents, Export related documents, Transit based documents, Country Specific Documents.	10	CO2
III	Terms of Trade-Incoterms-2010: Understanding Incoterms, Details of Incoterms-2010, E Term, F Term, C Term, D Term, Incoterm Strategy, Risks in International Payments-Country and Commercial Risks, Different method of payment and associated unique risks, Bank Guarantees, Selection of Payment Term.	10	CO3

	Terms of Payment: Risks in International Payments-Country and Commercial Risks, Different method of payment and associated unique risks, Bank Guarantees, Selection of Payment Term, Currency of Payment, Currency Exchange Rates		
IV	<p>Insurance: What is insurance? Concept of insurable interest, Perils in Marine and Air Transportation, Marine Insurance- Coverage A, B and C, General Average Insurance, Air Insurance, Relationship between Insurance, Terms of Trade and Terms of Payment.</p> <p>Customs Clearance: Introduction, BTN Classification, Classification, Valuation and Rules of Origin, Dumping Duty, Non-Tariff Barriers, Customs Clearing Process, US Laws and Table of Denial Orders.</p> <p>Logistics Measurements and Costing: Purpose of measurements, Activity Based Costing in Logistics, SCOR based Measurements, How not to measure performance.</p>	10	CO4
V	<p>International Packaging: Objectives, Ocean Cargo, Air Cargo, Government Regulations, Hazardous Cargo, Refrigerated Goods.</p> <p>Exim Policy: Salient Features of Exim Policy, Duty Exemption Schemes, SEZs and EPZs.</p> <p>Logistics Trends: Reverse Logistics, Logistics Information System, Risk Management, 3 PL, 4PL, HighSea Sale.</p>	10	CO5

**Text Book**

1	International Logistics - Pierre David Published by Biztantra , ISBN-10: 81-7722-430-1 and ISBN-13: 978-81-7722-430-6
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**Reference Book**

1	International Logistics -Donald F Wood and others by Pinnacle Learning-
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<b>Web References</b>	
1	<a href="https://www.logisticsmgmt.com/">https://www.logisticsmgmt.com/</a>
2	<a href="https://www.cevalogistics.com/en">https://www.cevalogistics.com/en</a>
3	<a href="https://www.dbschenker.com/global">https://www.dbschenker.com/global</a>

### **COURSE OUTCOMES (CO)**

After completing the course the students will be able to

<b>CO1</b>	Manage International Logistics & Supply chain partners and service providers
<b>CO2</b>	Deploy knowledge of regional and international trading block in solving problems of international logistics
<b>CO3</b>	Use the principles of warehousing to improve their warehousing operations in logistics
<b>CO4</b>	ApplyPackagingandMaterialshandlingPrinciplestoLogisticsOperations
<b>CO5</b>	Decide optimal financing options for international trade

**MAPPING**

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

**H-High; M-Medium; L-Low**

**Prepared by**  
(Course Coordinator)

**Approved by**  
(Chairman-BOS)

**DSE: FAMILY BUSINESS AND ENTREPRENEURSHIP**

24PBAEE401	DSE IV: ENTREPRENEURIAL MARKETING	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• This course focuses on a subset of marketing strategies and tactics that are ideal for early-stage startups seeking to build communities of early adopters and beta testers for their products, services, and systems.</li><li>• There will be an emphasis on audience acquisition tactics that align stakeholders in understanding who our desired audience is, how to find them, and engage them with quality content, incentives, and offers.</li><li>• Students in this course will learn how to design, build, and execute a strategic marketing plan.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Understanding Marketing Strategy: Foundations in Marketing- Marketing Strategy Formulation Process- Segmentation and targeting - Diversity in Marketing - Marketing in a small business setup - Current trends.	10	CO1
II	Competitive Advantage: Defining Brand, Mission and Message- Market research and competitive analysis-understanding buyers- understanding pain points -new product vs service development- concept testing.	10	CO2
III	Pricing: Developing forecasts - pricing for entrepreneurs - price sensitivity - strategies - demand based pricing - free and freemium	10	CO3
IV	Promotion: Digital attribution tools - virality - customer journey and experiential engagement - personalizing offers for individuals and organizations - using inbound, inside sales and outbound sales- digital marketing - influencers and affiliate marketing - managing sales teams.	10	CO4

V	Marketing Plan: Understand the elements of marketing plan - developing strategies for effective marketing - budgeting and control.	10	CO5
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Text Book	
1	Capon. N & Singh, S.S (2014), Managing Marketing: An applied Approach; Wiley Publications. ISBN: 978- 81-2654851-4.
2	Lodish, L., Morgan, H., Archambeau, S. and Babin, J. (2016) Marketing that Works: Pearson Education.

Reference Book	
1	"Dynamic Strategies for Entrepreneurial Marketing", Muhammad Dharma Tuah Putra Nasution and Ahmad Rafiki.6 <sup>th</sup> edition
2	Entrepreneurial Marketing: Beyond Professionalism to Creativity, Leadership, and Sustainability", Philip Kotler ,Hermawan Kartajaya , 12 <sup>th</sup> edition

Web References	
1	www.routledge.com
2	www.books.google.com

### COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Understand the Role of Marketing in Entrepreneurship
CO2	Develop Market Research and Consumer Insights
CO3	Design and Implement Marketing Strategies
CO4	Apply Digital and Social Media Marketing Techniques
CO5	Evaluate Cost-Effective Marketing Approaches

### MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by**  
(Course Coordinator)

**Approved by**  
(Chairman-BOS)

24PBAEE402	DSE V : SOCIAL ENTREPRENEURSHIP	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• Social entrepreneurship is a new and fast-growing field of academic study and real-world practice. In essence, social entrepreneurship is doing well financially by creatively solving social issues.</li><li>• This course introduces students to both theory and practice of social entrepreneurship through highly experiential, interactive, and collaborative workshops.</li><li>• Working in a team and on a social issue they care about, students will learn system thinking skills, entrepreneurial mindset, skills, and tools to start up their own social venture or work in a social business.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Introduction to Social Entrepreneurship Social Entrepreneurship- Social Entrepreneur-difference between social entrepreneurship and nonprofit leadership, CSR, and commercial entrepreneurship	10	CO1
II	Social Enterprise & Social Entrepreneurship Social sector perspectives and social entrepreneurship -Causing Change- Challenges and opportunities- Social Value Proposition - construction, development and validation, and Empowering Beneficiaries	10	CO2
III	Social Entrepreneurship Framework Social Innovation process - Envisioning an Innovative Society -Aligning Social Innovation with Sustainable Development Goals (SDG) - Understanding the Theory of Change	10	CO3
IV	Resourcing Social Entrepreneurship: Social enterprise business models -Funding opportunities & resource mobilization for social enterprises - Organisational Forms and Structures - Marketing strategies for social enterprises	10	CO4

V	Scaling Social Impact Measuring the social impact: Value created -Scaling and Assessing the social Impact-Sustainable revenue models Developing a social marketing plan	10	CO5
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### Text Book

1	Wei-Skillern,J., Austin,J., Leonard,H. and Stevenson,H. (2007), Entrepreneurship in the Social Sector. London: Sage Publications
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### Reference Book

1	Bornstein, D. and Davis,S. (2010).Social Entrepreneurship: Oxford University Press.
2	Chahine,T.(2016).Introduction to social entrepreneurship. Boca Raton, FL:CRCPress.
3	Guo,C., & Bielefeld,W.(2014).Social entrepreneurship: An evidence-

### Web References

1	Alexander Osterwalder & Yves Pigneur (2010) Business Model Generation.
2	Coursera.org- IdentifyingSocialEntrepreneurshipOpportunitiesbyCopenhagen
3	coursera.org- Social Business Model and Planning for Social Innovation
4	coursera.org- Unleashing the Impact of your Social Enterprise

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Distinguish between social entrepreneurship, nonprofit leadership, CSR, and commercial entrepreneurship.
CO2	Gain insights into the unique challenges and opportunities within the social sector and learn to develop and validate social value propositions while empowering beneficiaries.
CO3	Understand the framework of social innovation and its alignment with Sustainable Development Goals (SDGs) and conceptualize and implement the Theory of Change.
CO4	Proficient in resourcing social enterprises, including business models, funding, organizational structures, and marketing strategies.
CO5	Develop the capability of scaling social impact through sustainable revenue models and effective social marketing plans.

## MAPPING

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

H-High; M-Medium; L-Low

**Prepared by**  
(Course Coordinator)

**Approved by**  
(Chairman-BOS)

24PBAEE403	DSE VI : ENTREPRENEURIAL FINANCE	SEMESTER - IV	
<b>Course objectives:</b> The Course aims <ul style="list-style-type: none"><li>• This course aims to equip entrepreneurs to evaluate, finance, and capitalize on new business opportunities.</li><li>• This course provides a basic understanding of the concepts and institutions involved in entrepreneurial finance and private equity markets.</li><li>• Further, this course discusses strategic financial decisions, evaluation of projects, risk assessment, forecasting within the venture, valuation of firms and exit strategies.</li></ul>			
<b>Credits: 3</b>		<b>Total Hours: 50</b>	
UNIT	CONTENTS	Hrs	CO
I	Overview of Entrepreneurial Finance: Introduction and overview of entrepreneurial finance - organizing and financing a new venture, consideration and choices - Types and costs of financial capital.	10	CO1
II	Financing alternatives: Most attractive sources of funds. Trade-off between various sources of financing. Term sheets negotiations, Impact of contracts on both entrepreneur and financier	10	CO2
III	Opportunity Assessment and Creation: Organizing and financing a new venture. Valuing early - stage venture. Valuation, risk management and planning - discounted cash flows - real option valuation - business and financial plans - capital structures - governance, incentives, and deal structure.	10	CO3
IV	Venture Capital Funding and Valuation: Venture capital valuation methods: Valuing early-stage ventures, basic mechanics of valuation, developing projected financial statements for a DCF. Sources of funding - seed stage financing- venture capital, private equity (GPs and LPs), crowd funding, debt financing - funding stages.	10	CO4

V	Growth and Exit Strategies: Security structures and enterprise values - acquisition -consolidation - leveraged buyouts - Initial Public Offerings - Mergers and sales. Exit strategies and harvesting, valuation of an enterprise. Turnaround strategies for troubled ventures.	10	CO5
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#### Text Book

1	Smith, J.K, & Smith R.L.,(2019)Entrepreneurial Finance: Strategy, Valuation and Deal Structure, Stanford University Press (Second Edition). ISBN: 9781503603219
2	Leach,J.C.,&Melicher,R.W.(2020).Entrepreneurialfinance.CengageLearning.

#### Reference Book

1	"Entrepreneurial Finance" - By J. Chris Leach & Ronald W. Melicher,6 <sup>th</sup> edition, Cengage Learning
2	"Entrepreneurial Finance: Venture Capital, Deal Structure & Valuation" - By Janet Kiholm Smith & Richard L. Smith, 2 <sup>nd</sup> Edition, Stanford University Press

#### Web References

1	<a href="http://www.builtin.com">www.builtin.com</a>
2	<a href="http://www.pepperdia.edu">www.pepperdia.edu</a>

## COURSE OUTCOMES (CO)

After completing the course the students will be able to

CO1	Provides a deeper understanding of finance in entrepreneurial finance setting.
CO2	Recognizing an opportunity for financing and value an opportunity.
CO3	Understand the needs of various avenues (funder's perspectives) of fund raising for a new, young, and private firm.
CO4	Appreciate various strategies for growth and exit.
CO5	Understand the different valuation techniques.

## MAPPING

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

**H-High; M-Medium; L-Low**

**Prepared by**  
(Course Coordinator)

**Approved by**  
(Chairman-BOS)

## 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)

#### **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 (Activity Based) & Seminar	: 5 Marks
Comprehensive viva voce	: 5 Marks
Internal Examinations	: 10 Marks
<b>Total</b>	<b>: 25 Marks</b>

#### **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.

#### 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
<b>Total</b>	<b>: 40 Marks</b>

**AEC: CAREER COMPETENCY SKILLS (100% Internal Evaluation)**

**CCS Internal Marks Distribution [CA-Total Marks: 100]**

Attendance	: 10 Marks
Assignment / Listening / Speaking	:50 Marks (5Assignments Compulsory)
Class Test	: 40 Marks (2 Test Compulsory)
Total	: <b>100 Marks</b>

The candidate shall be declared to have passed the examination if he / she secure at least 40 marks for UG Programme and at least 50 marks for PG Programme, out of a total of 100 marks.

**INTERNSHIP**

Every student shall undergo internship for a minimum period of 1 month 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.

**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 100 marks (40 internal + 60 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) : 60 Marks Continuous Assessment (CA):40 Marks**

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 Project with a passing minimum of 30 marks in External out of 60.

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

Research work done	: 15 Marks
Observation Note	: 10 Marks
Review	: 15 Marks (Three reviews)
Total	: 40 Marks