



**MARUDHAR KESARI JAIN COLLEGE FOR WOMEN (AUTONOMOUS)**  
**VANIYAMBADI – 635751**

**PG & Research Department of Management Studies**

**For**

**Postgraduate Programme**

**Master of Business Administration (HRM)**

**From the Academic Year 2024 - 2025**

## COURSE MATRIX

Semester- III							Semester-IV						
24PMSC31	CC-8 Strategic Human Resource Management	2	1	2	0	5	24PMSC41	CC-13 International Business Management	3	1	2	0	5
24PMSC32	CC-9 Financial Management	2	1	2	0	5	24PMSC42P	CC- 14 Project	0	2	4	6	5
24PMSC33	CC-10 Quantitative Techniques for Decision Making II	2	1	1	0	4	24PMSE41	EC-6 Industrial Labour Relation Operations Management	4	1	1	0	4
24PMSC34	CC-11 Information System for Business	2	1	1	0	3	24PMSP41	PEC – 1 Fundamentals of Business Analytics	1	1	0	0	2
24PMSC35	CC-12 Marketing Management	2	1	1	0	5	24PMSL41	SLC-1 Business Intelligence	0	0	1	3	2
24PMSE31	EC-5 Computer Application in Business	2	1	1	0	3						<b>30</b>	<b>18</b>
24PMSS31	SEC-2 Business Etiquette	1	1	0	0	2	Total Credit		<b>90+2*</b>				
24PMSIN31	Internship	0	0	0	2	2							
					<b>30</b>	<b>29</b>							

Students must complete at least one online course (MOOC) from platforms like SWAYAM or NPTEL. Additionally, engaging in a specified Self-Learning Course is mandatory to qualify for the degree. Successful participation will be acknowledged with an extra credit of 2.

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC31	Strategic HRM	Core	2	1	2	0	5	5	25	75	100

#### Learning Objectives

<b>LO1</b>	To familiarize the students with the basic concepts of Strategic Management.
<b>LO2</b>	To analyze insights into Environmental Forecasting.
<b>LO3</b>	To highlight Human Resource Strategy.
<b>LO4</b>	To elucidate Strategic Human Resource Processes.
<b>LO5</b>	To create awareness and emphasize the importance of HRM Strategy, Strategy formulation and decision using AI and application of AI in SHRM .

Unit	Content	Hours
1	<b>Strategic Management:</b> Nature and Significance ;Dimensions of Strategic Decisions ; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation ;Porter's Model.	15
2	<b>Environment Forecasting :</b> Analyzing the Company Profiles; formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy	15
3	<b>Human Resource Strategy(HRS):</b> Concept ,Approaches, HRS and Business Strategy ;Change Management Strategies ,Training and Development Strategies; Organizational Performance and HRS : HRM Strategy and Difficulties in its implantation.	15
4	<b>Strategic Human Resource Processes:</b> Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages ;selection of employees ;Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.	15
5	<b>HRM Strategy:</b> Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues ,HRM Strategy formulation using AI-Application of AI in SHRM.	15
	<b>Total</b>	<b>75</b>
	<b>Weightage of Marks :Theory 100%</b>	

<b>CO</b>	Course Outcomes At the end of the course, learners will be able to
<b>CO1</b>	Comprehend the application of Strategic Management.
<b>CO2</b>	Evaluate Corporate Strategy and aid in Environment Forecasting.
<b>CO3</b>	Develop strategies and approaches for higher Organizational Performance.
<b>CO4</b>	Elucidate Strategic Human Resource Processes and resource utilization.
<b>CO5</b>	Analyze and formulate HRM Strategy using AI and application of AI in SHRM

<b>Text Books:</b>	
1	Ananda Das Gupta, Strategic Human Resource Management: Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press, New York - Routledge, 1st Edition, 2020.
2	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1st Edition, 2007.
<b>Reference Books:</b>	
1	Gary Rees & Paul Smith, Strategic Human Resource Management: An International Perspective, Sage, 3rd Edition, 2021.
2	Marielle G. Heijltjes, Strategic Human Resource Management, Sage Publications Ltd. (UK), 1st Edition, 2000.
3	Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, New Delhi, 1st Edition, 2010.
4	David Ulrich, Jon Younger, Wayne Brocbank, HR from the Outside In: Six Competencies for the Future of Human Resources (Business Books), McGraw Hill, 1st Edition, 2012.
<b>Web Resources:</b>	
1	J. C. Spender, Business Strategy: Managing Uncertainty, Opportunity, and Enterprise.
2	Mark Schaefer, Return on Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing.
3	Niraj Dawar, Tilt: Shifting Your Strategy from Products to Customers.
4	W. Chan Kim, Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant.

### Mapping with Programme Outcomes and Programme Specific Outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	1	1	1	1	2	1	1	3	3	3
<b>CO2</b>	3	3	1	3	1	1	3	3	1	2	3
<b>CO3</b>	3	3	1	3	1	3	3	2	3	2	2
<b>CO4</b>	3	3	2	2	3	1	1	3	2	3	3
<b>CO5</b>	3	3	2	3	2	3	1	3	3	3	2
<b>Total</b>	<b>15</b>	<b>13</b>	<b>7</b>	<b>12</b>	<b>8</b>	<b>10</b>	<b>9</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>
<b>Average</b>	<b>3</b>	<b>2.6</b>	<b>1.4</b>	<b>2.4</b>	<b>1.6</b>	<b>2</b>	<b>1.8</b>	<b>2.4</b>	<b>2.4</b>	<b>2.6</b>	<b>2.6</b>

3—Strong, 2—Medium, 1—Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC32	Financial Management	Core	2	1	2	0	5	5	25	75	100

### Learning Objectives

<b>LO1</b>	To create an understanding and familiarize students with the fundamentals of financial management and create awareness of the various sources of finance.
<b>LO2</b>	To create awareness of various investment techniques in investment decision-making.
<b>LO3</b>	To highlight the concept of the cost of capital and familiarize students with techniques for identifying the right source of capital.
<b>LO4</b>	To educate students on the concept of capital structure and develop an understanding of the concept of dividends.
<b>LO5</b>	To create an understanding of the concept of working capital, its need, importance, factors, and forecasting techniques.

Unit	Content	Hours
1	<b>Introduction:</b> Financial management: Definition and scope – objectives of Financial Management - Functions and Role of Finance Manager. Sources of Finance–Short term& Long term-Overview of International Financial Management, Financial Planning-Theoretical concept of Risk Analysis.	15
2	<b>Investing Decision:</b> Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques – Net Present Value, Profitability Index and Internal Rate of Return-Problems-Risk analysis in Capital Budgeting.	15
3	<b>Cost of Capital:</b> Cost of specific sources of capital–Cost of equity capital –Cost of debt –Cost of preference–Cost of retained earnings-weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage(Basic problems)	15
4	<b>Capital Structure:</b> Factors influencing capital structure–optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani Miller (MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend Policy: Meaning, Classification- Sources available for Dividends- Dividend Policy General, Determinants of Dividend Policy.	15
5	<b>Working Capital Management:</b> Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management – Working Capital Financing-Sources of Working Capital.	15
	<b>Total</b>	<b>75</b>
	<b>Weightage of Marks :Theory 50% and Problems50%</b>	

<b>CO</b>	<b>Course Outcomes: At the end of the course learners will be able to</b>
<b>CO1</b>	Appreciate the basic concepts of financial management and various sources of finance.
<b>CO2</b>	Possess knowledge of investment decision-making.
<b>CO3</b>	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.
<b>CO4</b>	Apply the concept of capital structure and dividend
<b>CO5</b>	Evaluate the concept of working capital, its need, importance, factors and the methods of forecasting it.

<b>Text Books:</b>	
1	S. N. Maheswari, Financial Management, Sulthan Chand & Sons, 15 th Edition, 2019
2	I.M. Pandey Financial Management, Vikas Publishing House Pvt.Ltd., 11 <sup>th</sup> edition, 2018.
<b>Reference Books:</b>	
1	Van Horne, J.C., Financial Management and Policy, 13 <sup>th</sup> Edition, Pearson, 2015.
2	Prasanna Chandra, Financial Management, 10 <sup>th</sup> edition, Tata Mc Graw Hill, 2019
3	Periasamy, P., Financial Management, 4 <sup>th</sup> Edition, Tata McGraw- Hill Education Pvt.Ltd., 2017.
4	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14 <sup>th</sup> Edition, 2015.
<b>Web Resources:</b>	
1	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>
2	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>
3	Journal of International Financial Management & Accounting
4	TheManagementAccountantJournal-icmai-rnj.in

#### Mapping with Programme Outcomes and Programme Specific Outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	1	2	1	1	2	2	3	2	2
<b>CO2</b>	3	2	2	1	1	2	1	3	3	3	1
<b>CO3</b>	2	3	3	2	2	1	1	2	3	3	1
<b>CO4</b>	3	3	2	1	1	1	1	1	2	3	1
<b>CO5</b>	3	2	1	1	2	1	1	2	2	3	1
<b>Total</b>	<b>14</b>	<b>12</b>	<b>9</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>10</b>	<b>13</b>	<b>14</b>	<b>6</b>
<b>Average</b>	<b>2.8</b>	<b>2.4</b>	<b>1.8</b>	<b>1.4</b>	<b>1.4</b>	<b>1.2</b>	<b>1.2</b>	<b>2</b>	<b>2.6</b>	<b>2.8</b>	<b>1.2</b>

3 –Strong, 2-Medium, 1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC33	Quantitative Techniques for Decision Making II	Core	2	1	1	0	4	4	25	75	100

### Learning Objectives

<b>LO1</b>	To Provide the importance of operations Research and applications of Linear Programming Problem
<b>LO2</b>	To learn various methods in Transportation problem, Assignment model and to determine its optimal solution.
<b>LO3</b>	To apply CPM techniques and to determine the project duration and completion time.
<b>LO4</b>	To understand and apply EOQ and Replacement models.
<b>LO5</b>	To study game theory- Graphical, Linear Programming Solutions and simulation

Unit	Content	Hours
1	Introduction: Overview of operations research – Origin – Nature, scope and characteristics of OR–Models in OR–Application of operations research in functional areas of management. Linear Programming Problem, structure– Limitations and applications, Mathematical model, Formulation – Problems.	15
2	Transportation problem: Basic Solution – North West corner Method, LCM, VAM, Matrices method–Optimal Solution–Stepping stone method—Modi method – Degeneracy. Assignment model: Hungarian method – Traveling salesmen problem.	15
3	Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Difference, Phases, Components, Rules for network construction- Project Scheduling and Project Crashing.	15
4	Deterministic Inventory models–Introduction, Functional Role, Factors of Inventory–EOQ with and without shortages, Replacement of items whose efficiency deteriorates with time (Simple problems).	15
5	Game Theory and Strategies: Games theory – two player zero sum game theory–Saddle Point–Mixed Strategies for games without saddle points– Dominance method – Graphical and L.P Solutions-; Simulation.	15
	<b>Total</b>	<b>75</b>
	Theory 40% Problem60%	

<b>CO</b>	<b>Course Outcomes: At the end of the course learners will be able to</b>
<b>CO1</b>	Understand the importance of Operations research and Linear Programming Problems
<b>CO2</b>	Work on transportation and Assignment problems by various methods
<b>CO3</b>	Draw network and find best optimal solution for the given project by CPM and PERT
<b>CO4</b>	Determine and understand Inventory control models and Replacement Problems.
<b>CO5</b>	Find the value of the game and simulation solutions.

<b>Text Books:</b>	
1	J.K.Sharma, Operations Research, Theory and Applications Forth Edition, Macmillan Publishers, India Ltd.
<b>Reference Books:</b>	
1	V.K.Kapoor, Operations Research Problems and Solutions, Sultan Chand and Sons, Fourth Edition.
2	Hamdy A.Taha, Operations Research An Introduction Eighth Edition
3	Paner Selvam, Operations Research 'Prentice Hall of India, 2002
4	Anderson Quantitative Methods for Business', 8th Edition, Thomson Learning, 2002.
5	Winston Operation Research', Thomson Learning, 2003
<b>Web Resources:</b>	
1	<a href="http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf/">http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf/</a>
2	<a href="https://www.journals.elsevier.com/operations-research-perspectives/">https://www.journals.elsevier.com/operations-research-perspectives/</a>

#### Mapping with Programme Outcomes and Programme Specific Outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	3	2	2	2	3	2	2	3	2	2
<b>CO2</b>	3	2	2	3	2	3	3	2	3	2	3
<b>CO3</b>	3	3	3	2	2	3	3	2	3	2	3
<b>CO4</b>	2	2	3	3	2	2	3	3	3	2	3
<b>CO5</b>	2	3	2	3	2	2	2	3	3	3	3
<b>Total</b>	<b>12</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>10</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>15</b>	<b>11</b>	<b>14</b>
<b>Average</b>	<b>2.4</b>	<b>2.6</b>	<b>2.4</b>	<b>2.6</b>	<b>2</b>	<b>2.6</b>	<b>2.6</b>	<b>2.4</b>	<b>3</b>	<b>2.2</b>	<b>2.8</b>

3-Strong, 2-Medium, 1-Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC34	<b>Information Systems For Business</b>	Core	2	1	1	0	3	4	25	75	100

### Learning Objectives

<b>LO1</b>	To enable students to understand the fundamentals of information systems and the role of information in managerial decision-making.
<b>LO2</b>	To provide insights into the fundamentals of information systems such as TPS, DSS, and EIS.
<b>LO3</b>	To manage system applications and data to best support functional areas of business.
<b>LO4</b>	To provide insights into securely managing databases and information using systematic processes.
<b>LO5</b>	To elucidate the need and importance of ERP, its selection, and implementation in the workplace.

Unit	Content	Hours
1	<b>Introduction to information system</b> -The management, structure and activities-Information needs and sources-types of management decisionsandInformationneed.SystemclassificationElementsofsystem,input, output, process and feedback.	12
2	<b>Transaction Processing information system</b> , Office Automation System (OAS)- Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system–Decision Support system-Executive information systems	12
3	<b>Functional Management Information System</b> :Production/Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system-finance transformation.	12
4	<b>System Analysis and Design:</b> The work of a System analyst - SDLC- System design–AGILE Model–Waterfall Model–Spiral Model– Iterative and Incremental Model –RAD Model- Requirement analysis-dataflow diagram, relationship diagram, design- Implementation- Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database; Data Warehousing and Data Mining Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security- Cryptography; RSA Model of Encryption; Data Science –Block Chain Technology; E-commerce and E-Business models; IOT-RFID.	12

5	<b>Enterprise Resource Planning (ERP) System</b> , Benefits of the ERP, ERP how different from conventional packages, Need for ERP, ERP components, Selection of ERP Package, ERP implementation, Customer Relationship management, organization & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control—E-Governance.	12
		<b>Total</b>
	<b>Weightage of Marks : Theory 100%</b>	
<b>CO Course Outcomes: At the end of the course learners will be able to</b>		
<b>CO1</b>	Evaluate the importance of data and information in managerial decision-making.	
<b>CO2</b>	Possess on the various Information Systems (IS) and its relevance to the organizational environment.	
<b>CO3</b>	Appreciate the application of IS on the various functions like Accounting, Finance, Marketing, Operations, and HR.	
<b>CO4</b>	Acquire knowledge of various models and emerging technologies.	
<b>CO5</b>	Assess the importance of selecting the appropriate ERP and its implementation	

<b>Text Books:</b>	
1	Azam, M., Management Information System, Mc Graw Hill Education, 2012
2	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11 <sup>th</sup> Edition, Pearson, 2010.
<b>Reference Books:</b>	
1	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3 <sup>rd</sup> Edition, PHI, 2011.
2	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2009.
3	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 <sup>rd</sup> Edition, Wiley India Pvt.Ltd., 2009.
4	Stair, R. and Reynolds, G., Information Systems, 10 <sup>th</sup> Edition, Cengage
<b>Web Resources:</b>	
1	Information Systems for Business and Beyond—open textbooks.site.
2	Management Information <a href="http://www.textbooks.com">www.textbooks.com</a> Systems: Managing the Digital firm
3	Information systems Journal—Wiley Online Library.
4	Information Systems management in Business and development organizations – Hare Krishna Misra – PHILearning 2012

#### Mapping with Programme Outcomes and Programme Specific Outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	2	2	1	1	1	1	1	2	3	3
<b>CO2</b>	1	1	2	3	1	2	3	1	2	2	2
<b>CO3</b>	1	1	1	1	1	1	3	1	2	3	1
<b>CO4</b>	2	1	3	1	1	2	1	1	2	3	2
<b>CO5</b>	2	1	2	1	1	1	1	3	1	3	2
<b>Total</b>	<b>8</b>	<b>6</b>	<b>10</b>	<b>7</b>	<b>5</b>	<b>7</b>	<b>9</b>	<b>7</b>	<b>9</b>	<b>14</b>	<b>10</b>
<b>Average</b>	<b>1.6</b>	<b>1.2</b>	<b>2</b>	<b>1.4</b>	<b>1</b>	<b>1.4</b>	<b>1.8</b>	<b>1.4</b>	<b>1.8</b>	<b>2.8</b>	<b>2</b>

3—Strong, 2—Medium, 1—Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		Total
									CIA	External	
24PMSC35	Marketing Management	Core	2	1	1	0	5	4	25	75	100

#### Learning objectives

<b>LO1</b>	To develop an understanding and enhance knowledge about marketing theories, principles, strategies, functions and concepts.
<b>LO2</b>	To provide opportunities to analyze marketing activities within a firm.
<b>LO3</b>	To analyze and explore buyer behavior patterns in marketing situations.
<b>LO4</b>	To understand branding, pricing, and strategies for marketing a product.
<b>LO5</b>	To upgrade knowledge and awareness of MIS in Marketing.

Unit	Content	Hours
1	<b>Introduction :</b> Marketing Management Philosophies–Functions and characteristics of marketing- The concepts of marketing–Marketing and Services – Digital Marketing – Social Media Marketing–Current marketing challenges ;Rural Marketing– E Rural Marketing–International Marketing–Industrial Marketing.	12
2	Strategic Marketing–Marketing Management Process– Analysis of Marketing opportunities ,Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process –Sales Forecasting –Techniques .Marketing Tactics, The Mix Service and Retail Marketing.	12
3	Buyer Behaviour: Factors Influencing Consumer Behaviour–Buying situation–Buying Decision Process–Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning–Competitive Marketing Strategies .Customer Life Cycle – Customer Life time Value, Product Portfolio Management.	12
4	Product Policies: Consumer and Industrial Product Decisions, Branding ,Packaging and Labelling –New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches ,Promotion Decisions: Promotion Mix–Integrated Marketing Communication– Advertising and Sales Promotion–Sales Force Decisions, Selection, Training, Compensation and Control–Publicity and Personal Selling – Distribution Management–Channel Management :Selection ,Co-operation and Conflict Management –Vertical,Horizontal and Multichannel Systems Consumer Protection–Awareness of Consumer Rights in the Market Place.	12
5	MIS: Marketing Information Systems–Customer Relationship Management(CRM) Customer Engagement Marketing– Sales force Automation.	12

	Total	60
	<b>Weightage of Marks :Theory 100%</b>	

<b>CO</b>	<b>Course Outcomes :At the end of the course learners will be able to</b>
<b>CO1</b>	Appreciate the fundamental principles of marketing, marketing concepts functions and ideas.
<b>CO2</b>	Develop an organization's marketing strategy and marketing environment. Familiar With marketing research with forecasting techniques.
<b>CO3</b>	Appreciate the buyer behavior, market segmentation, and competitive marketing strategies.
<b>CO4</b>	Develop strategies relating to branding, pricing, and marketing issues.
<b>CO5</b>	Appreciate the role of MIS in Marketing.

<b>Text Books:</b>	
1	Pillai & Baghawathy, Marketing Management, S.Chand, 2010.
2	Warren J.Keegan, Global Marketing Management, 8 <sup>th</sup> Edition, Pearson, 2017.
<b>Reference Books:</b>	
1	Gupta Prachi, Aggarwal Ashita, et.al., Marketing Management : Indian Cases,1 <sup>st</sup> Edition, 2017
2	G. Shainesh Philip Kotler,et..al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson,2022
3	Mullins, Marketing Management : A Strategic Decision Making Approach, 7 <sup>th</sup> Edition, Mc Graw - Hill, 2010.
4	Philip Kotler and Keven Lane Keller, Marketing Management, 15 <sup>th</sup> Edition, Pearson , 2015
<b>Web Resources:</b>	
1	<a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketingmanagement-fall-2010/lecture-notes/">https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketingmanagement-fall-2010/lecture-notes/</a>
2	<a href="https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html">https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html</a>
3	<a href="https://www.ama.org/ama-academic-journals/">https://www.ama.org/ama-academic-journals/</a>
4	<a href="https://www.emerald.com/insight/publication/issn/0736-3761">https://www.emerald.com/insight/publication/issn/0736-3761</a>

#### Mapping with Programme Outcomes and Programme Specific Outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	1	1	1	1	1	1	3	2	2
<b>CO2</b>	3	3	3	1	2	3	2	2	3	3	1
<b>CO3</b>	3	2	3	1	1	1	3	2	3	3	1
<b>CO4</b>	3	3	3	2	1	2	2	3	3	2	2
<b>CO5</b>	3	2	2	3	1	1	2	2	3	2	3
<b>Total</b>	<b>15</b>	<b>12</b>	<b>12</b>	<b>8</b>	<b>6</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>15</b>	<b>12</b>	<b>9</b>
<b>Average</b>	<b>3</b>	<b>2.4</b>	<b>2.4</b>	<b>1.6</b>	<b>1.2</b>	<b>1.6</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2.4</b>	<b>1.8</b>

3—Strong, 2—Medium, 1—Low

Course Code	Course Name	Category	Marks								
			L	T	P	S	Credits	Hours	CIA	External	Total
24PMSE31	Computer Applications in Business	Elective	2	1	1	0	3	4	25	75	100

#### Learning Objectives

<b>LO1</b>	To understand the fundamentals of SPSS
<b>LO2</b>	To compare the values obtained in t-test and ANOVA
<b>LO3</b>	To perform regression and non- para metric tests
<b>LO4</b>	To create company, groups and ledgers and obtain financial statements using Tally Prime
<b>LO5</b>	To understand inventory management and account for goods and services tax

Unit	Content	Hours
1	<b>Introduction to SPSS</b> - Opening a data file in SPSS – Variable view – Data view – Entering data into the data editor – Saving the data file – Table creation – Descriptive statistics: Percentile values, Measures of central tendency, Measures of dispersion, Distribution – Cronbach’s Alpha test – Charts and graphs - Editing and copying SPSS output.	12
2	<b>Parametric Tests in SPSS</b> - Compare means: One-sample t-test, Independent Samples t-test, Paired-samples t-test and One-way ANOVA, Two-way ANOVA - Correlation: Bivariate, Partial and Multiple -Simple linear regression.	12
3	<b>Non-parametric Tests in SPSS</b> - Chi-square test - Mann Whitney’s test for independent samples – Wilcoxon matched pairs sample test – Friedman’s test – Wilcoxon signed rank test – Kruskal Wallis test	12
4	<b>Introduction to Tally Prime</b> - Tally Prime: Introduction – Starting Tally Prime – Creation of a Company - Selecting company - Shutting a company - Altering company– Creating Accounting groups and ledgers– Vouchers – Practical problems for a new and existing business and not-for profit organisation. Accounting reports: Introduction – Displaying Trial balance, Profit and Loss Account, Balance sheet, Day book, Purchase register, Sales register, Cash flow/Funds flow and ratio analysis–Practical problems.	12
5	<b>Inventory and GST in Tally Prime</b> - Inventory: Introduction to Inventory Masters – Creation of stock group – Creation of Go down – Creation of unit of measurement – Creation of stock item – Entering inventory details in Accounting vouchers–Practical problems. GST : Introduction–Enabling GST–Defining tax details–Entries in Accounting vouchers–View in voice report–Practical problems.	12
	<b>Total</b>	60
	<b>Weightage of Marks : 100% Practical</b>	

<b>CO</b>	<b>Course Outcomes : At the end of the course learners will be able to</b>
<b>CO1</b>	Construct data file in SPSS
<b>CO2</b>	Examine Means of samples
<b>CO3</b>	Apply non – para metric tests
<b>CO4</b>	Construct a company, form groups and get automated financial statements
<b>CO5</b>	Plan for automation of inventory

<b>Text Books:</b>	
1	“SPSS Statistical Package for Social Science” by Dr. H. Premraj Margham Publications, 2018
2	Tally Prime with GST- A Complete Training Guide with Assignment (English), TBalaji, T Balaji Publication First Edition 2021
<b>Reference Books:</b>	
1	Data Analysis Using SPSS : Text and Cases by Dr. G. Jayavel, Nirali Prakashan, First Edition, 2022.
2	SPSS 17.0 for Researchers by S.L. Gupta and Hitesh Gupta, International Book House Pvt. Ltd., First Edition, 2009.
3	Master Tally Prime : A Complete Guide by Ravi,Vedanta Soft Solutions, First Edition, 2022.
4	IBM SPSS by Example : A Practical Guide to Statistical Data Analysis by Alan C. Elliott and Wayne A. Woodward, SAGE Publications, Second Edition, 2015.
5	Discovering Statistics Using IBM SPSS Statistics by Andy Field, SAGE Publications, Fourth Edition, 2013.
<b>Web Resources:</b>	
1	<a href="https://www.spss-tutorials.com/basics/">https://www.spss-tutorials.com/basics/</a>
2	<a href="https://www.statisticshowto.com/probability-and-statistics/spss-tutorial-beginners/">https://www.statisticshowto.com/probability-and-statistics/spss-tutorial-beginners/</a>
3	<a href="https://www.javatpoint.com/spss">https://www.javatpoint.com/spss</a>
4	<a href="https://tallysolutions.com/learning-hub/">https://tallysolutions.com/learning-hub/</a>
5	<a href="https://help.tallysolutions.com/how-to-videos/quick-start-with-tallyprime/">https://help.tallysolutions.com/how-to-videos/quick-start-with-tallyprime/</a>

#### Mapping with Programme Outcomes and Programme Specific Outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	2	3	3	1	2	3	2	2	2	2	3
<b>CO2</b>	2	3	3	2	2	3	1	2	3	2	2
<b>CO3</b>	2	3	3	2	2	3	2	2	3	2	2
<b>CO4</b>	3	3	2	3	3	3	3	2	2	3	3
<b>CO5</b>	3	3	2	3	3	3	3	2	2	3	3
<b>Total</b>	<b>12</b>	<b>15</b>	<b>13</b>	<b>11</b>	<b>12</b>	<b>15</b>	<b>11</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>13</b>
<b>Average</b>	<b>2.4</b>	<b>3</b>	<b>2.6</b>	<b>2.2</b>	<b>2.4</b>	<b>3</b>	<b>2.2</b>	<b>2</b>	<b>2.4</b>	<b>2.4</b>	<b>2.6</b>

3—Strong, 2—Medium, 1— Low

Course Code	Course Name	Category							Credits	Hours	Marks		
			L	T	P	S	CIA	Extern			Total		
24PMSS31	Soft Skills II-Business Etiquette	Soft Skills	1	1	0	0	2	30	25	75	100		

### Learning Objectives

<b>LO1</b>	To understand the importance of Business Etiquette at the workplace.
<b>LO2</b>	To determine the guidelines of exceptional work behavior.
<b>LO3</b>	To explore Tech Etiquette in using various telecommunication devices and channels.
<b>LO4</b>	To handle Multi-cultural challenges and practices.
<b>LO5</b>	To understand business ethics and emerging issues in the workplace.

Unit	Content	Hours
1	<b>Introduction to Business etiquette:</b> The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands-Introductions-Introductory scenarios-Addressing individuals.	6
2	<b>Meeting and Boardroom Protocol:</b> Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters-Planning a power point presentation – Dealing with customer complaints. <b>Entertaining Etiquette:</b> Planning a meal- Issuing invitations - Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning- Specific food Etiquette guidelines.	6
3	<b>Telephone Etiquette:</b> 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 - When Making calls - Closing the call-Handling rude or impatient clients <b>Internet &amp; email etiquette:</b> Internet usage in the workplace Email-Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines.	6
4	<b>Business Attire &amp; Professionalism:</b> Business style and professional image-Dress code- Guide lines for appropriate business attire- Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues- Preventing sexual harassment- <b>Disability Etiquette:</b> Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	6

5	<b>Business Ethics:</b> Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette-onsite projects-Cultural Highlight: China-Cultural Highlight: India.	6
	<b>Total</b>	30
	<b>Weightage of Marks :Theory 100%</b>	

CO	Course Outcomes : At the end of the course learners will be able to
<b>CO1</b>	Learn business etiquette at workplace
<b>CO2</b>	Able to acquire knowledge on guidelines of exceptional work behavior
<b>CO3</b>	Able to enhance their knowledge on latest Tech etiquette in using various Tele communication devices and channels.
<b>CO4</b>	Get familiarized with handling of Multi-cultural challenge and practices
<b>CO5</b>	Know sensitive issues on new and emerging issues in ethics in workplace

#### Text Books:

1	Gonda, C.M. (2016)Master of Business Etiquette : The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2	Mehra, S.K.(2012) Business Etiquette A Guide For The Indian Professional. Noula: Harper Collins

#### Reference Books:

1	Pachter, B.(2013).The Essentials of Business Etiquette : How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
2	Past, K.(2008).Indian Business Etiquette : 1 (First edition). Ahmedabad Jaico Publishing House.
3	Travis, R.(2013).Tech Etiquette : OMG, 2 Edition, RLT Publishing.
4	Gonda, C.M.(2016) Master of Business Etiquette : The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

#### Web Resources:

1	<a href="https://www.mindtools.com">https://www.mindtools.com</a>
2	<a href="https://www.indeed.com/career-advice/career-development/business-etiquette">https://www.indeed.com/career-advice/career-development/business-etiquette</a>
3	<a href="https://www.thebalancemoney.com">https://www.thebalancemoney.com</a>
4	<a href="https://www.commisceo-global.com/resources/country-guides">https://www.commisceo-global.com/resources/country-guides</a>

#### Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	2	3	2	2	2	2	3	2	1
<b>CO2</b>	3	3	3	2	2	1	3	3	3	3	2
<b>CO3</b>	3	3	3	2	2	2	1	3	3	3	1
<b>CO4</b>	3	2	2	3	1	1	1	3	2	1	3
<b>CO5</b>	2	1	1	1	1	1	3	1	2	1	2
<b>Total</b>	<b>14</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>8</b>	<b>7</b>	<b>10</b>	<b>9</b>	<b>13</b>	<b>10</b>	<b>9</b>
<b>Average</b>	<b>2.8</b>	<b>2.2</b>	<b>2.2</b>	<b>2.2</b>	<b>1.6</b>	<b>1.4</b>	<b>2</b>	<b>1.8</b>	<b>2.6</b>	<b>2</b>	<b>1.8</b>

## II YEAR: FOURTH SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC41	<b>International Business Management</b>	Core	3	1	2	-	5	6	25	75	100

### Learning Objectives

<b>LO1</b>	Understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.
<b>LO2</b>	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.
<b>LO3</b>	To throw light on international trade theories and the management of business functional operations in an international context.
<b>LO4</b>	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.
<b>LO5</b>	To know about regional economic integration and contemporary issues in international business.

Unit	Content	Hours
1	<b>Introduction to International Business :</b> Meaning, Importance, nature and scope -International Business Vs. Domestic Business- Tariff and non-tariff barriers- transition from Domestic to International Business, Advantages and Disadvantages of International Business, Balance of Payment, Balance of Trade, Balance of Current Account .Modes of entry into International Business -Internationalization process and managerial implications Multinational Corporations and their involvement in International Business-Issues in foreign investments, technology transfer, pricing and regulations International collaborative arrangements and strategic alliances-Counter Trade; Import-Export Process and Documentation.	18
2	<b>International Business Environment and Cultural Differences:</b> International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction, Social Structure, Religion, Language, Education, Culture and the Workplace, Cultural Change, Cross cultural Literacy, Culture and Competitive Advantage.	18
3	<b>International Trade Theory:</b> Mercantilism, Neo-Mercantilism, Absolute and Comparative Advantage, Heckscher, Ohlin Theory, The New Trade Theory and Porter's Diamond National Competitive Advantage, General Agreement on Tariff and Trade(GATT)- World Trade Organization(WTO)-GATS-UNCTAD Trade Blocks; Customs Union-EU-PTA European Free Trade Area(EFTA)- Central American Common Market(CACM)- Latin American Free Trade Association(LAFTA)- North American Free Trade(ASEAN)- CARICOM-GSTP-GSP-SAPTA Indian Ocean RIM Initiative-BIMSTEC Bretton Woods Twins World Bank & IMF, International Finance Corporation Multi lateral Investment Guarantee Agency(MIGA).	18
4	<b>Global Trading and Investment Environment:</b> Recent Trends in India's Foreign Trade- India's Trade Agreements and Commercial Relations Institutional support for export promotion , Export Processing Zones(EPZs)-Special Economic Zones(SEZs)- Exports by Air ,Post and Sea-Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India. Role of Commodity Boards Role of State Trading Agencies in Foreign Trade STC,MMTC, etc. Foreign Exchange Market Functions of Foreign Exchange Market-Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment— Advantages of FDI to Host and Home Countries. Commercial Relations and Trade Agreements with other countries Institutional Infrastructure for export promotion in India Export Assistance-Export Finance-	18

5	<b>Contemporary Issues in International Business:</b> Contemporary Issues in International Business International Sales Contract Major Laws – INCO terms Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration /International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods Quality Control and Pre-shipment Inspection Customs Clearance-Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	18
	<b>Total</b>	90
<b>CO Course Outcomes : At the end of the course learners will be able to:</b>		
<b>CO1</b> Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.		
<b>CO2</b> Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.		
<b>CO3</b> Know the various international trade theories and the management of business functional operations in an international context.		
<b>CO4</b> Be able to evaluate barriers, opportunities, market entry modes and the process of -internationalization.		
<b>CO5</b> Have better understanding on regional economic integration and contemporary issues in international business.		

<b>Textbooks:</b>	
1	Czinkota, M.R. & Ronkainen, I.A. – International Business (Cengage Learning, 10th Edition)
2	Daniels, John D.; Radebaugh, Lee H.; Sullivan, Daniel P. – International Business: Environments and Operations (Pearson, 17th Edition).
<b>Reference Books:</b>	
1	Ball, Donald A.; Geringer, Michael; Minor, Michael S.; & McNett, Gerald – International Business: The Challenge of Global Competition (McGraw Hill, 17th Edition).
2	Hill, Charles W.L. – International Business: Competing in the Global Marketplace (McGraw Hill Education, 13th Edition).
3	Wild, John J.; Wild, Kenneth L.; & Han, Jerry C.Y. – International Business: The Challenges of Globalization (Pearson, 9th Edition).
4	International Business :Competing in the Global Marketplace (SIE) 11th Edition– 14 August 2018 b y Charles W.L. Hill(Author), G.Tomas M .Hult (Author), Rohit Mehtani (Author)
5	International Business  Fourth Edition   By Pearson– 30 November2017by S. Tamer Cavusgil (Author),Gary K night(Author),John Riesenberger (Author)
<b>Web resources:</b>	
1	<a href="https://www.investopedia.com/terms/i/international-business.asp">https://www.investopedia.com/terms/i/international-business.asp</a>
2	<a href="https://www.wto.org">https://www.wto.org</a>
3	<a href="https://iccwbo.org">https://iccwbo.org</a>
4	<a href="https://www.rbi.org.in">https://www.rbi.org.in</a>
5	<a href="https://www.rbi.org.in">https://www.rbi.org.in</a>

#### Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	1	1	1	3	2	3	2	3	3	1
<b>CO2</b>	3	3	3	3	1	1	1	1	3	3	1
<b>CO3</b>	3	3	3	3	1	1	1	3	3	3	1
<b>CO4</b>	3	3	3	3	1	1	1	1	3	3	1
<b>CO5</b>	3	1	1	3	1	1	1	2	3	3	2
<b>Total</b>	15	11	11	13	7	6	7	9	15	15	6
<b>Average</b>	3	2.2	2.2	2.6	1.4	1.2	1.4	1.8	3	3	1.2

3 – Strong, 2- Medium, 1- Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSE41	Industrial Labour Relations	Elective	4	1	1	-	4	6	25	75	100

### Learning Objectives

<b>LO1</b>	To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.
<b>LO2</b>	To provide insights on Industrial Harmony and Conflicts.
<b>LO3</b>	To throw light on Labour Relations, Joint Consultation.
<b>LO4</b>	To explicate on Trade Union, Problems and role of Indian Trade Unions.
<b>LO5</b>	To elucidate on Collective Bargaining, Tripartite Machinery.

Unit	Content	Hours
1	<b>Industrial Relations:</b> The changing concepts of Industrial Relations – Factors affecting employee stability – Application of Psychology to Industrial Relations – Codes of Conduct- Code of Discipline – Grievance procedure – Labour management co-operation – Worker's participation in management.	18
2	<b>Industrial Harmony and Conflict:</b> Harmonious relations in industry – Importance and means; Causes of industrial disputes – Machinery for settling disputes – Negotiation – Conciliation – Mediation – Arbitration and Adjudication – Strikes – Lock-outs – Layoff and Retrenchment.	18
3	<b>Labour Relations:</b> Changing concept of management-labour relations – Statute laws – Tripartite conventions – Development of the idea of social justice – Limitation of management prerogatives – Increasing labour responsibility in productivity. Joint Consultation: Principal types – Attitude of trade unions and management – Joint consultation in India.	18
4	<b>Trade Unions:</b> Trade Unions and their growth – Economic, social, and political conditions leading to the development of trade unionism – Theories of trade unionism – Aims and objectives of trade unions – Structure and governing of trade unions. Problems and Role of Indian Trade Unions: Recognition and leadership – Finances and membership – Compulsory versus free membership – Political activities – Welfare – Legislation – Majority and minority unions – Social responsibilities – Positive role in economic and social development.	18
5	<b>Collective Bargaining:</b> Meaning – Scope – Subject matter and parties – Methods and tactics – Administration of collective bargaining agreements – Charter of Demands & Counter Demands – Fair and unfair labour practices. Tripartite Machinery: At the center and in the states – I.L.O.: Its functions and role in labour movement – Industrial health and safety – Industrial legislations.	18
	<b>Total</b>	90

<b>CO</b>	<b>Course Outcomes : At the end of the course learners will be able to:</b>
<b>CO1</b>	Generalize with the basic concepts of Industrial Relations.
<b>CO2</b>	Enumerate insights on Industrial Harmony.
<b>CO3</b>	Have insights on Labour Relations, Joint Consultation.
<b>CO4</b>	Summarize best practices of Trade Union, Problems and Role of Indian Trade Unions.
<b>CO5</b>	Demonstrate policies for Collective Bargaining, Tripartite Machinery.

<b>Textbooks:</b>	
1	Tripathi P.C., Gupta C.B., & Kapoor N.D., Industrial Relations and Labour Laws, 6th Edition, 2020.
2	Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan Publishers India, 2009.
<b>Reference Books:</b>	
1	Monappa, A., Nambudri, R., & Selvaraj, P., Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.
2	Sinha, P.R.N., & Sinha, InduBala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3rd Edition, 2017.
3	Siva rethina mohan, R., Industrial Relations and Labour Welfare, PHI Learning, 1st Edition, 2010
4	Venkata Ratnam, C.S., Industrial Relations, Oxford University Press, 2nd Edition, 2017
5	Campbell Balfour, Industrial Relations in the Common Market.
<b>Web resources:</b>	
1	<a href="https://www.ilo.org/global/lang--en/index.htm">https://www.ilo.org/global/lang--en/index.htm</a>
2	<a href="https://help.openai.com/en/articles/10984597-chatgpt-generated-links">https://help.openai.com/en/articles/10984597-chatgpt-generated-links</a>
3	<a href="https://labour.gov.in/national-commission-labour">https://labour.gov.in/national-commission-labour</a>
4	<a href="https://www.shiksha.com/resources/industrial-relations-notes">https://www.shiksha.com/resources/industrial-relations-notes</a>
5	<a href="https://labourbureaunew.gov.in/">https://labourbureaunew.gov.in/</a>

#### Mapping with Programme Outcomes and Programme Specific Outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	3	2	3	3	3	2	2	3	3	1
<b>CO2</b>	2	1	1	3	3	1	3	3	3	3	1
<b>CO3</b>	3	3	3	3	2	2	3	3	3	3	2
<b>CO4</b>	3	3	1	3	3	2	2	2	3	3	1
<b>CO5</b>	3	3	3	3	1	1	3	2	3	3	1
<b>Total</b>	15	13	10	15	12	9	13	12	15	15	6
<b>Average</b>	3	2.6	2	3	2.4	1.8	2.6	2.4	3	3	1.2

3 – Strong, 2- Medium, 1- Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									Internal	External	Total
24PMSE42	Operations Management	Elective	4	1	1	0	4	6	25	75	100

### Learning Objectives

LO1	To understand the production function, production design & capacity planning,
LO2	Exploring the Make or Buy decision, and thus understanding the role of inventory management
LO3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.
LO4	To elucidate the importance and usefulness of work-study and quality control tools
LO5	To provide insights on service operations management and waiting line analysis.

Unit	Content	Hours
1	<b>Introduction Operations Management-</b> Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.	18
2	<b>Facility design : Plant Location:</b> Factors to be considered in Plant Location Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design	18
3	<b>Inventory control and maintenance:</b> Basic Inventory Models Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock Inventory Costs-Classification and Codification of Stock- ABC Classification Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution Maintenance of Cost Balance- Procedure for Maintenance	18
4	<b>Design of work systems and Quality Control:</b> Work Study Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	18
5	<b>Service Operations Management:</b> Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	18
	<b>Total</b>	<b>90</b>

CO	Course Outcomes
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.
CO3	Understand the Inventory models and the importance of maintenance techniques
CO4	Be aware of work-study procedures and the importance on quality control tools
CO5	Have insight on service operations, service delivery and waiting line analysis.

**Textbooks:**

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

**Reference Books:**

1	Prof. K C Jain, Production and Operations Management, 1st Edition, Wiley, 2022.
2	Lee J. Krajewski, Manoj K. Malhotra & Larry P. Ritzman — A widely used managerial approach covering processes, forecasting, quality, lean, capacity, and supply chain topics.
3	William J. Stevenson — A comprehensive textbook covering strategy, process design, inventory, JIT & lean systems, scheduling, and project management.
4	Jay Heizer, Barry Render & Chuck Munson — Focuses on current trends like sustainability and SCM within OM.
5	Wallace J. Hopp & Mark L. Spearman — Foundational reference for manufacturing operations behavior and system design.

**Web resources:**

1	<a href="http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt">http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt</a>
2	<a href="zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>
3	<a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>
4	<a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>
5	<a href="https://www.open.edu/openlearn/money-business/leadership-management/understanding-operations-management/content-section">https://www.open.edu/openlearn/money-business/leadership-management/understanding-operations-management/content-section</a>

**Mapping with Programme Outcomes and Programme Specific Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	2	3	2	1	1	2	1	3	2	2
<b>CO2</b>	3	3	2	2	1	1	2	1	3	3	2
<b>CO3</b>	2	3	2	3	1	1	2	1	2	3	2
<b>CO4</b>	2	3	2	3	2	2	2	1	2	2	3
<b>CO5</b>	2	3	2	2	3	2	3	2	2	2	3
<b>Total</b>	12	14	11	12	8	7	11	6	12	12	12
<b>Average</b>	2.4	2.8	2.2	2.4	1.6	1.4	2.2	1.2	2.4	2.4	2.4

**3 – Strong, 2- Medium, 1- Low**

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSP41	FUNDAMENTALS OF BUSINESS ANALYTICS	PEC	1	1	-	-	2	2	25	75	100

#### Learning Objectives

<b>LO1</b>	To understand the meaning, definition, importance, and scope of Business Analytics and differentiate it from Business Intelligence, Data Mining, and traditional analysis.
<b>LO2</b>	To gain knowledge of descriptive analytics tools, data visualization techniques, and their applications for interpreting and presenting business data effectively.
<b>LO3</b>	To apply predictive analytics techniques such as regression, factor analysis, cluster analysis, and time series forecasting in solving business problems.
<b>LO4</b>	To understand prescriptive analytics concepts and apply decision tree analysis, risk analytics, text analytics, and web analytics for decision-making.
<b>LO5</b>	To explore the role of contemporary analytics (Financial, HR, Customer, Retail, Sales force, Social Media, and Supply Chain) in addressing modern business challenges.

Unit	Content	Hours
1	<b>Introduction:</b> Meaning, Definition and Importance of Business Analytics – Analytics v/s Analysis –Business Analytics v/s Business Intelligence and Data Mining – Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems & Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem.	6
2	<b>Descriptive Analytics Tools and Techniques:</b> Concept of Descriptive Analytics – Meaning, Nature, Importance and Applications – Data Analysis – Data visualization – visualization techniques – Tables, Charts, Cross-tabulations, Dash boards.	6
3	<b>Predictive Analytics Tools &amp; Techniques:</b> Concept of Predictive Analytics: – Linear Regression (Theory and Problems) – Factor Analysis (Theory) – Cluster Analysis (Theory) – Econometrics and Time Series Forecasting (Theory and Problems).	6
4	<b>Prescriptive Analytics:</b> Concept of Descriptive Analytics – Meaning, Nature, Importance and applications – Decision tree analysis –Risk Analytics – Text Analytics – Web Analytics (Theory).	6
5	<b>Contemporary Analytics:</b> Financial Analytics, HR Analytics, Customer Analytics for New Product Development, Retail Analytics, Sales force Analytics, Web and Social Media Analytics, and Supply Chain and Logistics Analytics (Theory)	6
	<b>Total</b>	<b>30</b>

CO	Course Outcomes : At the end of the course learners will be able to:
CO1	Explain the concepts, scope, and importance of Business Analytics and differentiate among Analytics, Business Intelligence, and Data Mining.
CO2	Demonstrate the ability to use descriptive analytics tools and data visualization techniques for effective data interpretation and communication.
CO3	Apply predictive analytics methods like regression, factor analysis, cluster analysis, and forecasting to solve business-related problems.
CO4	Evaluate and apply prescriptive analytics techniques such as decision trees, risk analysis, text, and web analytics to support decision-making.
CO5	Analyze contemporary analytics applications across finance, HR, customer behavior, retail, sales, social media, and supply chain management for strategic advantage.

Textbooks:	
1	Shmueli, Patel and Bruce, Data Mining for Business Intelligence, Concepts, Techniques and Applications, Wiley.
2	Powell and Baker, Management Science: The Art of Modeling with Spreadsheets, Wiley.
Reference Books:	
1	Ledolter, Data Mining and Business Analytics with R, Wiley.
2	Danielle Stein Fairhurst, Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals + website, Wiley, 2013.
3	Winston Wayne L., Microsoft Excel 2013: Data Analysis and Business Modeling, Microsoft Press, USA.
4	James Evans, Business Analytics, Pearson, 2nd Edition, 2017.
5	Naresh K Malhotra, Marketing Research, 5th Edition, Pearson Education /PHI 2007
Web resources:	
1	<a href="https://hbr.org/topic/data-analytics">https://hbr.org/topic/data-analytics</a>
2	<a href="https://sloanreview.mit.edu/tag/analytics/">https://sloanreview.mit.edu/tag/analytics/</a>
3	<a href="https://public.tableau.com/en-us/gallery/">https://public.tableau.com/en-us/gallery/</a>
4	<a href="https://www.analyticsvidhya.com">https://www.analyticsvidhya.com</a>
5	<a href="https://www.ibm.com/analytics">https://www.ibm.com/analytics</a>

#### Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3	1	1	1	1	1	3	3	1
CO2	2	3	3	1	1	1	1	1	2	2	1
CO3	2	3	3	1	1	1	1	1	3	3	1
CO4	2	3	3	1	1	1	1	1	3	3	1
CO5	2	3	3	1	1	1	1	1	3	3	1
Total	11	15	15	5	5	5	5	5	14	14	5
Average	2.2	3	3	1	1	1	1	1	2.8	2.8	1

3 – Strong, 2- Medium, 1- Low

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSL41	Corporate Social Responsibility	SLC	2	2	-	-	2	4	25	75	100

#### Learning Objectives

<b>LO1</b>	To enhance the understanding of the corporate Social responsibility of Business
<b>LO2</b>	To extend the knowledge of factors influencing CSR policy
<b>LO3</b>	To facilitate the students to have the understanding about benefits of CSR to the company
<b>LO4</b>	To students to know about institutional investors in corporate governance
<b>LO5</b>	To let students to know about corporate governance board and its power.

Unit	Content	Hours
1	Corporate social responsibility – Meaning – Definition – scope of CSR– a rational argument of CSR – Economic argument for CSR – strategies of CSR – challenges and implementation of CSR in Indian – relation between CSR and corporate governance – major code of CSR initiative in India – barriers to social responsibility – social responsibility of business. strategic CSR & Sustainable Development Goals (SDGs)Contemporary Issues in Indian CSR	12
2	Designing a CSR policy –factors influencing CSR policy–managing CSR in an organization role of the human resource professional in CSR–global reorganization of CSR – ISO14000 – SA8000– AA 1000–codes–formulated by an Global compact – UNDP – global reporting Initiative.	12
3	CSR reporting trend in developing countries – timing and mode of release of CSR reports – CSR policy of a multi-product, multi-location Indian MNC's – constitutions of corporate social responsibility – dimensions of CSR – benefits of CSR to the company. Comprehensive Topics in Corporate Social Responsibility (CSR)	12
4	Corporate governance– concept, structure, process, origin–scope and present scenario–role of institutional investors in corporate governance – structure and development or board – role of capital marketing governance, governance rating future of governance – innovation practices – case studies with lesson learned.	12
5	Corporate governance board and its power – responsibility – disqualification, board committee and their functions – remuneration committee – nomination committee, compliance committee – share holder grievance committee – investor relation committee – investment committee – risk management committee – and audit committee – regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the company act 2013 – corporate governance in PSU; and banks.	12
	<b>Total</b>	60

<b>CO</b>	<b>Course Outcomes : At the end of the course learners will be able to:</b>
<b>CO1</b>	The student will be able to acquire the knowledge Corporate Social responsibility of Business
<b>CO2</b>	The student will be able to know the Identify the factors influencing
<b>CO3</b>	The student will be able to have to understanding of benefits of CSR to the company
<b>CO4</b>	The student will be able to know the institutional investors in corporate governance.
<b>CO5</b>	The student will be able to know about corporate governance board and its power.

<b>Textbooks:</b>	
1	Tandon Bb Vashishi, Ak,Kesho Prasad Arya PP, Corporate Governance Deep and Deep Publication ,New Delhi. 1st Edition.
2	S.A. Sherlekar Ethicsin Management, Himalaya Publishing House –2009.
3	Fernando, A.C, Business Ethics and corporate governance. Pearson Education
4	Gosh, B.N Business Ethics and Corporate Governance. Tata Mc Graw Hill.
5	Keith Davis, Business and Society Mc Graw Hill

<b>Reference Books:</b>	
1	Corporate Social Responsibility In India – Sanjay K. Agarwal Sage Publication Ltd – UK 2008.
2	William B. Werther and David Chandler, Strategic Corporate Social Responsibility, Sage Publication In 2001.
3	Mallin Christine A, Corporate Governance (Indian Edition) Oxford University Press, New Delhi.
4	Blowfield, Michal and Alan Murray, Corporate Responsibility Oxford University Press, New Delhi.
5	Velasuez, M.G. (2011).Business Ethics: Concepts and Cases.. PHI Learning

<b>Web resources:</b>	
1	<a href="https://www.investopedia.com/terms/c/corp-social-responsibility.asp">https://www.investopedia.com/terms/c/corp-social-responsibility.asp</a>
2	<a href="https://www.coursera.org/courses?query=corporate+social+responsibility">https://www.coursera.org/courses?query=corporate+social+responsibility</a>
3	<a href="https://www.icsi.edu/media/webmodules/Academics/CSR_Social_Governance.pdf">https://www.icsi.edu/media/webmodules/Academics/CSR_Social_Governance.pdf</a>
4	<a href="https://online.hbs.edu/blog/post/types-of-corporate-social-responsibility">https://online.hbs.edu/blog/post/types-of-corporate-social-responsibility</a>
5	<a href="https://pitt.libguides.com/csr">https://pitt.libguides.com/csr</a>

#### Mapping with Programme Outcomes and Programme Specific Outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>CO1</b>	3	2	3	3	1	2	3	3	3	3	1
<b>CO2</b>	2	3	3	3	3	2	2	2	3	3	1
<b>CO3</b>	2	2	3	3	1	2	2	2	3	3	1
<b>CO4</b>	3	3	3	3	2	1	1	1	3	3	1
<b>CO5</b>	3	3	3	3	2	2	2	1	3	3	1
<b>Total</b>	13	13	15	15	9	9	10	9	15	15	5
<b>Average</b>	2.6	2.6	3	3	1.8	1.8	2	1.8	3	3	1

3 – Strong, 2- Medium, 1- Low