



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

PG & Research Department of Management Studies

for

**Postgraduate Programme
Master of Business Administration (General)**

Regulations 2025 - 2026

| Semester - I | | | | | | |
|--------------|--|--------------------|---|---|-----------|-----------|
| Course Code | Course Title | Hours Distribution | | | | C |
| | | L | T | P | S | |
| 25PMSC11 | CC – 1 Management Principles & Business ethics | 4 | 2 | 0 | 0 | 5 |
| 25PMSC12 | CC – 2 Managerial Economics | 4 | 1 | 0 | 0 | 4 |
| 25PMSC13 | CC - 3 Accounting for Managers | 4 | 1 | 0 | 0 | 4 |
| 25PMSC14 | CC - 4 Quantitative Techniques for Decision Making I | 4 | 1 | 0 | 0 | 4 |
| 25PMSC15 | CC – 5 Organizational Behaviour | 4 | 1 | 0 | 0 | 4 |
| 25PMAE11P | AECC - 1 LAB – Business Communication | 1 | 0 | 1 | 0 | 2 |
| 24PCHR11 | Human Rights | 1 | 0 | 1 | 0 | 2 |
| | | | | | 30 | 25 |

| Semester - II | | | | | | |
|---------------|------------------------------------|--------------------|---|---|-----------|-----------|
| Course Code | Course Title | Hours Distribution | | | | C |
| | | L | T | P | S | |
| 25PMSC21 | CC –6 Human Resource Management | 4 | 2 | 0 | 0 | 5 |
| 25PMSC22 | CC –7 Financial Management | 4 | 1 | 0 | 0 | 4 |
| 25PMSC23 | CC –8 Marketing Management | 4 | 1 | 0 | 0 | 4 |
| 25PMSC24 | CC –9 Business Research Methods | 4 | 1 | 0 | 0 | 4 |
| 25PMSC25 | CC –10 Applied Operations Research | 4 | 1 | 0 | 0 | 4 |
| 25PMSIK1 | IKS Based | 1 | 1 | 0 | 0 | 2 |
| 25PMSS21 | SEC - 1 Business Analytics | 1 | 1 | 0 | 0 | 2 |
| | | | | | 30 | 25 |

| Semester - III | | | | | | |
|----------------|--|---|---|---|-----------|-----------|
| 25PMSC31 | CC – 11 Production and Operations Management | 4 | 0 | 0 | 0 | 4 |
| | EC –1 (OPTION – 1 / 2 / 3) | 4 | 0 | 0 | 0 | 3 |
| | EC –2 | 4 | 0 | 0 | 0 | 3 |
| | EC –3 | 4 | 0 | 0 | 0 | 3 |
| | EC –4 (OPTION – 1 / 2 / 3) | 4 | 0 | 0 | 0 | 3 |
| | EC –5 | 4 | 0 | 0 | 0 | 3 |
| | EC –6 | 4 | 0 | 0 | 0 | 3 |
| 25PMSS31P | SEC – 2 LAB -- Information Technology Applications | 0 | 0 | 2 | 0 | 2 |
| 25PMSIN1 | Internship | 0 | 0 | 0 | 0 | 2 |
| | | | | | 30 | 26 |

| Semester – IV | | | | | | |
|---------------|---------------------------------------|---------------|---|-----------|-----------|-----------|
| 25PMSC41 | CC –12 Legal Aspects of Business | 5 | 1 | 0 | 0 | 5 |
| 25PMSC42 | CC – 13 Strategic Management | 4 | 1 | 0 | 0 | 4 |
| 25PMSP43 | Project (8 Weeks) | | | | | 6 |
| 25PMSP41 | PEC – 1 Management Information System | 1 | 0 | 1 | 0 | 2 |
| 25PMSSL1 | SLC – 1 Export and Import Management | 1 | 1 | 0 | 0 | 2 |
| | | | | | 15 | 15 |
| | | 91 + 2 | | 93 | | |

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

Elective Course (Discipline Specific): Human Resource Management

| S.No | Course Code | Course Title | Hours Distribution | | | | C |
|--|-------------|--|--------------------|---|---|---|---|
| | | | L | T | P | S | |
| 1 | 25PMSH31 | EC 1 - Human Resource Development | 4 | 0 | 0 | 0 | 3 |
| 2 | 25PMSH32 | EC 2 - Performance Management | 4 | 0 | 0 | 0 | 3 |
| 3 | 25PMSH33 | EC 3 - Industrial and Labour Relations | 4 | 0 | 0 | 0 | 3 |
| 4 | 25PMSH34 | EC 4 - Organizational Development | 4 | 0 | 0 | 0 | 3 |
| 5 | 25PMSH35 | EC 5 - Strategic Human Resource Management | 4 | 0 | 0 | 0 | 3 |
| 6 | 25PMSH36 | EC 6 - HR Analytics | 4 | 0 | 0 | 0 | 3 |
| Note : Students choose 3 Courses out of 6 from Specialization | | | | | | | |

Elective Course (Discipline Specific): Marketing Management

| S.No | Course Code | Course Title | Hours Distribution | | | | C |
|--|-------------|---|--------------------|---|---|---|---|
| | | | L | T | P | S | |
| 1 | 25PMSM31 | EC 1 - Advertisement Management and Sales Promotion | 4 | 0 | 0 | 0 | 3 |
| 2 | 25PMSM32 | EC 2 - Services Marketing | 4 | 0 | 0 | 0 | 3 |
| 3 | 25PMSM33 | EC 3 - Brand Management | 4 | 0 | 0 | 0 | 3 |
| 4 | 25PMSM34 | EC 4 - Retail Marketing | 4 | 0 | 0 | 0 | 3 |
| 5 | 25PMSM35 | EC 5 - Marketing Analytics | 4 | 0 | 0 | 0 | 3 |
| 6 | 25PMSM36 | EC 6 - Rural Marketing | 4 | 0 | 0 | 0 | 3 |
| Note : Students choose 3 Courses out of 6 from Specialization | | | | | | | |

Elective Course (Discipline Specific): Finance Management

| S.No | Course Code | Course Title | Hours Distribution | | | | C |
|--|-------------|--|--------------------|---|---|---|---|
| | | | L | T | P | S | |
| 1 | 25PMSF31 | EC 1 - Security Analysis and Portfolio Management. | 4 | 0 | 0 | 0 | 3 |
| 2 | 25PMSF32 | EC 2 - Banking and Financial Services | 4 | 0 | 0 | 0 | 3 |
| 3 | 25PMSF33 | EC 3 - Behavioral Finance. | 4 | 0 | 0 | 0 | 3 |
| 4 | 25PMSF34 | EC 4 - International Financial Management. | 4 | 0 | 0 | 0 | 3 |
| 5 | 25PMSF35 | EC 5 - Corporate Finance. | 4 | 0 | 0 | 0 | 3 |
| 6 | 25PMSF36 | EC 6 - Merchant Banking and Financial Services | 4 | 0 | 0 | 0 | 3 |
| Note : Students choose 3 Courses out of 6 from Specialization | | | | | | | |

Elective Course (Discipline Specific) Option -1: Human Resource Management

Elective Course HRM – 1:

1. 25PMSH31 – Human Resource Development
2. 25PMSH32 – Performance Management
3. 25PMSH33 – Industrial and Labour Relations

Elective Course HRM – 2:

1. 25PMSH34 – Organizational Development
2. 25PMSH35 - Strategic Human Resource Management
3. 25PMSH36 – HR Analytics

Elective Course (Discipline Specific) Option - 2: Marketing Management

1. 25PMSM31- Advertisement Management and Sales Promotion
2. 25PMSM32 – Services Marketing
3. 25PMSM33 –Brand Management

Elective Course Marketing Management – 2:

1. 25PMSM34 – Retail Marketing
2. 25PMSM35 – Marketing Analytics
3. 25PMSM36 – Rural Marketing

Elective Course (Discipline Specific) Option - 3: Finance Management

1. 25PMSF31- Security Analysis and Portfolio Management.
2. 25PMSF32 –Banking and Financial Services.
3. 25PMSF33 – Behavioral Finance.

Elective Course Finance Management – 2:

1. 25PMSF34 – International Financial Management.
2. 25PMSF35 – Corporate Finance.
3. 25PMSF36 –Merchant Banking and Financial Services.

FIRST YEAR : I SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSC11 | Management Principles and Business Ethics | Core | 4 | 2 | 0 | 0 | 5 | 6 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To familiarize the students with the basic concepts of management in order to aid in understanding how an organization functions. | | | | | | | | | | |
| LO2 | To provide insights on Planning & Decision Making. | | | | | | | | | | |
| LO3 | To throw light on Organizing, Managing Change, and Innovation. | | | | | | | | | | |
| LO4 | To elucidate Leadership, Communication, and Controlling. | | | | | | | | | | |
| LO5 | To create awareness of the importance of Business Ethics and Social Responsibility. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction : Nature of Management – Concepts and Foundations of Management Managerial Functions- Management Skills- The Evolution of Management Thought– Tasks of a Professional Manager–Organizational Culture-Environment– Systems Approach to Management – Levels in Management . | | | | | | | | | | 18 |
| 2 | Planning & Decision Making : Planning-nature- Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO), MBE. Strategic Management Process -Decision Making Process and Techniques. Business Models. | | | | | | | | | | 18 |
| 3 | Nature of Organizing: Organization Structure and Design - Authority Relationships–Centralisation-Delegation of Authority and Decentralization– Interdepartmental Coordination –emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design– Mechanistic vs Adoptive Structures– Formal and Informal Organization. | | | | | | | | | | 18 |
| 4 | Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control– Span of control– Pros and Cons of Narrow and Wide Spans of Control – Optimum Span – Managing Change and Innovation. Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards– Measurements of Performance – Remedial Action - An Integrated Control system in an Organization. | | | | | | | | | | 18 |
| 5 | Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit – Business Ethics and – CSR Models. | | | | | | | | | | 18 |
| | Total | | | | | | | | | | 90 |
| | Weightage of Marks : Theory 100% | | | | | | | | | | |

| | |
|------------|---|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Examine on the basic concepts of management and understand how an organization functions. |
| CO2 | Develop planning & decision-making skill. |
| CO3 | Apply insights on organizing, managing change, and innovation. |
| CO4 | Learn leadership, communication, and controlling skills. |
| CO5 | Appreciate business ethics and social responsibility. |

| | |
|-------------------------|--|
| Text Books: | |
| 1 | Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009. |
| 2 | S.K. Mandal, Management Principles and practice, 3 rd Edition, Jaico Publishing House, Jan. 2011. |
| Reference Books: | |
| 1 | Griffin, R.W., <i>Management</i> , 11th Edition, South-Western College Publication, January 2018. |
| 2 | Koontz, H., and Weihrich, H., <i>Essentials of Management: An International Perspective</i> , 11th. |
| 3 | Edition, Tata McGraw Hill Education Private Ltd., July 2020. |
| 4 | Certo, S.C., and Certo, T., <i>Modern Management</i> , 13th Edition, Prentice Hall, January 2014. |
| 5 | Robbins, S., and Coulter, M., <i>Management</i> , 11th Edition, Prentice Hall, January 2012. |
| Web Resources: | |
| 1 | https://deb.ugc.ac . |
| 2 | http://www.managementconcepts. Com |
| 3 | In International journal of Management Concepts and Philosophy |
| 4 | Journal of Management, Sage Publications |
| 5 | http://www.managementconcepts. Com |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 3 | 1 | 1 | 2 | 3 | 2 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 1 | 3 | 2 | 3 | 2 | 1 | 3 | 3 | 2 |
| CO3 | 3 | 3 | 3 | 1 | 2 | 3 | 2 | 1 | 3 | 2 | 2 |
| CO4 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 2 |
| CO5 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 |
| Total | 15 | 15 | 10 | 10 | 10 | 15 | 11 | 10 | 14 | 13 | 10 |
| Average | 3 | 3 | 2 | 2 | 2 | 3 | 2.2 | 2 | 2.8 | 2.6 | 2 |

3-Strong, 2-Medium, 1-Low

FIRST YEAR : I SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|----------|---|---|---|---|---------|-------|-------|----------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSC12 | Managerial Economics | Core | 4 | 1 | 0 | 0 | 4 | 5 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To familiarize the students with managerial economics and to know the fundamental concepts affecting business decisions. | | | | | | | | | | |
| LO2 | To understand the concept of utility and demand analysis and demand forecasting. | | | | | | | | | | |
| LO3 | To know about production function and market structure. | | | | | | | | | | |
| LO4 | To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning. | | | | | | | | | | |
| LO5 | To provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi -marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle-Micro and Macro Economics. | | | | | | | | | | 15 |
| 2 | Utility Analysis ,Supply and Demand Curve: Law of demand-Law of supply- Elasticity of Demand-Demand Analysis : Basic Concepts, and tools of analysis for Demand forecasting-Law of diminishing utility. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input – Output Analysis–Consumer Behavior-Consumer Equilibrium | | | | | | | | | | 15 |
| 3 | The Production Function: Production with One Variable Input –Law of Variable Proportions–Production with Two Variable Inputs – Production Iso quants–Iso cost Lines Estimating Production Functions–Returns to Scale–Economies Vs Diseconomies of Scale–Cost Concepts–Analysis of cost–Short and long run costs. Market Structure: Perfect and Imperfect Competition–Monopoly, Duopoly, Monopolistic Competition–Pricing Methods. | | | | | | | | | | 15 |
| 4 | Macro-Economic Variables –National Income–Concepts– Gross Domestic Product, Gross National Product, Net National Product–Measurement of National Income, Savings, Investment- Business Cycles and Contra cyclical Policies – Role of Economic Policy–Indian Economic Planning. | | | | | | | | | | 15 |
| 5 | Commodity and Money Market : Demand and Supply of Money–Money Market Equilibrium–Monetary Policy–Inflation–Deflation–Stagflation–Role of Fiscal Policies-Indian Fiscal Policies–Government Policy towards Foreign Capital and Foreign Collaborations. Cashless economy and digitalized cash transfers ;Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth. | | | | | | | | | | 15 |
| | Total | | | | | | | | | | 75 |
| | Weightage of Marks : Theory 100% | | | | | | | | | | |

| CO | Course Outcomes |
|-----|--|
| CO1 | Appreciate the basic concepts of Managerial Economics that helps the firm in the decision making process. |
| CO2 | Examine about the Basic concepts of Demand, Supply and Equilibrium and their determinants. |
| CO3 | Examine the production function and market structure. |
| CO4 | Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning. |
| CO5 | Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and Cashless economy and digitalized cash transfers. |

Text Books:

| | |
|---|---|
| 1 | <i>Dr S Sankaran., Managerial Economics (Reprint- 2023) 1 January 2023.</i> |
| 2 | Dwivedi D.N. <i>Managerial Economics</i> , 8th Edition. 2015 |

Reference Books:

| | |
|---|---|
| 1 | Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, <i>Economics</i> , 19th edition, Tata McGraw Hill, New Delhi, 2011 |
| 2 | Dwivedi, D.N., <i>Managerial Economics</i> , Vikas Publishing House, 2011. |
| 3 | R.L.Varshney, K.L.Maheshwari., <i>Managerial Economics</i> , Sultan Chand&Sons, 2014. |
| 4 | William F. Samuelson ,Stephen G. Marks ,Jay L., Zagorsky., <i>Managerial Economics</i> , Wiley Publishers,9 th Edition (2021) |
| 5 | H.L .Ahuja., <i>Managerial Economics.</i> , Atlantic Publishers and distributors (P) Ltd., 2017. |

Web Resources:

| | |
|---|---|
| 1 | http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic- tools-todays-decision-makers6e-6/9788131733530 |
| 2 | http://www.onlinevideolecture.com/mbaprograms/kmpetrov/managialeconomics/?courseid=4207 |
| 3 | https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics |
| 4 | The Indian Economic Journal-SAGE Journals |
| 5 | https://hbr.org/topic/subject/budgets-and-budgeting |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 3 | 1 | 1 | 2 | 3 | 2 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 1 | 3 | 2 | 3 | 2 | 1 | 3 | 3 | 2 |
| CO3 | 3 | 3 | 3 | 1 | 2 | 3 | 2 | 1 | 3 | 2 | 2 |
| CO4 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 2 |
| CO5 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 |
| Total | 15 | 15 | 10 | 10 | 10 | 15 | 11 | 10 | 14 | 13 | 10 |
| Average | 3 | 3 | 2 | 2 | 2 | 3 | 2.2 | 2 | 2.8 | 2.6 | 2 |

3–Strong,2-Medium,1-Low

FIRST YEAR : I SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|-------------|----------|----------|----------|----------|----------|----------|-----------|-----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSC13 | Accounting For Managers | Core | 4 | 1 | 0 | 0 | 4 | 5 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To acquaint the students with foundational accounting principles and conventions. | | | | | | | | | | |
| LO2 | To prepare the students for applying diverse financial statement analysis. | | | | | | | | | | |
| LO3 | To enable the students to understand and apply the principles of fund flow and cash flow statements. | | | | | | | | | | |
| LO4 | To prepare the students to utilize cost accounting methods for effective cost measurement and managerial decision-making. | | | | | | | | | | |
| LO5 | To familiarize the students with the budgeting, accounting tools and compliance with international accounting standards. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction: General Accounting Concepts and conventions. Financial Accounting - functions. Journal – Ledger – Trial Balance –Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems) | | | | | | | | | | 15 |
| 2 | Financial Statement Analysis: Techniques: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis: Liquidity - Profitability-Turnover-Solvency | | | | | | | | | | 15 |
| 3 | Fund Flow Statement: Statement of Changes in Working Capital-Preparation of Fund Flow Statement- Cash Flow standards-Cash flow Statement Analysis-Problems – Distinction between Fund Flow and Cash Flow Statement | | | | | | | | | | 15 |
| 4 | Cost Accounting: Elements of Cost– Cost Sheet (Problems) – Classification of cost– Cost Unit and Cost Centre–Methods of Costing– Techniques of Costing Marginal Costing: Break-even point Analysis, Contribution, p/v Ratio, Margin of Safety | | | | | | | | | | 15 |
| 5 | Budgetary Control: Budget, Budgeting, and Budgeting Control - Types of Budgets Preparation of Flexible and fixed Budgets, master budget and Cash Budget – Problems – Zero Base Budgeting Reporting to Management: Uses of Accounting information in Managerial decision making -Accounting Standards and Accounting Disclosure practices in India; Knowledge of Accounting software- Open Source. International Accounting Standards – IFRS | | | | | | | | | | 15 |
| | Total | | | | | | | | | | 75 |
| | Weightage of Marks: Theory 40% and Problems 60% | | | | | | | | | | |

| | |
|------------|---|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | To master fundamental accounting principles and the preparation of comprehensive financial statements |
| CO2 | To analyze financial statements using various techniques to assess organizational performance. |
| CO3 | To demonstrate proficiency in preparing fund flow and cash flow statements. |
| CO4 | To utilize cost accounting methods for effective cost measurement and control. |
| CO5 | To employ budgetary control techniques for efficient resource management and gain knowledge on Accounting tools and standards |

Text Books:

| | |
|---|---|
| 1 | T.S.Reddy and Y.Hariprasad Reddy, Cost and Management Accounting, Margham Publishers., 4 th Edition 2011 (Reprint 2024). |
| 2 | S.N.Maheswari., Financial Accounting, 6 th Edition, Vikas Publishing House, 2018. |

Reference Books:

| | |
|---|---|
| 1 | M.N.Arora., A Textbook of Cost and Management Accounting., 11 th Edition., S Chand and Company Ltd., 2021 |
| 2 | Gupta,A., Financial Accounting for Management: An Analytical Perspective, 5 th Edition, Pearson, 2016. |
| 3 | Khan, M.Y.and Jain,P.K., Management Accounting: Text, Problems and Cases, 8 th Edition, Tata McGraw Hill Education Pvt.Ltd.,2021. |
| 4 | Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management– a holistic perspective- Edn.1, 2014 published by S.N. Corporate Management Consultants Private Limited |
| 5 | Rustagi, R.P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011 |

Web Resources:

| | |
|---|---|
| 1 | https://www.accountingcoach.com/accounting-principles/explanation |
| 2 | https://www.investopedia.com/terms/f/financial-statement-analysis.asp |
| 3 | https://www.investopedia.com/ask/answers/012015/what-difference-between-cash-flow-and-fund-flow.asp |
| 4 | https://www.accountingtools.com/articles/cost-accounting |
| 5 | https://hbr.org/topic/subject/budgets-and-budgeting |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 3 | 1 | 1 | 2 | 3 | 2 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 1 | 3 | 2 | 3 | 2 | 1 | 3 | 3 | 2 |
| CO3 | 3 | 3 | 3 | 1 | 2 | 3 | 2 | 1 | 3 | 2 | 2 |
| CO4 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 2 |
| CO5 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 |
| Total | 15 | 15 | 10 | 10 | 10 | 15 | 11 | 10 | 14 | 13 | 10 |
| Average | 3 | 3 | 2 | 2 | 2 | 3 | 2.2 | 2 | 2.8 | 2.6 | 2 |

3–Strong,2-Medium,1-Low

FIRST YEAR : I SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|----------|---|---|---|---|---------|-------|-------|---------|--------------|
| | | | | | | | | | CIA | Externa | Total |
| 25PMSC14 | Quantitative Techniques and Decision Making - I | Core | 4 | 1 | 0 | 0 | 4 | 5 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To learn Quantitative techniques and decision-making criteria. | | | | | | | | | | |
| LO2 | To compute statistical measures of central tendency and dispersion. | | | | | | | | | | |
| LO3 | To formulate hypotheses and select appropriate tests for analysis. | | | | | | | | | | |
| LO4 | To analyze nonparametric test and ANOVA. | | | | | | | | | | |
| LO5 | To explore advanced multivariate methods for business applications. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Quantitative Techniques and Decision Theory Quantitative Techniques-Introduction, Classification, Role of Quantitative Techniques in Business and Industry-Applications. Decision Making under different environment- Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree (Simple Problems). | | | | | | | | | | 15 |
| 2 | Descriptive Statistics Measures of Central Tendency (Mean, Median, Mode)- Problems - Measures of Dispersion (Range, Variance, Standard Deviation, Inter quartile Range) Problems – Correlation Analysis (Karl Pearson’s Correlation Coefficient & Spearman's Rank Correlation) | | | | | | | | | | 15 |
| 3 | Testing of Hypothesis and Parametric Test Testing of Hypothesis- Null and Alternative Hypotheses – Types of Errors - level of significance-one tailed & two tailed test-Critical region - z-Test - Means-Proportion, t- Test-Single mean,double means,paired t-test, F-Test (variance ratio test),Chi-square Test-Test for a specified population variance-Test for independence of attributes | | | | | | | | | | 15 |
| 4 | Nonparametric Tests and Analysis of Variance Nonparametric Tests - Sign Test, Wilcoxon Mann-Whitney Rank Test-Run tests- Analysis of Variance -Assumption-Applications of ANOVA-One-Way Classification and and Two-Way classification - problems. | | | | | | | | | | 15 |
| 5 | Multivariate Statistical Analysis Overview - Exploratory and Confirmatory Factor Analysis - Discriminant Analysis - Cluster Analysis - Conjoint Analysis-Multiple Regression. | | | | | | | | | | 15 |
| | Total | | | | | | | | | | 75 |
| | Theory 40% Problems 60% | | | | | | | | | | |

| | |
|-------------------------|---|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Apply techniques to various business scenarios and decision-making models. |
| CO2 | Compute measures of central tendency and dispersion. |
| CO3 | Analyze hypotheses test and parametric test. |
| CO4 | Work on Nonparametric test and ANOVA. |
| CO5 | Assess multivariate statistical techniques and their business applications. |
| Text Books: | |
| 1 | Dr. P.R. Vittal, Quantitative Techniques, Margham Publications, 2018. |
| 2 | N.D. Vohra, Quantitative Techniques for Management, Tata Mc Graw-Hill, 5th Edition, 2017. |
| 3 | C.R. Kothari, Quantitative Techniques, Vikas Publishing House, 3 rd Edition, 2014 |
| Reference Books: | |
| 1 | S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 6 th Edition, 2018. |
| 2 | Richard I. Levin and David S. Rubin, Statistics for Management, Pearson Education, 8 th Edition, 2013. |
| 3 | Barry Render, Ralph M. Stair and Michael E. Hanna, Quantitative Analysis for Management, Pearson, 12 th Edition, 2017. |
| 4 | Mark Berenson, David Levine and Timothy C. Krehbiel, Basic Business Statistics: Concepts and Applications, Pearson, 13 th Edition, 2015. |
| Web Resources: | |
| 1 | https://www.khanacademy.org/math/statistics-probability |
| 2 | https://www.coursera.org/courses?query=quantitative%20techniques%20in%20business |
| 3 | https://ocw.mit.edu/courses/sloan-school-of-management/ |
| 4 | https://www.statology.org/bivariate-analysis-in-r/ |
| 5 | https://www.statisticshowto.com/probability-and-statistics/multivariate-analysis/ |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 2 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO5 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| Total | 15 | 15 | 15 | 13 | 14 | 15 | 11 | 13 | 15 | 14 | 14 |
| Average | 3 | 3 | 3 | 2.6 | 2.8 | 3 | 2.2 | 2.6 | 3 | 2.8 | 2.8 |

3 –Strong, 2-Medium, 1-Low

FIRST YEAR : I SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|----------|---|---|---|---|---------|-------|-------|----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSC15 | Organizational Behavior | Core | 4 | 1 | 0 | 0 | 4 | 5 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To introduce the origin and role of OB, a set of conceptual frameworks and methodological approaches in OB that can be used to analyse and comprehend human behavior in Organizational situations | | | | | | | | | | |
| LO2 | To provide the foundations for understanding individual behavior with respect to Personality, Emotions and moods, attitudes, values, perception and motivation of people at workplace. | | | | | | | | | | |
| LO3 | To explore the foundations for understanding group behavior including stages of group development, properties and dynamics and team building. | | | | | | | | | | |
| LO4 | To appreciate the importance of Leadership, power politics and communication on workplace behaviour. | | | | | | | | | | |
| LO5 | To explore the role of organisational structure, change and culture and its impact on Organisational behaviour. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction to Organizational Behaviour Management and Organizational Behavior – The importance of interpersonal skills – Disciplines that contribute to OB –OB terrain, challenges and opportunities for OB – OB model – Summary and implications for you at workplace. Understanding Diversity– Prejudice and Discrimination in Organizations– Cross-cultural Organizational Behavior– Implementing Diversity Management. | | | | | | | | | | 15 |
| 2 | Individual Behaviour and Organisation Personality models – Importance of values, Personality, Values and ethical behaviour at workplace – Global implications Ability – Biographic characteristics – Learning – Attitudes –Job satisfaction, causes, outcomes and impact of job satisfaction and dissatisfaction. Perception and theories – short cuts to judging others – Individual Decision Making–Implications for you at the global workplace Emotions and moods – EI – Emotional Labour – OB applications Motivational theories – Early theories – Contemporary theories – Application of motivational concepts –Motivating by job design – Employee involvement – Use of rewards. | | | | | | | | | | 15 |
| 3 | Group Behaviour and Organisation Defining groups – stages in group development – group properties- roles, norms, size, status, dynamics, cohesion, group decision making – differences between groups and teams –creative effective teams -converting groups into teams - team building and implications at workplace – conflict – process – negotiation and conflict management. | | | | | | | | | | 15 |

| | | |
|---|---|----|
| 4 | Leadership, Power, Politics and Communication Communication process – direction- interpersonal – organizational communication – choice of channel – barriers to communication. Leadership – theories - behavioral – contingency – LMX – Decision theory – contemporary issues in leadership – inspirational approaches – challenges – finding and creating effective leaders. Bases of power – politics – causes and consequences of political behavior. | 15 |
| 5 | Organizational culture, structure and change Work specialization – departmentalization – common organizational designs – new design options – employee behavior. Culture defined – what do they do – creating and sustaining an ethical and positive organizational culture. Forces of change – planned change – resistance to change – approaches to manage organizational change. | 15 |
| | Total | 75 |

| | |
|------------|--|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Comprehend and appreciate the origin, role and conceptual frameworks of OB in analyzing human behavior in Organizational situations. |
| CO2 | Identify, explain and predict individual behavior in the organizational contexts. |
| CO3 | Identify, explain and predict group behavior in the organizational contexts. |
| CO4 | Assess, review and value the role of leadership, communication, power and politics in shaping behavioural dynamics in work environments. |
| CO5 | Explain the role of organization design, culture and change in improving organizational productivity. |

Text Books:

| | |
|---|--|
| 1 | Stephen P. Robbins and Timothy A. Judge, (2023), Organisational Behaviour, Global Edition, published by Pearson Education © 2023. |
| 2 | Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, (2019), Organizational Behaviour (18edition) . Pearson Education India. |
| 3 | L.M Prasad, (2024), Organizational Behavior, Sultanchand and Sons, New Delhi |

Reference Books:

| | |
|---|--|
| 1 | C. B. Gupta(2019), A Textbook of Organizational Behaviour, Sultanchand and Sons, New Delhi |
| 2 | K. Aswattappa (2016), Organizational Behaviour, Himalaya Publishing House, 12th Edition, |
| 3 | Huczynski, A. and Buchanan, DA. (2013). Organisational Behaviour (8th ed.). Pearson. |

| | |
|-----------------------|--|
| 4 | Mark Berenson, David Levine and Timothy C. Krehbiel, Basic Business Statistics: Concepts and Applications, Pearson, 13 th Edition, 2015. |
| Web Resources: | |
| 1 | Organizational Behavior 6e - Additional Case Studies |
| 2 | https://ob.aom.org/home |
| 3 | https://hbr.org/ |
| 4 | https://onlinelibrary.wiley.com/journal/10991379 |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 3 | 1 | 1 | 2 | 3 | 2 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 1 | 3 | 2 | 3 | 2 | 1 | 3 | 3 | 2 |
| CO3 | 3 | 3 | 3 | 1 | 2 | 3 | 2 | 1 | 3 | 2 | 2 |
| CO4 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 2 |
| CO5 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 |
| Total | 15 | 15 | 10 | 10 | 10 | 15 | 11 | 10 | 14 | 13 | 10 |
| Average | 3 | 3 | 2 | 2 | 2 | 3 | 2.2 | 2 | 2.8 | 2.6 | 2 |

3–Strong, 2-Medium,1-Low

FIRST YEAR : I SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMAE11 | Business Communication | AECC | 1 | 0 | 1 | 0 | 2 | 2 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To acquire communication awareness they are going to get for the industry. | | | | | | | | | | |
| LO2 | To make the students to realize the importance of Business correspondence. | | | | | | | | | | |
| LO3 | To explore the skill of writing business proposals. | | | | | | | | | | |
| LO4 | To develop a plan for the meetings and interviews. | | | | | | | | | | |
| LO5 | To analyze the skills required for non-verbal communication. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | UNIT 1- Communication: Meaning and Significance of Communication for Management- Types of Communication - Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication | | | | | | | | | | 6 |
| 2 | UNIT II- Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume. | | | | | | | | | | 6 |
| 3 | UNIT III- Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals. | | | | | | | | | | 6 |
| 4 | UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening. | | | | | | | | | | 6 |
| 5 | UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication. | | | | | | | | | | 6 |
| | Total | | | | | | | | | | 30 |

| | |
|------------|--|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Appreciate the theories and concepts, types and various modes of communication in organizations |
| CO2 | Develop the skills in developing Business Correspondence |
| CO3 | Develop skills in preparing Business Reports and Proposals |
| CO4 | To Draft effective business correspondence with brevity, and clarity in designing and develop clean and lucid organizing skills. |
| CO5 | To Demonstrate his/her verbal and non-verbal communication ability through presentations. |

| | |
|-------------------------|---|
| Text Books: | |
| 1 | Business Communication, Dr.Srinivasan. |
| 2 | " Business Communication " – <i>M.K. Sehgal & Vandana Khetarpal</i> |
| Reference Books: | |
| 1 | Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008. |
| 2 | Chaturvedi, Business Communication, Person, 2 edition, 2011 |
| 3 | Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011. |
| 4 | American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010. |
| Web Resources: | |
| 1 | https://www.skillsyouneed.com/ips/communication-skills.html |
| 2 | https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers |
| 3 | http://skillopedia.com |
| 4 | https://www.habitsforwellbeing.com/9-effective-communication-skills |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 3 | 1 | 1 | 2 | 3 | 2 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 1 | 3 | 2 | 3 | 2 | 1 | 3 | 3 | 2 |
| CO3 | 3 | 3 | 3 | 1 | 2 | 3 | 2 | 1 | 3 | 2 | 2 |
| CO4 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 2 |
| CO5 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2 |
| Total | 15 | 15 | 10 | 10 | 10 | 15 | 11 | 10 | 14 | 13 | 10 |
| Average | 3 | 3 | 2 | 2 | 2 | 3 | 2.2 | 2 | 2.8 | 2.6 | 2 |

3–Strong,2–Medium,1–Low

FIRST YEAR : II SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|-------------|----------|----------|----------|----------|----------|----------|-----------|-----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSC21 | Human Resource Management | Core | 4 | 2 | 0 | 0 | 5 | 6 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To provide an understanding of the primary functions of HRM and its role in the broader business strategy of modern Organisations. | | | | | | | | | | |
| LO2 | To explore the nature of job design and its impact on HR Planning and Staffing. | | | | | | | | | | |
| LO3 | To appreciate the role of various training and development initiatives in managing performance. | | | | | | | | | | |
| LO4 | To analyse the role of career and compensation management in HRM | | | | | | | | | | |
| LO5 | To study the impact of Employee welfare, Employee relation along with recent trends in HRM | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction to HRM and Strategic HRM: The people factor in business and management and the changing nature of HRM- Conceptual foundations- Human aspect of management -Concept, Scope and Importance- Competencies of HR Manager - Changing role of HRM, Equal Employment Opportunity, Diversity and Sustainability, Human Resources Law - Affirmative Action and Equal Employment Policies - Practices and Strategies - Diversity and sustainability issues in the global workplace-social media and HR. Strategic Human Resource Management, - Strategic HRM - Nature and Process – Achieving the strategic fit – HR Metrics and benchmarking. | | | | | | | | | | 18 |
| 2 | Human Resource Planning and Staffing: Human Resource Planning -Definition- purposes -processes and limiting factors- Human Resources Information system (HRIS) - HR accounting and audit -Succession Planning -The Nature of Jobs, Job analysis - Job description and specifications -Job design -Job characteristic approach to job design Staffing the Organization- Recruitment - Factors affecting recruitment-Sources of recruitment (internal and external) - recruitment policy- recruitment procedures -recruitment methods and evaluation-Applicant Tracking Systems. Staffing the Organization -Selection -The selection procedure- selection methods - Basic selection model-Psychological tests for selection- Interviewing-Placement and Induction, AI in Recruitment and Selection. | | | | | | | | | | 18 |
| 3 | Training and Development and Performance Management: HR Training &Development - Purpose-methods and issues in training and management development – Virtual Training and Mobile Learning- Team Training - Performance Management - Performance Appraisal- Concept, Objectives and Methods- MBO- 360 Degree Appraisal-Behaviorally Anchored Rating Scale-AI and | | | | | | | | | | 18 |

| | | |
|---|--|-----------|
| | web based performance appraisal- Electronic Performance monitoring - Human Resource Audit. | |
| 4 | Compensation and Career Management: Compensation Strategies and Practices - Compensation Management-Job Evaluation-Financial and non-financial incentives - Innovations in Compensation Management-Pay Band System, ESOP, Flexi-time Schedules, etc. Benefits and services Career Management- Transfers, Promotions, and Separations - Purpose- principles and types- Transfer –Separation – lay-off, resignation, dismissal, retrenchment - Voluntary Retirement Scheme. | 18 |
| 5 | Employee Relations and Contemporary Issues in HRM: Employee Relations - Ethics justice – fair treatment in HR management Employee rights and responsibilities - Labour relations – collective bargaining Health and Safety and Workplace Stress - Basic approaches to developing and maintaining a safe and healthy workplace Managing Human resources globally - Concept – importance- and models of International HRM - Challenges of International HR Managers - Global HR practices - E-HRM - HRIS (Human Resource Information System) - Measuring intellectual capital. Contemporary issues in Human Resource Management - Talent Management - Employee Engagement – HR and AI – Managing HR in small and entrepreneurial firms. | 18 |
| | Total | 90 |

| CO | Course Outcomes :At the end of the course learners will be able to: |
|------------|---|
| CO1 | Comprehend and appreciate the role of HRM in the broader business strategy of modern Organisations |
| CO2 | Explain Job Designs and demonstrate the relationship between job design, HR Planning and Staffing. |
| CO3 | Discuss the various training and development methods and Performance management processes |
| CO4 | Explain the role of compensation and career planning in effective HR Management. |
| CO5 | Demonstrate the importance of employee welfare and relations and appreciate the contemporary trends in managing Human resources globally. |

| Textbooks: | |
|-------------------|---|
| 1 | Dessler, G. & Varkkey, B. (2020). Human Resource Management. (16 th ed.) Pearson Education Inc. Delhi, Chennai. |
| 2 | Aswathappa, K. (2023). Human Resource Management-Text and Cases (10 th ed.). Tata McGraw Hill. New Delhi |
| 3 | Raymond, N. A., Hollenbeck, J.R., Gerhart, B., and Wright, P.M. (2021). Human Resource Management (8 th ed.). Tata McGraw Hill. New Delhi. |

| Reference Books: | |
|-------------------------|---|
| 1 | Bratton, J. and Gold, J. (2022). Human resource management: theory and practice Bloomsbury (Manohar Publishers & Distributors) India. |
| 2 | Snell, Bohlander & Vohra (2010), Human Resources Management, Cengage, New Delhi. |
| 3 | Mathis R.L and Jackson J.H. (2008). Human Resource Management (12 th ed.). South-Western Cengage Learning. |

Web resources:

| | |
|---|--|
| 1 | https://www.shrm.org |
| 2 | Academy of Management journal site https://aom.org/research/journals/journal |
| 3 | Human Resource Management Journal site https://onlinelibrary.wiley.com/journal/17488583 |
| 4 | https://www.udemy.com/courses/search/?src=ukw&q=hrm+course |
| 5 | https://talentculture.com/ |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|----------|------------|----------|------------|----------|----------|----------|----------|----------|----------|----------|
| CO1 | 3 | 3 | 1 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 1 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 2 | 1 | 1 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 3 | 2 | 1 | 1 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO5 | 3 | 2 | 1 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |
| Total | 15 | 12 | 5 | 8 | 10 | 15 | 15 | 15 | 15 | 15 | 15 |
| Average | 3 | 2.4 | 1 | 1.6 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |

3–Strong,2- Medium,1-Low

FIRST YEAR : II SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|-------------|----------|----------|----------|----------|----------|----------|-----------|-----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSC22 | Financial Management | Core | 4 | 1 | - | - | 4 | 5 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Develop a strong foundation in the concepts and scope of financial management and its application in real-world business scenarios. | | | | | | | | | | |
| LO2 | Acquire skills to evaluate and select optimal investment opportunities using advanced capital budgeting techniques. | | | | | | | | | | |
| LO3 | Understand and calculate the cost of capital from multiple sources and analyze leverage for decision-making. | | | | | | | | | | |
| LO4 | Analyze capital structure theories and dividend policies to optimize shareholder wealth. | | | | | | | | | | |
| LO5 | Manage working capital effectively and understand its role in overall financial strategy. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction to Financial Management Meaning, definition, and scope of Financial Management - Objectives: Profit maximization vs. wealth maximization -Functions and role of a Finance Manager - Financial decision-making: investment, financing, and dividend decisions - Sources of finance – short-term & long-term - Overview of International Financial Management -Time value of money (Theoretical Concept). | | | | | | | | | | 15 |
| 2 | Investment Decisions (Capital Budgeting) Capital budgeting process & importance -Techniques of investment appraisal: Payback Period, Accounting Rate of Return (ARR) -Discounted Cash Flow techniques – Net Present Value (NPV), Profitability Index (PI), Internal Rate of Return (IRR) - Modified Internal Rate of Return (MIRR) - Capital rationing -Practical problems | | | | | | | | | | 15 |
| 3 | Cost of Capital and Leverage Analysis: Cost of capital: concept & significance - Cost of equity, preference shares, debt, and retained earnings - Weighted Average Cost of Capital (WACC) – calculation & interpretation - EBIT–EPS analysis -Operating, financial, and combined leverage. | | | | | | | | | | 15 |
| 4 | Capital Structure and Dividend Policy: Capital structure: concept, determinants, and planning -Capital structure theories: Net Income Approach, Net Operating Income Approach, Modigliani–Miller (MM) theory, Traditional theory -Designing optimal capital structure - Dividend policy: meaning, forms of dividends, determinants - Dividend theories – Walter’s Model, Gordon’s Model, MM Hypothesis. | | | | | | | | | | 15 |

| | | |
|------------|---|----|
| 5 | Working Capital Management: Meaning, objectives, and importance of working capital -Types and components of working capital -Factors influencing working capital requirements -Estimation & forecasting of working capital (Theoretical Concepts) -Management of cash, receivables, and inventory - Operating cycle and cash conversion cycle - Sources of working capital. | 15 |
| | Total | 75 |
| | Weightage of Marks : Theory: 60%, Problems: 40% | |
| CO | Course Outcomes : At the end of the course learners will be able to: | |
| CO1 | Understand financial management concepts, objectives, and decisions. | |
| CO2 | Evaluate investments using capital budgeting technique | |
| CO3 | Analyze the cost of different sources of capital and assess the impact of leverage on firm profitability and risk. | |
| CO4 | To comprehend capital structure theories and dividend policies to design optimal financing and payout strategies. | |
| CO5 | To manage and optimize working capital components to ensure liquidity and operational efficiency. | |

| | |
|-------------------------|---|
| Textbooks: | |
| 1 | Pandey, I.M. – Financial Management (Vikas Publishing, 12th Edition). |
| 2 | Van Horne, James C. & Wachowicz, John M. – Fundamentals of Financial Management (Pearson, 14th Edition). |
| Reference Books: | |
| 1 | Brealey, Richard A.; Myers, Stewart C.; & Allen, Franklin – Principles of Corporate Finance (McGraw Hill Education, 14th Edition). |
| 2 | Khan, M.Y. & Jain, P.K. – Financial Management: Text, Problems and Cases (Tata McGraw-Hill, 9th Edition) |
| 3 | Ross, Stephen A.; Westerfield, Randolph W.; & Jordan, Bradford D. – Corporate Finance (McGraw Hill Education, 13th Edition). |
| 4 | Bhole, L.M. & Mahakud, Jitendra – Financial Institutions and Markets (McGraw Hill Education, 6th Edition). |
| 5 | Seetharaman, A. & Paul, Justin – Financial Management (Oxford University Press, 3rd Edition). |
| Web resources: | |
| 1 | https://www.investopedia.com/terms/f/financial-management.asp |
| 2 | https://corporatefinanceinstitute.com/resources/knowledge/finance/ |
| 3 | https://www.khanacademy.org/economics-finance-domain/core-finance |
| 4 | https://www.accountingtools.com/articles/financial-management.html |
| 5 | https://www.moneycontrol.com/personal-finance/ |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 3 | 1 | 1 | 1 | 1 | 1 | 3 | 2 | 1 |
| CO2 | 3 | 3 | 3 | 1 | 1 | 1 | 1 | 2 | 3 | 3 | 1 |
| CO3 | 3 | 3 | 3 | 1 | 1 | 1 | 1 | 1 | 3 | 3 | 1 |
| CO4 | 3 | 3 | 3 | 1 | 1 | 1 | 1 | 1 | 3 | 3 | 1 |
| CO5 | 3 | 3 | 3 | 1 | 3 | 1 | 1 | 2 | 3 | 3 | 1 |
| Total | 15 | 14 | 15 | 5 | 7 | 5 | 5 | 7 | 15 | 15 | 5 |
| Average | 3 | 2.8 | 3 | 1 | 1.4 | 1 | 1 | 1.4 | 3 | 3 | 1 |

3–Strong,2- Medium,1-Low

FIRST YEAR : II SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|-------------|----------|----------|----------|----------|----------|----------|-----------|--------------|------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSC23 | Marketing Management | Core | 4 | 1 | - | - | 4 | 5 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied. | | | | | | | | | | |
| LO2 | To provide with opportunities to analyze marketing activities within the firm and in the environment and implement marketing strategies. | | | | | | | | | | |
| LO3 | To analyze and explore the buyer behavior pattern in marketing situations to segment the market and customer life time value and upgrade the knowledge and awareness of Consumer Rights in the Market. | | | | | | | | | | |
| LO4 | To understand the new product development, branding, pricing strategies in marketing a product. | | | | | | | | | | |
| LO5 | To analyze and explore promotion decisions on advertising, sales promotion and personal selling, and distribution management, handling middlemen and conflicts. | | | | | | | | | | |
| Unit | Content | | | | | | | | | Hours | |
| 1 | Introduction Marketing Management : Philosophies – The concepts of marketing – Marketing and Services – Digital Marketing : Content Marketing, Search Engine Optimization –Social Media Marketing –Types of Social Media Marketing - Current marketing challenges: Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing – Analysis of Macro and Micro environment. | | | | | | | | | 15 | |
| 2 | Strategic Marketing: Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix – Sales Forecasting techniques. Marketing Research Process – Marketing Analytics – Marketing Information System and Methods. | | | | | | | | | 15 | |
| 3 | Buyer Behavior: Factors Influencing Buyer Behavior – Buying situation– Buying Decision Process – Industrial Buyer Behavior. Market Segmentation: Targeting and Positioning – Competitive Marketing Strategies – Customer Life Cycle – Customer Life time Value – Importance and its impact. Consumer Protection Act: Objectives – Awareness of Consumer Rights in the Market Place – Rights of consumers – Procedure for filing complaints – Redressal agencies: Functions – Settling the claims. | | | | | | | | | 15 | |
| 4 | Product Policies: Consumer and Industrial Product Decisions, Product Portfolio Management – New Product Development and Product Life Cycle Strategies - BEP analysis – Branding, Packaging and Labelling. Pricing: Factors Influencing Pricing – Pricing Objectives – Procedure – Policies – Methods – Pricing Strategies and approaches. | | | | | | | | | 15 | |

| | | |
|---|--|----|
| 5 | Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising in the Indian Context: Meaning, Importance, Objectives – Deciding Advertising Budget – Advertising Copy/Layout – Media Planning, Selection and Scheduling – Measuring Advertising Effectiveness – Publicity – Personal Selling: Importance, Characteristics, Process – Sales Promotion: Methods and strategies – Sales Force Decisions: Selection, Training, Compensation and Control – Distribution Management: Channel Selection – Types of Intermediaries – Managing Middlemen – Designing Channels of Distribution – Co operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems. | 15 |
| | Total | 75 |

| | | |
|-------------------------|---|--|
| CO | Course Outcomes : At the end of the course learners will be able to: | |
| CO1 | Understand the fundamental principles of marketing, marketing concepts and ideas. | |
| CO2 | Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques. | |
| CO3 | Understand the buyer behavior and market segmentation and competitive marketing strategies. | |
| CO4 | Think strategically about branding, pricing and marketing issues. | |
| CO5 | Familiar with Promotion decisions along with awareness and tackling the conflicts. | |
| Textbooks: | | |
| 1 | Philip Kotler, G.Shaineshet..al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022 | |
| 2 | Ramaswamy, V.S. & Namakumari, S. – Marketing Management: Global Perspective – Indian Context, McGraw Hill Education. | |
| Reference Books: | | |
| 1 | Ramasamy VS & Namakumari, Marketing Management: Indian Context with Global Perspective, 5th edn, MacGraw Hill India, New Delhi, 2013. | |
| 2 | Pillai & Baghawathy, Marketing Management, S.Chand , 2010. | |
| 3 | Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1st Edition, 2017 | |
| 4 | Warren J. Keegan, Global Marketing Management, 8th Edition, Pearson, 2017. | |
| 5 | Mullins, Marketing Management: A Strategic Decision Making Approach, 7th Edition, McGraw-Hill, 2010. | |
| Web resources: | | |
| 1 | https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/ | |
| 2 | https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html | |
| 3 | https://www.emerald.com/insight/publication/issn/0736-3761 | |
| 4 | https://www.ama.org/ama-academic-journals/ | |
| 5 | https://www.thinkwithgoogle.com | |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 1 | 2 | 2 | 2 | 2 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO5 | 3 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 3 | 3 | 2 |
| Total | 15 | 12 | 12 | 11 | 10 | 12 | 11 | 11 | 15 | 15 | 14 |
| Average | 3 | 2.4 | 2.4 | 2.2 | 2 | 2.4 | 2.2 | 2.2 | 3 | 3 | 2.8 |

3–Strong,2- Medium,1-Low

FIRST YEAR : II SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|-------------|----------|----------|----------|----------|----------|----------|-----------|--------------|------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSC24 | Business Research Methods | Core | 4 | 1 | - | - | 4 | 5 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To understand the fundamental concepts of business research, its significance, and the role of theory in guiding research. | | | | | | | | | | |
| LO2 | To familiarize students with different research designs, measurement techniques, and scaling methods ensuring validity and reliability. | | | | | | | | | | |
| LO3 | To develop skills in data collection methods, sampling plans, and questionnaire design for effective research outcomes. | | | | | | | | | | |
| LO4 | To acquire knowledge of data preparation, statistical analysis, and interpretation using bivariate and multivariate techniques with software applications. | | | | | | | | | | |
| LO5 | To learn the process of report writing, presentation, and ethical considerations in business research for practical application in industry and academia. | | | | | | | | | | |
| Unit | Content | | | | | | | | | Hours | |
| 1 | INTRODUCTION :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. | | | | | | | | | 15 | |
| 2 | RESEARCH DESIGN AND MEASUREMENT 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. | | | | | | | | | 15 | |
| 3 | DATA COLLECTION Types of data – Primary Vs Secondary data – Methods of primary data collection –Survey Vs Observation – Experiments – Construction of questionnaire and instrument –Types of Validity – Sampling plan – Sample size – determinants optimal sample size –sampling techniques – Sampling methods. | | | | | | | | | 15 | |
| 4 | DATA PREPARATION AND ANALYSIS Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminate analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis – Structural Equation Model. | | | | | | | | | 15 | |

| | | |
|---|---|----|
| 5 | REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability –comprehension – tone – final proof – report format – title of the report – ethics in research– Ethics in research Subjectivity and Objectivity in research. | 15 |
| | Total | 75 |

| CO | Course Outcomes : At the end of the course learners will be able to: |
|------------|---|
| CO1 | Demonstrate a clear understanding of research concepts, types, and the role of theory in the research process. |
| CO2 | Design appropriate research frameworks and instruments with emphasis on validity, reliability, and ethical standards. |
| CO3 | Apply suitable data collection methods and sampling techniques for solving business problems. |
| CO4 | Analyze and interpret research data using quantitative and qualitative statistical tools to derive meaningful insights. |
| CO5 | Prepare a structured and professional business research report with proper presentation, documentation, and adherence to research ethics. |

| Text books: | |
|-------------------------|--|
| 1 | Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012 |
| 2 | Panneer selvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.ss, New Delhi, 2011. |
| Reference Books: | |
| 1 | Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012. |
| 2 | William G Zikmund, Barry J Babin, Jon C. Carr, AtanuAdhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012. |
| 3 | Hair, Joseph F., Wolfin barger, M., Money, A.H., Samouel, P., & Page, M.J. Essentials of Business Research Methods. Routledge. |
| 4 | Sekaran, Uma & Bougie, Roger. Research Methods for Business: A Skill-Building Approach. Wiley. |
| 5. | Beri, G.C.Business Statistics and Research Methodology. Tata McGraw-Hill. |

| Web resources: | |
|-----------------------|---|
| 1 | https://research-methodology.net |
| 2 | https://researcheracademy.elsevier.com |
| 3 | https://link.springer.com |
| 4 | https://www.academia.edu |
| 5 | https://www.emerald.com/insight |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 1 | 2 | 1 | 3 | 3 | 1 |
| CO2 | 3 | 3 | 3 | 1 | 1 | 1 | 1 | 2 | 3 | 3 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 2 | 1 | 1 | 2 | 3 | 3 | 1 |
| CO4 | 2 | 3 | 3 | 2 | 1 | 1 | 1 | 1 | 3 | 3 | 1 |
| CO5 | 2 | 3 | 3 | 1 | 1 | 1 | 1 | 2 | 3 | 3 | 1 |
| Total | 13 | 15 | 15 | 9 | 7 | 5 | 6 | 8 | 15 | 15 | 5 |
| Average | 2.6 | 3 | 3 | 1.8 | 1.4 | 1 | 1.2 | 1.6 | 3 | 3 | 1 |

3–Strong,2- Medium,1-Low

FIRST YEAR : II SEMESTER

Quantitative Techniques for Decision Making II

| Subject Code | L | T | P | S | Credits | Inst. Hours | Marks | | |
|-------------------------------------|---|---|---|---|---------|-------------|-------|----------|---------------------|
| | | | | | | | CIA | External | Total |
| | 2 | 1 | 1 | 1 | 4 | 5 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | |
| LO1 | To Provide the importance of operations Research and applications of Linear Programming Problem | | | | | | | | |
| LO2 | To learn various methods in Transportation problem, Assignment model and to determine its optimal solution. | | | | | | | | |
| LO3 | To apply CPM techniques and to determine the project duration and completion time. | | | | | | | | |
| LO4 | To understand and apply EOQ and Replacement models. | | | | | | | | |
| LO5 | To study game theory- Graphical ,Linear Programming Solutions and simulation | | | | | | | | |
| Unit | | | | | | | | | |
| Unit | Contents | | | | | | | | No. of 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 –Assignment model: Hungarian method – Traveling salesmen problem. | | | | | | | | 15 |
| 3 | Networking–Rules for network construction- Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Difference, Phases and Components. | | | | | | | | 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. | | | | | | | | 15 |
| | Total | | | | | | | | 75 |
| Theory40% Problem60% | | | | | | | | | |
| COURSE OUTCOMES | | | | | | | | | |
| The students will be able to | | | | | | | | | |
| CO1 | Understand the importance of Operations research and Linear Programming Problems | | | | | | | | |
| CO2 | Work on transportation and Assignment problems by various methods | | | | | | | | |

| | |
|--------------------------------------|---|
| CO3 | Draw network and find best optimal solution for the given project by CPM and PERT |
| CO4 | Determine and understand Inventory control models and Replacement Problems. |
| CO5 | Work on game theory Graphical and L.P Solutions. |
| RECOMMENDEDTEXT | |
| 1 | J.K.Sharma,OperationsResearch,TheoryandApplicationsForthEdition,Macmillan Publishers, India Ltd. |
| REFERENCEBOOKS | |
| 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 | Paneer Selvam, Operations Research ‘,PrenticeHallofIndia,2002 |
| 4 | Ander son Quantitative Methods for Business‘, 8 th Edition, Thomson Learning,2002. |
| 5 | Winston Operation Research‘, Thomson Learning, 2003 |
| Website and e-Learning Source | |
| 1 | http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf// |
| 2 | https://www.journals.elsevier.com/operations-research-perspectives// |

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3–Strong,2-Medium,1-Low

FIRST YEAR : II SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|------------|----------|----------|----------|----------|----------|----------|-----------|-----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSIK1 | Traditional Management System | IKS | 1 | 1 | 0 | 0 | 2 | 2 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To introduce students to the spiritual and philosophical foundations of traditional Indian management derived from Vedas and Upanishads. | | | | | | | | | | |
| LO2 | To explain the structure and functioning of ancient Indian administrative systems and their emphasis on justice and welfare. | | | | | | | | | | |
| LO3 | To help students understand key moral virtues from traditional Indian literature and their relevance in daily life. | | | | | | | | | | |
| LO4 | To help students understand how traditional ethical values can guide professional conduct in modern workplaces. | | | | | | | | | | |
| LO5 | To analyze the similarities and differences between traditional Indian management principles and modern management theories. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction & Foundations: Vedatham – meaning, origins, sources (Vedas, Upanishads, etc.) - Sethatham – meaning, scope (Tamil ethical literature, Thirukkural, local traditions) -Dharma, Dharma’s role in daily life -Traditional leadership & ethics. | | | | | | | | | | 6 |
| 2 | Traditional Institutions & Governance: Ancient Indian governance: roles of rulers, councils, village Panchayats – Arthashastra ideas: ethics and statecraft - Role of education, gurukula, spiritual learning- Community and local governance traditions. | | | | | | | | | | 6 |
| 3 | Ethical Principles & Moral Conduct: Virtues from traditional texts: honesty, compassion, duty, self-restraint - Justice, fairness, equality - Conflict resolution and forgiveness - Role of spirituality / value education in moral formation. | | | | | | | | | | 6 |
| 4 | Application to Contemporary Management & Society: Ethics in modern workplace & business - Corporate social responsibility & community service- Leadership in civil society (politics, NGOs) - Issues: corruption, inequality, environmental ethics - Balancing tradition and modernization. | | | | | | | | | | 6 |

| | | |
|--------------|---|----|
| 5 | Comparative Study & Modern Integration: Comparison: Traditional vs Modern management theories (Taylor, Fayol etc.) - Relevance and criticisms of tradition in globalized world - Ways to integrate traditional values into modern - systems: education policy, corporate ethics codes etc. - Global perspectives – similar ethical systems in other cultures. | 6 |
| Total | | 30 |

| CO | Course Outcomes :At the end of the course learners will be able to: |
|-----|--|
| CO1 | Students will be able to describe how Vedic teachings influence ethical decision-making and management principles. |
| CO2 | Students will be able to describe how rulers and councils ensured moral and effective governance in ancient India. |
| CO3 | Students will be able to identify and apply key virtues like honesty, compassion, duty, and self-restraint in daily life. |
| CO4 | Students will apply traditional ethical principles to ensure integrity and fairness in professional settings. |
| CO5 | Students will compare and contrast traditional Indian principles with modern management theories to enhance decision-making. |

| Textbooks: | |
|-------------------------|---|
| 1 | Indian Ethos and Business Ethics for Management (Subhash Sharma) |
| 2 | Ethics, Indian Ethos and Management 2nd Ed (S. K. Chakraborty) |
| 3 | Indian Ethos, Ethics & Management (various authors) |
| Reference Books: | |
| 1 | Business Management and Ethics: Insights from Indian Ethos – Edited by P. Mary Jeyanthi, Niranjana Rajpu rohit & Dieu Hack-Polay (2025) |
| 2 | Indian Ethos – Modern Management Mantra – Himalaya Publishing House (2025) |
| 3 | Business Ethics and Corporate Governance (2nd Edition) – A. C. Fernando (2025) |
| 4 | Ethics, Indian Ethos and Management (2nd Edition) – S. K. Chakraborty (2025) |
| 5 | Indian Ethos and Business Ethics for Management – Various Authors (2025) |
| Web resources: | |
| 1 | https://www.amazon.com/Indian-Ethos-Business-Ethics-Management/dp/9393159068 Ama |
| 2 | https://www.mypustak.com/product/indian-ethos-and-business-ethics-for-management-9789393159069?2156274=&srsltid=... |
| 3 | https://istore.rkmrajkot.org/products/indian-ethos-for-management/487391000004725067istore.rkmrajkot.org |
| 4 | https://bit.ly/IndEthos-Mgmt |
| 5 | https://management.cessedu.org/indian-ethos-indian-culture-and-indian-management-towards-new-frontiers-management-thinking |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 1 | - | - | - | - | - | 3 | 2 | - |
| CO2 | 2 | 3 | 2 | 1 | - | - | - | - | 2 | 3 | - |
| CO3 | 3 | 2 | - | - | 1 | - | - | - | 3 | 2 | - |
| CO4 | 2 | 3 | 3 | 2 | 2 | 1 | - | - | 3 | 3 | - |
| CO5 | 3 | 3 | 2 | 2 | 2 | - | 1 | 1 | 3 | 3 | 2 |
| Total | 13 | 13 | 8 | 5 | 5 | 1 | 1 | 1 | 14 | 13 | 2 |
| Average | 2.6 | 2.6 | 1.6 | 1.0 | 1.0 | 0.2 | 0.2 | 0.2 | 2.8 | 2.6 | 0.4 |

3-Strong,2- Medium,1-Low

FIRST YEAR : II SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|------------|----------|----------|----------|----------|----------|----------|-----------|-----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSS21 | Corporate Social Responsibility | SEC | 1 | 1 | - | - | 2 | 2 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To enhance the understanding of the corporate Social responsibility of Business | | | | | | | | | | |
| LO2 | To extend the knowledge of factors influencing CSR policy | | | | | | | | | | |
| LO3 | To facilitate the students to have the understanding about benefits of CSR to the company | | | | | | | | | | |
| LO4 | To students to know about institutional investors in corporate governance | | | | | | | | | | |
| LO5 | 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 –barriers to social responsibility – social responsibility of business. | | | | | | | | | | 6 |
| 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–formulated by an Global compact. | | | | | | | | | | 6 |
| 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– benefits of CSR to the company. | | | | | | | | | | 6 |
| 4 | Corporate governance Concept, structure, process, origin–scope and present scenario – structure and development or board – role of capital marketing governance, governance rating future of governance – innovation practices – case studies with lesson learned. | | | | | | | | | | 6 |
| 5 | Corporate governance board and its power Responsibility – disqualification, board committee and their functions – remuneration committee – nomination committee, compliance committee – share holder grievance 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. | | | | | | | | | | 6 |
| Total | | | | | | | | | | 30 | |

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

| Textbooks: | |
|-------------------------|---|
| 1 | Tandon Bb Vashishi, Ak, Kesho Prasad Arya PP, Corporate Governance Deep and Deep Publication ,New Delhi. 1st Edition. |
| 2 | S.A. Sherlekar Ethics in 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 McGraw Hill. |
| 5 | Keith Davis, Business and Society Mc Graw Hill |
| Reference Books: | |
| 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 | MallinChristineA,CorporateGovernance(IndianEdition)OxfordUniversityPress, New Delhi. |
| 4 | Blow field, Michal and Alan Murray, Corporate Responsibility Oxford University Press, New Delhi. |
| 5 | Velasuez, M.G.(2011).Business Ethics: Concepts and Cases.. PHI Learning |
| Web resources: | |
| 1 | https://www.investopedia.com/terms/c/corp-social-responsibility.asp |
| 2 | https://www.coursera.org/courses?query=corporate+social+responsibility |
| 3 | https://www.icsi.edu/media/webmodules/Academics/CSR_Social_Governance.pdf |
| 4 | https://online.hbs.edu/blog/post/types-of-corporate-social-responsibility |
| 5 | https://pitt.libguides.com/csr |

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3–Strong,2- Medium,1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|-------------|----------|----------|----------|----------|----------|----------|-----------|-----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSC31 | Production and Operations Management | Core | 4 | 0 | 0 | 0 | 4 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Insight the fundamentals of production systems and operations management. | | | | | | | | | | |
| LO2 | Analyze production planning, control, plant location, and layout decisions. | | | | | | | | | | |
| LO3 | Evaluate work study, method study, and work measurement techniques. | | | | | | | | | | |
| LO4 | Examine operations strategy, global trends, and supply chain integration. | | | | | | | | | | |
| LO5 | Understand the product and process design for efficient operations management. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction to Production Management: Production System – Meaning and Types. Productivity – Concept and Measurement. Production Management – Objectives, Functions, Scope, and Importance. Relationship of Production Function with Other Functional Areas of Management. | | | | | | | | | | 12 |
| 2 | Production Planning and Plant Management: Production Planning and Control – Routing, Scheduling, and Dispatching. Maintenance Management – Meaning, Objectives, and Types of Maintenance: Breakdown, Preventive, and Routine Maintenance. Maintenance Scheduling. Plant Location – Introduction, Need and Importance of Selecting a Suitable Location, Plant Location Problems, Advantages of Urban, Suburban, and Rural Locations, Systems View of Plant Location, and Factors Influencing Plant Location. Plant Layout – Objectives, Principles, Problems, Factors Influencing Plant Layout, and Types of Plant Layout. | | | | | | | | | | 12 |
| 3 | Work and Method Study: Work Study – Meaning, Importance, and Procedures. Time Study – Concepts and Human Considerations in Work Study. Method Study – Objectives and Steps Involved in Method Study. Work Measurement – Objectives, Techniques, Computation of Standard Time, Allowances, and Comparison of Work Measurement Techniques. | | | | | | | | | | 12 |
| 4 | Introduction to Operations Management: Operations Management – Meaning, Nature, Importance, Scope, and Functions. Recent Trends in Operations Management. Implications of Operations Strategy in Business Organizations. Challenges in International Operations Management. World-Class Manufacturing Practices. Productivity and its Relationship with Other Functional Areas. Supply Chain Management (SCM) – Concept and Functions. | | | | | | | | | | 12 |
| 5 | Design Operations: Product Design - Criteria, Approaches. Product development process - Stage-Gate Approach - tools for efficient development. Process - Design, Strategy, Types, Analysis. Facility Layout – Principles, Types, Planning Tools and Techniques. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |
| | Weightage : 100 % Theory | | | | | | | | | | |

| | |
|------------|---|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Explain concepts of production systems and operations management. |
| CO2 | Apply production planning, scheduling, and facility layout techniques. |
| CO3 | Analyze work study and work measurement methods for productivity improvement. |
| CO4 | Evaluate operations strategies and global manufacturing practices. |
| CO5 | Design product and process strategies for operational efficiency. |

| | |
|-------------------------|---|
| Text Books: | |
| 1 | Panneer selvam R., Production and Operations Management, 4th Edition, 2021 (PHI Learning). |
| 2 | K. Aswathappa & K. Shridhara Bhat, Production and Operations Management, 3rd Edition, 2022 (Himalaya Publishing House). |
| Reference Books: | |
| 1 | Jay Heizer, Barry Render & Chuck Munson, Operations Management: Sustainability and Supply Chain Management, 13th Edition, 2020 (Pearson). |
| 2 | Nigel Slack, Alistair Brandon-Jones & Robert Johnston, Operations Management, 9th Edition, 2019 (Pearson). |
| 3 | Richard B. Chase, F. Robert Jacobs & Nicholas J. Aquilano, Operations and Supply Chain Management, 15th Edition, 2019 (McGraw Hill). |
| 4 | S. N. Chary, Production and Operations Management, 6th Edition, 2019 (McGraw Hill India). |
| 5 | William J. Stevenson, Operations Management, 14th Edition, 2021 (McGraw Hill). |
| Web Resources: | |
| 1 | https://nptel.ac.in |
| 2 | https://swayam.gov.in |
| 3 | https://ocw.mit.edu |
| 4 | https://www.coursera.org |
| 5 | https://www.edx.org |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 3 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO4 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO5 | 3 | 2 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 12 | 11 | 11 | 13 | 11 | 8 | 8 | 14 | 12 | 9 |
| Average | 3.0 | 2.4 | 2.2 | 2.2 | 2.6 | 2.2 | 1.6 | 1.6 | 2.8 | 2.4 | 1.8 |

3-Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

Human Resource Management

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|--------------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSH31 | Human Resource Development | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand concepts, evolution, and significance of HRD in organizational and national contexts. | | | | | | | | | | |
| LO2 | Analyze HRD systems, employee behavior, and learning theories. | | | | | | | | | | |
| LO3 | Evaluate human capacity development and impact of HRD initiatives. | | | | | | | | | | |
| LO4 | Examine training needs, methods, and effectiveness in organizations. | | | | | | | | | | |
| LO5 | Explore career development, succession planning, and emerging HRD trends. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction: Definition, Scope and objectives Evolution of HRD-Developmental Perspective of HRD - HRD at macro and micro levels : Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD Professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function. | | | | | | | | | | 12 |
| 2 | Human Resource Development System: HRD Mechanisms, HRD Climate, and Organizational Culture. Influence of Employee Behaviour and Models of Employee Behaviour. External and Internal Factors Influencing Employee Behaviour. Learning and HRD – Learning Principles, Maximizing Learning, Individual Differences in the Learning Process, Learning Strategies and Styles, and Recent Developments in Instructional and Cognitive Psychology. | | | | | | | | | | 12 |
| 3 | Developing Human Capacity: Aptitude - Knowledge Values - Skills of Human Relations - Responsiveness Loyalty and Commitment-Transparency Leadership Development. Evaluating HRD: Human Resource Accounting - HR Audit and Bench marking Impact Assessment of HRD initiatives on the bottom line of an organization – Digital HR – HR Automation, and AI- driven recruitment system. | | | | | | | | | | 12 |
| 4 | Training and Development : Meaning and Scope of training - education and development; Training need analysis - Types of Training Internal and External – On job Training & Job shadowing, SGTA - Outbound Training Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness. | | | | | | | | | | 12 |
| 5 | Career Planning: Definition, objectives, and importance of career planning; concept of career development; career path and its significance; principles and theories of career planning; steps involved in career planning; succession planning – concept, process, and importance. Recent Trends in Human Resource Development (HRD): Training for trainers and HRD professionals; goal-directed work systems; behavioural dynamics of HR and employee engagement; sustainable human development; promoting research and innovation in HRD. | | | | | | | | | | 12 |
| | | | | | | | | | | Total | 60 |

| | |
|------------|--|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Explain the concepts, scope, and evolution of HRD and its role in organizations. |
| CO2 | Analyze employee behaviour, learning processes, and HRD systems. |
| CO3 | Evaluate HRD practices such as human capacity development and HR audits. |
| CO4 | Design and assess training and development programs. |
| CO5 | Apply career planning, succession strategies, and modern HRD practices. |

| | |
|-------------------------|---|
| Text Books: | |
| 1 | T. V. Rao, Human Resource Development : Experiences, Interventions, Strategies, 4th Edition, 2022 (Sage Publications India) |
| 2 | Werner J. M. & DeSimone R. L., Human Resource Development, 8th Edition, 2023 (Cengage Learning) |
| Reference Books: | |
| 1 | Jon M. Werner & Randy L. DeSimone, Human Resource Development, 8th Edition, 2023 (Cengage) |
| 2 | Raymond A. Noe, Employee Training and Development, 8th Edition, 2020 (McGraw Hill) |
| 3 | Gary Dessler, Human Resource Management, 16th Edition, 2020 (Pearson) |
| 4 | Uday Pareek & T. V. Rao, Designing and Managing Human Resource Systems, 3rd Edition, Reprint 2019 (Oxford) |
| 5 | Dipak Kumar Bhattacharyya, Human Resource Development, Latest Edition, 2021 (Oxford University Press India) |
| Web Resources: | |
| 1 | https://www.nhrdn.org |
| 2 | https://www.hrmguide.com |
| 3 | https://www.mckinsey.com |
| 4 | https://www.shrm.org |
| 5 | https://www.gallup.com |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 2 |
| CO4 | 3 | 2 | 3 | 3 | 2 | 2 | 1 | 2 | 3 | 2 | 2 |
| CO5 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 12 | 11 | 10 | 10 | 11 | 6 | 7 | 14 | 10 | 9 |
| Average | 3.0 | 2.4 | 2.2 | 2.0 | 2.0 | 2.2 | 1.2 | 1.4 | 2.8 | 2.0 | 1.8 |

3-Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|----------|---|---|---|---|---------|-------|-------|----------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSH32 | Performance Management | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To summarize basic concepts of performance management. | | | | | | | | | | |
| LO2 | To employ, and design performance management process. | | | | | | | | | | |
| LO3 | To elucidate role of Performance Management system and standards in place. | | | | | | | | | | |
| LO4 | To interpret optimal use of performance analysis techniques. | | | | | | | | | | |
| LO5 | To constitute and appraise high performance teams | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction: Definition – History, The Performance Management Contribution- Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Aims and Roles of Performance management System - Performance management versus Performance Appraisal – Reward system and its types - Challenges of a Poorly Implemented Performance Management System – Payroll Management System. | | | | | | | | | | 12 |
| 2 | Performance Management Process: Performance Planning Performance Execution - Performance Assessment - Performance Review - Performance Renewal and Contracting – Determinants of Performance – Factors Influencing Performance - Approaches to Measuring Performance – Competency based performance management system. | | | | | | | | | | 12 |
| 3 | Performance Planning: On-going support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001 - Crisis Management - Performance Analysis Process. | | | | | | | | | | 12 |
| 4 | Performing Review and Discussion: Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review | | | | | | | | | | 12 |
| 5 | Managing Team Performance: Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| | |
|-----------|---|
| CO | Course Outcomes: At the end of the course learners will be able to |
| CO1 | Recognize and apply performance management techniques. |
| CO2 | Design performance management process across various business units. |
| CO3 | Formulate, comply and implement performance analysis tools and standards. |
| CO4 | Construct performance review and employ performance management system. |
| CO5 | Critique team management strategies. |

| | |
|--------------------|---|
| Text Books: | |
| 1 | Aguinis, H., Performance Management, 5 th Edition, Chicago Business Press, 2023. |
| 2 | T.V Rao &Nandini Chawla, Performance Management: Path to Growth and Excellence, 1st Edition, Routledge, Taylor &Francis Group May 2024. |

| | |
|-------------------------|---|
| Reference Books: | |
| 1 | M., Armstrong’s Handbook of Performance Management, 7 th Edition, Kogan Page, 2022. |
| 2 | Prem Chadha, Performance Management It’s about performing not just appraising,12th Edition Macmillan Publishers India Ltd. 2012. |
| 3 | Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1 st Edition, Kogan Page, 2018. |
| 4 | Madhu Arora, Poonam Khurana, Sonam Choiden, Performance Management- Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020. |
| 5 | Hedda Bird, The Performance Management Playbook, 1st Edition, Pearson, 2022. |

| | |
|-----------------------|---|
| Web Resources: | |
| 1 | https://ebooks.lpude.in/management/mba/term_3/dmgt517_performance_management_system.pdf |
| 2 | https://www.cipd.org/en/topics/performance-management/ |
| 3 | https://onlinecourses.nptel.ac.in/noc20_hs17/preview |
| 4 | https://testlify.com/case-studies-of-performance-management-system/ |
| 5 | https://empxtrack.com/blog/performance-management-case-study-iffco-tokio-generalinsurance/ |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 2 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 2 | 2 | 2 | 2 | 3 | 2 | 3 | 3 | 3 | 2 |
| CO4 | 3 | 3 | 2 | 2 | 3 | 3 | 2 | 2 | 2 | 3 | 3 |
| CO5 | 3 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 2 | 2 | 3 |
| Total | 14 | 12 | 11 | 12 | 11 | 15 | 11 | 12 | 13 | 14 | 14 |
| Average | 2.8 | 2.4 | 2.7 | 2.4 | 2.7 | 3 | 2.7 | 2.4 | 2.6 | 2.8 | 2.8 |

3–Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|-----------------|----------|----------|----------|----------|----------|----------|-----------|-----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSH33 | Industrial and Labour Relations | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To understand the concept, scope, and importance of Industrial Relations and Trade Unions in India. | | | | | | | | | | |
| LO2 | To analyze industrial disputes, their causes, and various dispute resolution mechanisms. | | | | | | | | | | |
| LO3 | To familiarize students with key labor laws related to wages and working conditions. | | | | | | | | | | |
| LO4 | To examine legal provisions related to employment, compensation, and workforce equality. | | | | | | | | | | |
| LO5 | To elucidate the social security measures and emerging trends in labour compliance | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Industrial Relations and Trade Unions: Concept, scope, and objectives of industrial relations – Importance and approaches to IR – Indian IR system – Trade Union Act, 1926: definitions, objectives, functions, and legal procedures – Registration of trade unions – Rights and responsibilities – Issues and challenges – Employee relations in IT and emerging sectors. | | | | | | | | | | 12 |
| 2 | Industrial Disputes and Labour Welfare: Industrial Disputes Act, 1947 – Causes and types of disputes – Strikes and lockouts – Resolution mechanisms: Conciliation, Arbitration, Adjudication – Promoting industrial peace – Labour welfare: statutory and voluntary provisions – Welfare funds – Labour in the informal and gig economy. | | | | | | | | | | 12 |
| 3 | Legal Framework: Wages and Working Conditions Genesis of labour laws in India – Principles guiding labour legislation – Factories Act, 1948 – Minimum Wages Act, 1948 – Payment of Wages Act, 1936 – Payment of Bonus Act, 1965 – Relevance to workforce analytics and wage modeling. Legal Framework: Employment, Training and Compensation The Industrial Employment (Standing Orders) Act, 1946 – Apprentices Act, 1961 – Equal Remuneration Act, 1976 – Payment of Gratuity Act, 1972 – Employee Compensation Act, 2013 – Workforce diversity and fairness in labour analytics | | | | | | | | | | 12 |
| 4 | Social Security and Employee Protection Employees: Provident Fund and Miscellaneous Provisions Act, 1952 – Employees’ State Insurance Act, 1948 – Maternity Benefit Act, 1961 – Contract Labour Regulation and Abolition Act, 1970 – Child Labour Regulation Act, 1986 – Analytics in tracking compliance and benefits – Emotional Intelligence , Diversity Management. | | | | | | | | | | 12 |
| 5 | Emerging Trends and Technology in IR & Labour Compliance: Digitalization of labour law compliance – Labour Codes and reforms (Wages, Social Security, Occupational Safety, Health and Working Conditions, Industrial Relations) – Use of HR analytics in industrial relations – Role of technology in grievance redressal and legal reporting – Hybrid Workplace Management. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| CO | Course Outcomes : At the end of the course learners will be able to |
|------------|---|
| CO1 | Explain the fundamentals of industrial relations and the role of trade unions in the Indian context. |
| CO2 | Analyze industrial disputes and apply suitable methods for their resolution |
| CO3 | Interpret labour laws governing wages and working conditions for effective organizational compliance. |
| CO4 | Evaluate employment laws related to compensation, training, and workplace equality. |
| CO5 | Assess social security provisions and apply modern tools like HR analytics in labour law compliance. |

Text Books:

| | |
|---|--|
| 1 | C. B. Mamoria & S. Mamoria (with P. Subba Rao), Dynamics of Industrial Relations, Himalaya Publishing House, 16th Ed., 2023 |
| 2 | P. K. Padhi, Labour and Industrial Laws, PHI Learning, 5th Ed., 2024 |
| 3 | P. R. N. Sinha, Indu Bala Sinha & Seema Priyadarshini Shekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education India, 3rd Ed., 2017 |

Reference Books:

| | |
|---|---|
| 1 | C. B. Mamoria & S. Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, 16th Ed., 2023. |
| 2 | S. C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House, 8th Revised Ed., 2022 |
| 3 | Taxmann, Labour Laws with Code on Wages, etc., 2025 Edition |
| 4 | N. D. Kapoor, Elements of Mercantile Law, Sultan Chand & Sons, 2014 |
| 5 | Arun Monappa, Ranjeet Nambudiri & Patturaja Selvaraj, Industrial Relations and Labour Laws, Tata McGraw Hill, 2012 edition. |

Web Resources:

| | |
|---|---|
| 1 | https://labour.gov.in |
| 2 | https://www.ilo.org/dyn/natlex |
| 3 | https://prsindia.org |
| 4 | https://www.epfindia.gov.in |
| 5 | https://www.nilerud.org |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 2 | 2 | 1 | 1 | 1 | 1 | 3 | 2 | 1 |
| CO2 | 3 | 3 | 2 | 3 | 2 | 1 | 1 | 2 | 3 | 3 | 1 |
| CO3 | 3 | 3 | 1 | 3 | 1 | 2 | 1 | 2 | 3 | 3 | 2 |
| CO4 | 2 | 3 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO5 | 2 | 3 | 1 | 3 | 1 | 3 | 2 | 2 | 2 | 3 | 3 |
| Total | 13 | 14 | 8 | 14 | 7 | 9 | 7 | 9 | 14 | 14 | 9 |
| Average | 2.6 | 2.8 | 1.6 | 2.8 | 1.4 | 1.8 | 1.4 | 1.8 | 2.8 | 2.8 | 1.8 |

3- Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSH34 | Organizational Development | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand concepts, evolution, and significance of organizational development. | | | | | | | | | | |
| LO2 | Analyse OD processes including diagnosis, action planning, and maintenance. | | | | | | | | | | |
| LO3 | Evaluate various OD interventions at individual, group, and organizational levels. | | | | | | | | | | |
| LO4 | Examine implementation and assessment of OD programs and change effectiveness. | | | | | | | | | | |
| LO5 | Explore contemporary issues, consultant roles, and future trends in OD. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction to Organisation Development: Concepts, Nature and Scope of O.D : Historical Perspective of O.D : Underlying Assumptions & Values Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems: Group Dynamics, Intergroup - Dynamics and Organizations as Systems. | | | | | | | | | | 12 |
| 2 | Operational Components of Organisation Development: Diagnostic, Action and Process - Maintenance components. | | | | | | | | | | 12 |
| 3 | Organisation Development Interventions: Team Interventions - Intergroup Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions. | | | | | | | | | | 12 |
| 4 | Implementation and Assessment of Organisation Development: Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organizational performance - The impact of O.D. | | | | | | | | | | 12 |
| 5 | Organization Development: Key Considerations and Issues in Organization Development (OD). Consultant–Client Relationship – Roles, Challenges, and Ethical Issues. Mechanistic and Organic Systems – Characteristics and Contingency Approach. Future Trends and Scope of Organization Development. Indian Experiences and Practices in Organization Development. | | | | | | | | | | 12 |
| Total | | | | | | | | | | 60 | |

| | |
|------------|--|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Explain the concepts, scope, and theories of organizational development. |
| CO2 | Analyze OD processes such as diagnosis, action research, and system maintenance. |
| CO3 | Evaluate different OD interventions for improving organizational effectiveness. |
| CO4 | Assess the implementation and impact of OD initiatives on performance. |
| CO5 | Apply OD concepts to address organizational challenges and future trends. |

Text Books:

| | |
|---|--|
| 1 | Thomas G. Cummings & Christopher G. Worley, Organization Development and Change, 11th Edition, 2020 (Cengage Learning) |
| 2 | V. Nilakant & S. Ramnarayan, Change Management: Altering Mindsets in a Global Context, 2nd Edition, 2022 (Sage India) |

Reference Books:

| | |
|---|---|
| 1 | French Wendell L. & Cecil H. Bell, Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Edition, Reprint 2017 |
| 2 | Warner Burke, Organization Change: Theory and Practice, 5th Edition, 2017 |
| 3 | Donald L. Anderson, Organization Development: The Process of Leading Organizational Change, 4th Edition, 2020 |
| 4 | Peter Senge, The Fifth Discipline: The Art & Practice of the Learning Organization, Revised Edition, 2006 (Latest Reprint) |
| 5 | Uday Pareek, Organization Development for Excellence, Latest Edition, 2019 (Oxford University Press India) |

Web Resources:

| | |
|---|---|
| 1 | https://nptel.ac.in |
| 2 | https://swayam.gov.in |
| 3 | https://www.ignou.ac.in |
| 4 | https://egyankosh.ac.in |
| 5 | https://www.investopedia.com |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 2 |
| CO4 | 3 | 2 | 3 | 3 | 2 | 2 | 1 | 2 | 3 | 2 | 2 |
| CO5 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 12 | 11 | 10 | 10 | 11 | 6 | 7 | 14 | 10 | 9 |
| Average | 3.0 | 2.4 | 2.2 | 2.0 | 2.0 | 2.2 | 1.2 | 1.4 | 2.8 | 2.0 | 1.8 |

3–Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|-----------|
| | | | | | | | | | CIA | External | Total |
| 25PMSH35 | Strategic Human Resource Management | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand the concepts, frameworks, and strategic role of HRM and HRD in organizations. | | | | | | | | | | |
| LO2 | Analyze various SHRM models and approaches including E-HRM and resource-based view. | | | | | | | | | | |
| LO3 | Evaluate cross-cultural HRM practices and global HR challenges. | | | | | | | | | | |
| LO4 | Examine integration of HR strategies with corporate strategy and organizational development. | | | | | | | | | | |
| LO5 | Assess the impact of SHRM on organizational performance and workforce diversity. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Strategic Human Resource Investment: Meaning – Strategic framework for HRM and HRD — Roles of HRD Professionals– HRD Needs Assessment – HRD practices– Measures of HRD performance– Links to HR Strategy and Business Goals – Forces Influencing the Strategy Formulation; Porter’s Model – Approaches of HR Strategy– SHRM in Organizational performance - Scope for HR Capital management. | | | | | | | | | | 12 |
| 2 | Models of SHRM: E-HRM–Electronic practices of HRM – Value proposition through HR - General models -The Best fit approach - The Universalistic-Contingency and Configurational approaches- The Resource based Strategic HRM- High performance management - Discussion on HRD Ministry. | | | | | | | | | | 12 |
| 3 | Cross Cultural HRM: Domestic Vs International HRM – Cultural Dynamics – Culture Assessment –Cross cultural diversity– Leadership and Strategic HR Issues in International Assignments Current challenges in Outsourcing, Cross border Mergers and Acquisitions–Repatriation –Building Multicultural Organisation –International Compensation - Case discussion on cross cultural issues. | | | | | | | | | | 12 |
| 4 | Integrative Approach: Career planning and Process– Stages– Competency Mapping-Succession Planning and Development - Aligning HR with Corporate Strategy, Integrating the Business strategies and HR Strategies for competitive advantage, Corporate Restructuring and SHRM - HRD is the base for Organizational Development. | | | | | | | | | | 12 |
| 5 | SHRM on Business Performance: Impact of strategies on performance – Rational HR behavior in organizations – Strategic approach in Employee counseling - Evaluation of IHRM – Globalization strategies for managing HR -Challenges in managing HR Diversity. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| | |
|------------|---|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Explain strategic HRM concepts, frameworks, and their linkage to business goals. |
| CO2 | Analyze SHRM models and approaches for improving organizational effectiveness. |
| CO3 | Evaluate cross-cultural and international HRM practices. |
| CO4 | Apply integrative HR strategies including competency mapping and succession planning. |
| CO5 | Assess the impact of SHRM on business performance and diversity management. |

| | |
|-------------------------|--|
| Text Books: | |
| 1 | Jeffrey A. Mello, Strategic Human Resource Management, 5th Edition, 2023 (Cengage Learning) |
| 2 | Azhar Kazmi & Adela Kazmi, Strategic Management and Business Policy, 5th Edition, 2020 (McGraw Hill India) |
| Reference Books: | |
| 1 | Michael Armstrong, Armstrong's Handbook of Strategic Human Resource Management, 7th Edition, 2020 (Kogan Page) |
| 2 | Gary Dessler, Human Resource Management, 16th Edition, 2020 (Pearson) |
| 3 | Charles R. Greer, Strategic Human Resource Management, Latest Edition, 2021 (Pearson) |
| 4 | Peter J. Dowling, Marion Festing & Allen D. Engle, International Human Resource Management, 7th Edition, 2017 (Latest Reprint) |
| 5 | Randall S. Schuler & Susan E. Jackson, Strategic Human Resource Management, Latest Edition, 2021 |
| Web Resources: | |
| 1 | https://www.shrm.org |
| 2 | https://www.hrmguide.com |
| 3 | https://www.cipd.co.uk |
| 4 | https://hbr.org |
| 5 | https://www.investopedia.com |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO4 | 3 | 2 | 3 | 3 | 3 | 2 | 1 | 2 | 3 | 3 | 2 |
| CO5 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 12 | 11 | 10 | 11 | 11 | 7 | 8 | 14 | 12 | 9 |
| Average | 3.0 | 2.4 | 2.2 | 2.0 | 2.2 | 2.2 | 1.4 | 1.6 | 2.8 | 2.4 | 1.8 |

3-Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|----------|---|---|---|---|---------|-------|-------|-------|--------------|
| | | | | | | | | | CIA | Exter | Total |
| 25PMSH36 | HR Analytics | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand the concepts, evolution, and importance of HR analytics in organizations. | | | | | | | | | | |
| LO2 | Analyze different approaches, metrics, and frameworks used in HR analytics. | | | | | | | | | | |
| LO3 | Evaluate HR metrics, employee lifecycle data, and performance analytics. | | | | | | | | | | |
| LO4 | Examine data analysis, visualization techniques, and data mining tools in HR. | | | | | | | | | | |
| LO5 | Apply analytics for data-driven decision making and strategic HR planning. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction to HR Analytics: Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team – HR Analytics with HR dashboards , Predictive retention Models. | | | | | | | | | | 12 |
| 2 | Approaches to Data Analytics: Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR Analytics Framework and its Application in Decision Making. | | | | | | | | | | 12 |
| 3 | Dynamics of HR Metric: People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics. | | | | | | | | | | 12 |
| 4 | Data Mining Techniques: Data Analysis, Data Visualization techniques and effective utilization using tools; common Pitfalls associated with Data Visualization; Driving Insights out of HR Analytics. | | | | | | | | | | 12 |
| 5 | Decision Making Based on Analytics: Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| | |
|------------|--|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Explain the concepts, process, and challenges of HR analytics. |
| CO2 | Apply HR metrics, scorecards, and analytical frameworks in organizations. |
| CO3 | Analyze workforce data to evaluate employee performance and retention. |
| CO4 | Use data visualization and analytical tools to derive HR insights. |
| CO5 | Develop data-driven strategies for effective HR decision making. |

| | |
|-------------------------|---|
| Text Books: | |
| 1 | Dipak Kumar Bhattacharyya, HR Analytics: Understanding Theories and Applications, 2nd Edition, 2023 (Sage Publications India) |
| 2 | Jac Fitz-enz & John R. Mattox II, Predictive Analytics for Human Resources, 2nd Edition, 2019 (Latest Reprint 2022, Wiley). |
| Reference Books: | |
| 1 | Wayne F. Cascio & John W. Boudreau, Investing in People: Financial Impact of Human Resource Initiatives, 2nd Edition, 2016 (Latest Reprint 2021) |
| 2 | Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, 1st Edition, 2018 (Latest Reprint 2022) |
| 3 | Tracey Smith, HR Analytics: A Practical Introduction, 1st Edition, 2020 |
| 4 | Gene Pease, Boyce Byerly & Jac Fitz-enz, Human Capital Analytics, 1st Edition, 2013 (Latest Reprint 2020) |
| 5 | Mike West, Effective Teamwork and Performance Analytics, Latest Edition, 2021. |
| Web Resources: | |
| 1 | https://www.aihr.com/blog/hr-analytics/ |
| 2 | https://www.shrm.org/resourcesandtools/hr-topics/technology/pages/using-people-analytics.aspx |
| 3 | https://www.gallup.com/workplace/236441/employee-engagement-drives-growth.aspx |
| 4 | https://www.ibm.com/topics/data-mining |
| 5 | https://hbr.org/2012/10/big-data-the-management-revolution |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO4 | 3 | 2 | 3 | 3 | 3 | 2 | 1 | 2 | 3 | 3 | 2 |
| CO5 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 12 | 11 | 10 | 12 | 11 | 7 | 8 | 14 | 12 | 9 |
| Average | 3.0 | 2.4 | 2.2 | 2.0 | 2.4 | 2.2 | 1.4 | 1.6 | 2.8 | 2.4 | 1.8 |

3-Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

Marketing Management

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSM31 | Advertisement Management and Sales Promotion | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand the fundamentals, evolution, and strategic role of advertising. | | | | | | | | | | |
| LO2 | Analyze advertising planning, budgeting, and creative copy development. | | | | | | | | | | |
| LO3 | Evaluate media planning strategies and digital advertising effectiveness. | | | | | | | | | | |
| LO4 | Examine methods for measuring advertising effectiveness and Integrated Marketing Communication (IMC). | | | | | | | | | | |
| LO5 | Explore sales promotion strategies and their role in building brand equity. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Advertising Introduction: Origin and development of advertising; definition and classification; traditional and digital advertising frameworks; planning and organizing frameworks in a dynamic environment; advertiser–agency interface including digital and integrated agencies; strategic advertising decisions using data analytics and AI insights; setting advertising objectives aligned with business goals; budgeting decisions using ROI, performance marketing, and programmatic buying; preparation of product and media briefs in an omni channel ecosystem; emerging trends such as AI-driven advertising, programmatic advertising, influencer marketing, and sustainability in advertising. | | | | | | | | | | 12 |
| 2 | Copy Decisions: Visualization of ad layout in print, digital, and mobile formats; elements of ad copy and creative strategy; principles of verbal versus visual thinkers; styles and stages in advertising copy creation; storytelling, emotional branding, and content marketing; copywriting for digital platforms including social media, short-form videos, and interactive content; use of AI tools in copy generation; copy (pre-) testing methods and measurements including A/B testing, neuro marketing techniques, and real-time feedback analytics. | | | | | | | | | | 12 |
| 3 | Media Decisions: Media planning and selection in traditional and digital media; concepts of reach, frequency, continuity, and selectivity in a fragmented media environment; measures of media cost efficiency and ROI; media research including readership, viewership, and digital analytics; internet and mobile advertising ecosystems; tracking website visits, page views, clicks, and user journeys using analytics tools; programmatic media buying and real-time bidding; permission marketing, data privacy, and ethical concerns; emerging platforms such as OTT, podcasts, and social commerce. | | | | | | | | | | 12 |
| 4 | Measuring Advertising Effectiveness: Control of advertising by practitioners, media, and market forces; measurement of advertising effectiveness using traditional and digital metrics; key performance indicators (KPIs) such as CTR, conversion rates, and engagement metrics; advertising in the international marketplace with focus on localization and global strategies; integrated marketing communication (IMC) in a digital ecosystem; brand image building through consistent Omni channel communication; use of marketing analytics, dashboards, and attribution models to evaluate campaign performance. | | | | | | | | | | 12 |

| | | |
|---|---|-----------|
| 5 | <p>Sales Promotion and Brand Equity: Sales Promotion Rationale and types of Sales Promotion; Consumer and Trade Promotions in Offline and Online Contexts; Digital Sales Promotion Strategies including Coupons, Cashback, Influencer Collaborations, and Social Media Campaigns; Cross Promotions, Surrogate selling, and Ethical issues like Bait-and-Switch Advertising; Experiential Marketing and Customer Engagement Strategies; Brand Equity concepts and Criteria; Building, Measuring, and Managing Brand Equity in a Competitive Digital Landscape; Linking Advertising and Sales Promotion to enhance Brand Positioning; Leveraging Brand values for Business, Social, and Sustainability-Oriented Initiatives.</p> | 12 |
| | Total | 60 |

| | |
|------------|---|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Explain advertising concepts, frameworks, and agency relationships. |
| CO2 | Develop effective advertising copy and creative strategies. |
| CO3 | Analyze media planning decisions and digital advertising metrics. |
| CO4 | Evaluate advertising effectiveness and integrated marketing communication strategies. |
| CO5 | Design sales promotion strategies and link them with brand equity development. |

| | |
|-------------------------|---|
| Text Books: | |
| 1 | George E. Belch & Michael A. Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 12th Edition, 2023 (McGraw Hill) |
| 2 | S. H. H. Kazmi & Satish K. Batra, Advertising and Sales Promotion, 5th Edition, 2022 (Excel Books India) |
| Reference Books: | |
| 1 | Wells William, John Burnett & Sandra Moriarty, Advertising: Principles and Practice, 11th Edition, 2020 (Pearson) |
| 2 | Terence A. Shimp, Advertising, Promotion, and Other Aspects of Integrated Marketing Communications, 10th Edition, 2022 (Cengage) |
| 3 | Rajeev Batra, John G. Myers & David A. Aaker. Advertising Management, 5th Edition, Reprint 2017 (Pearson) |
| 4 | Larry Percy & Richard Rosenbaum-Elliott, Strategic Advertising Management, 5th Edition, 2021 (Oxford University Press) |
| 5 | Jaishri Jethwaney & Shruti Jain, Advertising Management, 2nd Edition, 2021 (Oxford University Press India) |
| Web Resources: | |
| 1 | https://www.ama.org |
| 2 | https://ascionline.in |
| 3 | https://support.google.com/google-ads |
| 4 | https://academy.hubspot.com |
| 5 | https://www.statista.com |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO4 | 3 | 2 | 3 | 3 | 2 | 2 | 1 | 2 | 3 | 2 | 2 |
| CO5 | 3 | 3 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 13 | 11 | 10 | 11 | 11 | 7 | 8 | 14 | 11 | 9 |
| Average | 3.0 | 2.6 | 2.2 | 2.0 | 2.2 | 2.2 | 1.4 | 1.6 | 2.8 | 2.2 | 1.8 |

3-Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSM32 | Services Marketing | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand fundamentals, characteristics, and role of services in global and Indian economy. | | | | | | | | | | |
| LO2 | Analyze service marketing environment using STP and extended 7Ps. | | | | | | | | | | |
| LO3 | Evaluate service design and quality using GAP and SERVQUAL models. | | | | | | | | | | |
| LO4 | Examine service delivery, pricing, demand management, and communication strategies. | | | | | | | | | | |
| LO5 | Explore industry practices, CRM, customer experience, and emerging trends like AI and analytics. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Foundations of Services Marketing - Definition and unique characteristics of services – Nature and scope of service - Service Economy - Evolution and scope of service sector – Global and Indian service economy trends – Distinction between products and services – Challenges in services marketing – Service classification and service economy growth drivers. | | | | | | | | | | 12 |
| 2 | Service Marketing Environment and Strategies - Service marketing opportunities – Classification of services - Segmentation, targeting, and positioning in services – Expanded marketing mix (7Ps) for services – Environmental analysis – Role of technology in service delivery – Emerging trends and global shifts in services marketing. | | | | | | | | | | 12 |
| 3 | Service Design and Quality Management - Service design and blueprinting – Service lifecycle management – GAP model – Measuring service quality – SERVQUAL model – Role of customer feedback – New service development - Quality Function Deployment (QFD) in services. | | | | | | | | | | 12 |
| 4 | Service Delivery and Communication - Positioning of services - Designing service delivery systems – Pricing strategies and methods – Service marketing triangle – Demand and supply management – Integrated service communication strategies – Use of digital media and AI in service promotion. | | | | | | | | | | 12 |
| 5 | Industry-specific Service Marketing Strategies - Strategic approaches for health, tourism, hospitality, education, logistics, entertainment, online services, and public utilities – CRM and personalization in service industries – Use of analytics in enhancing service offerings. Managing Service Experience and Customer Loyalty - Understanding service encounters – Customer satisfaction, complaints handling, and recovery strategies – Customer experience design – Building customer loyalty and advocacy – Future of services marketing. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| CO | Course Outcomes: At the end of the course learners will be able to |
|-----|--|
| CO1 | Explain the concept, nature, and growth of the service sector in India and globally. |
| CO2 | Apply marketing strategies including STP and 7Ps in different service contexts. |
| CO3 | Assess service quality using models like SERVQUAL and implement service improvement strategies. |
| CO4 | Design effective service delivery systems and communication strategies using digital tools. |
| CO5 | Develop customer-centric strategies for service experience, loyalty, CRM, and industry applications. |

Text Books:

| | |
|---|--|
| 1 | K. Rama Mohana Rao, Services Marketing, 2nd Edition, 2024 (Pearson India) |
| 2 | K. Douglas Hoffman & John E. G. Bateson, Services Marketing: Concepts, Strategies & Cases, 6th Edition, 2024 (Cengage / McGraw Hill India reprint) |

Reference Books:

| | |
|---|---|
| 1 | Christopher H. Lovelock & Jochen Wirtz, Services Marketing: People, Technology, Strategy, World Scientific / Pearson, 9th Ed., 2023 |
| 2 | J. E. G. Bateson & K. Douglas Hoffman, Services Marketing: Concepts, Strategies & Cases, Cengage Learning, 6th Ed., March 2023. |
| 3 | Valarie A. Zeithaml, Mary Jo Bitner, D. Dwayne Gremler & A. Pandit, Services Marketing: Integrating Customer Focus Across the Firm, McGraw-Hill Education, 8th Ed., 2024. |
| 4 | Christian Grönroos, Service Management and Marketing: Managing the Service-Profit Logic, Wiley, 4th Ed., 2016. |
| 5 | R. Srinivasan, Services Marketing: The Indian Context, PHI Learning, 4th Ed., 2025 |

Web Resources:

| | |
|---|---|
| 1 | https://www.ama.org/ |
| 2 | https://www.cim.co.uk/ |
| 3 | https://www.mckinsey.com/ |
| 4 | https://hbr.org/ |
| 5 | https://www.coursera.org/ |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 2 |
| CO4 | 3 | 2 | 3 | 3 | 3 | 2 | 1 | 2 | 3 | 3 | 2 |
| CO5 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 12 | 11 | 10 | 11 | 11 | 6 | 7 | 14 | 11 | 9 |
| Average | 3.0 | 2.4 | 2.2 | 2.0 | 2.2 | 2.2 | 1.2 | 1.4 | 2.8 | 2.2 | 1.8 |

3–Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|----------|---|---|---|---|---------|-------|-------|--------------|-----------|
| | | | | | | | | | CIA | External | Total |
| 25PMSM33 | Brand Management | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand fundamental concepts, types, and significance of brands in modern marketing. | | | | | | | | | | |
| LO2 | Analyze strategic brand management processes including positioning, value creation, and global branding. | | | | | | | | | | |
| LO3 | Evaluate brand communication strategies including digital branding, promotions, and brand ambassadors. | | | | | | | | | | |
| LO4 | Examine brand extension, rebranding, and brand portfolio decisions. | | | | | | | | | | |
| LO5 | Assess brand performance, brand equity, and challenges in brand management. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction : Basic understanding of Brands – Definitions – Branding Concepts – Functions of Brand – Significance of Brands – Different Types of Brands – Co-branding – Store brands. | | | | | | | | | | 12 |
| 2 | Brand Strategies : Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand Value Chain– Brand vision – Brand Elements – brand name decision- Logos and Symbols – The Trade and Merchandise Marks Act 1958 – Branding for Global Markets – Competing with foreign brands. | | | | | | | | | | 12 |
| 3 | Brand Communication: Brand image Building – Brand Loyalty programmers – Brand Promotion Methods – Role of Brand Ambassadors, celebrities – On line Brand Promotions. Digital and online technology- Digital Branding-Employment Branding – Social Proofing. | | | | | | | | | | 12 |
| 4 | Brand Extension: Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for Extension – Re-branding and re-launching – Brand Building Projects. | | | | | | | | | | 12 |
| 5 | Brand Performance: Measuring Brand Performance – Brand Equity Management – Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Hierarchy – Brand Leverage - Role of Brand Managers – Corporate Branding – Branding challenges & opportunities – Case Studies related to Brand Performance. | | | | | | | | | | 12 |
| | | | | | | | | | | Total | 60 |

| | |
|------------|---|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Explain branding concepts, functions, and different types of brands. |
| CO2 | Apply strategic brand management tools to build and position strong brands. |
| CO3 | Analyze brand communication strategies including digital and social media branding. |
| CO4 | Evaluate brand extension and rebranding strategies in competitive markets. |
| CO5 | Assess brand performance using brand equity models and audits. |

| | |
|-------------------------|--|
| Text Books: | |
| 1 | Kevin Lane Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 5th Edition, 2023 (Pearson) |
| 2 | S. Ramesh Kumar, Brand Management: The Indian Context, 3rd Edition, 2022 (Pearson India) |
| Reference Books: | |
| 1 | Jean-Noël Kapferer, The New Strategic Brand Management, 6th Edition, 2021 (Kogan Page) |
| 2 | David A. Aaker, Building Strong Brands, Reprint Edition, 2014 (Free Press / Simon & Schuster) |
| 3 | Martin Lindstrom, Brand Sense: Sensory Secrets Behind the Stuff We Buy, Updated Edition, 2010 (Free Press) |
| 4 | Al Ries & Laura Ries, The 22 Immutable Laws of Branding, Reprint Edition, 2002 (Latest Reprint 2017) (Harper Business) |
| 5 | Kevin Lane Keller, Brand Equity & Advertising: Advertising's Role in Building Strong Brands, 1st Edition, 1998 (Latest Reprint 2013) (Lawrence Erlbaum Associates) |
| Web Resources: | |
| 1 | https://www.ama.org |
| 2 | https://www.cim.co.uk |
| 3 | https://hbr.org |
| 4 | https://www.mckinsey.com |
| 5 | https://www.coursera.org |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO4 | 3 | 2 | 3 | 3 | 2 | 2 | 1 | 2 | 3 | 2 | 2 |
| CO5 | 3 | 3 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 13 | 11 | 10 | 11 | 11 | 7 | 8 | 14 | 11 | 9 |
| Average | 3.0 | 2.6 | 2.2 | 2.0 | 2.2 | 2.2 | 1.4 | 1.6 | 2.8 | 2.2 | 1.8 |

3–Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|-----------|
| | | | | | | | | | CIA | External | Total |
| 25PMSM34 | Retail Marketing | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand the concepts, environment, and trends in global and Indian retailing. | | | | | | | | | | |
| LO2 | Analyze various retail formats, e-tailing, and technological advancements in retail. | | | | | | | | | | |
| LO3 | Evaluate retailing decisions related to location, layout, pricing, and merchandising. | | | | | | | | | | |
| LO4 | Examine retail store operations, inventory, visual merchandising, and promotions. | | | | | | | | | | |
| LO5 | Analyze retail shopper behaviour and customer satisfaction measurement techniques. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction: An overview of Global Retailing – Challenges and opportunities – Retailing environment - Legal, Social, Economic, Technological, issues – Retail trends in India – Recent policies of the Government of India: FDI in Indian Retail Scenario, Green Retailing, Airport Retailing. | | | | | | | | | | 12 |
| 2 | Retail Formats: Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Globalization and changing retail formats – Virtual store – e-tailing – MNC's role in organized retail formats-IT in retail: Importance, Advantages and applications. | | | | | | | | | | 12 |
| 3 | Retailing Decisions: Retail store location and layout – Internal and external atmospherics – Positioning of retail shops – Building retail store Image: Young and Rubicam’s Brand Asset Valuator, Chat bots interaction – Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions - Merchandising and category management. | | | | | | | | | | 12 |
| 4 | Retail Shop Management : Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits – Retail store brands – Retail advertising and promotions, Retail selling process – Retail database – In-store customer service- Mall Management-Meaning and Components, Positioning, Zoing, Promotion. | | | | | | | | | | 12 |
| 5 | Retail Shopper Behaviour: Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process – Factors influencing retail shopper behavior – Complaints Management – Retail sales force Management – Customer Satisfaction Measurement, tools for measuring Customer Satisfaction – CSAT and NPS. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| | |
|------------|--|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Explain retail concepts, environment, and emerging trends in retailing. |
| CO2 | Analyze different retail formats and the impact of technology in retailing. |
| CO3 | Evaluate retail strategies including store layout, pricing, and supply chain management. |
| CO4 | Apply retail management practices in store operations and merchandising. |
| CO5 | Assess shopper behavior and customer satisfaction using modern tools. |

Text Books:

| | |
|---|---|
| 1 | Swapna Pradhan, Retailing Management: Text and Cases, 6th Edition, 2022 (McGraw Hill India) |
| 2 | Barry Berman & Joel R. Evans, Retail Management: A Strategic Approach, 13th Edition, 2018 (Latest Reprint 2022, Pearson). |

Reference Books:

| | |
|---|---|
| 1 | Michael Levy & Barton A. Weitz, Retailing Management, 10th Edition, 2019 (Latest Reprint 2023, McGraw Hill). |
| 2 | Gibson G. Vedamani, Retail Management: Functional Principles and Practices, 5th Edition, 2021 (Jaico Publishing). |
| 3 | A. J. Lamba, The Art of Retailing, Latest Edition, 2020 (McGraw Hill India). |
| 4 | David Gilbert, Retail Marketing Management, 3rd Edition, 2018 (Latest Reprint 2022, Pearson). |
| 5 | Patrick M. Dunne, Robert F. Lusch & James R. Carver, Retailing, 8th Edition, 2014 (Latest Reprint 2021). |

Web Resources:

| | |
|---|---|
| 1 | https://nrf.com/ |
| 2 | https://www.retaildive.com/ |
| 3 | https://www.mckinsey.com/industries/retail |
| 4 | https://www.shopify.com/blog |
| 5 | https://www.coursera.org/ |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO4 | 3 | 2 | 3 | 3 | 3 | 2 | 1 | 2 | 3 | 3 | 2 |
| CO5 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 12 | 11 | 10 | 12 | 11 | 7 | 8 | 14 | 12 | 9 |
| Average | 3.0 | 2.4 | 2.2 | 2.0 | 2.4 | 2.2 | 1.4 | 1.6 | 2.8 | 2.4 | 1.8 |

3–Strong, 2–Medium, 1–Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|--------------|-----------|
| | | | | | | | | | CIA | External | Total |
| 25PMSM35 | Marketing Analytics | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To provide an understanding of Fundamentals of Marketing Analytics | | | | | | | | | | |
| LO2 | To elaborate on the scope of MS Excel for conduction of Marketing Analytics, | | | | | | | | | | |
| LO3 | To highlight the importance of Management of Customer Expectations through Marketing Analytics. | | | | | | | | | | |
| LO4 | To orient on the usage of Marketing Analytics for Product Pricing and | | | | | | | | | | |
| LO5 | To impart knowledge on Market Segmentation methods and Advertising using Marketing Analytics. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction to Marketing Analytics: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of Pivot Tables and Organizing Data. | | | | | | | | | | 12 |
| 2 | Summarizing Marketing Data: Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables. Using GETPIVOT Function for Pulling Data. Adding Data Labels and Data Tables. | | | | | | | | | | 12 |
| 3 | Customer Analytics: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active – Social Media Marketing Analytics. | | | | | | | | | | 12 |
| 4 | Pricing Analytics: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming. | | | | | | | | | | 12 |
| 5 | Segmentation & Promotion Analytics: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Ad stock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising. | | | | | | | | | | 12 |
| | | | | | | | | | | Total | 60 |

| CO | Course Outcomes : At the end of the course learners will be able to |
|-----|--|
| CO1 | Learn the Concepts of Marketing Analytics and their relevance in business, |
| CO2 | Use MS Excel to deal with Marketing Data at basic level, |
| CO3 | Appreciate Customer's journey through Product Selection Process and Customer Lifetime Value, |
| CO4 | Conduct Analysis in Determining the Pricing Strategies and |
| CO5 | Understand the Process of Optimizing Clusters and Measure the Effectiveness of Promotion. |

| Text Books: | |
|-------------|--|
| 1 | Wayne L. Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley India Pvt. Ltd., 2014. |
| 2 | Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer & David J. Reibstein, <i>Marketing Metrics: The Manager's Guide to Measuring Marketing Performance</i> , Pearson Education, 2016. |

| Reference Books: | |
|------------------|--|
| 1 | Gary L. Lilien, Arvind Rangaswamy & Arnaud De Bruyn, Principles of Marketing Engineering and Analytics, DecisionPro Inc., 2017. |
| 2 | Philip Kotler & Kevin Lane Keller, Marketing Management, Pearson Education, 2016. |
| 3 | Rajkumar Venkatesan, Paul W. Farris & Ronald T. Wilcox, Cutting-Edge Marketing Analytics: Real World Cases and Data Sets for Hands-On Learning, <i>Pearson Education</i> , 2015. |
| 4 | Alistair Croll & Benjamin Yoskovitz, Lean Analytics: Use Data to Build a Better Startup Faster, O'Reilly Media, 2013. |
| 5 | Douglas C. Montgomery, Elizabeth A. Peck & G. Geoffrey Vining, Introduction to Linear Regression Analysis, Wiley India, 2012. |

| Web Resources: | |
|----------------|---|
| 1 | https://support.microsoft.com/ |
| 2 | https://analytics.google.com/analytics/academy |
| 3 | https://www.kaggle.com/ |
| 4 | https://www.hubspot.com/resources |
| 5 | https://www.investopedia.com/ |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 3 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 2 | 1 | 2 | 3 | 3 | 2 |
| CO5 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 13 | 12 | 11 | 13 | 11 | 7 | 8 | 14 | 12 | 9 |
| Average | 3.0 | 2.6 | 2.4 | 2.2 | 2.6 | 2.2 | 1.4 | 1.6 | 2.8 | 2.4 | 1.8 |

3-Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|----------|---|---|---|---|---------|-------|-------|----------|-----------|
| | | | | | | | | | CIA | External | Total |
| 25PMSM36 | Rural Marketing | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand the structure, dynamics, and development of the rural economy. | | | | | | | | | | |
| LO2 | Analyze the nature, scope, and characteristics of rural markets and consumers. | | | | | | | | | | |
| LO3 | Evaluate market selection and product strategies for rural markets. | | | | | | | | | | |
| LO4 | Examine pricing and promotional strategies suitable for rural environments. | | | | | | | | | | |
| LO5 | Understand distribution channels, logistics, and innovative approaches in rural marketing. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Rural Economy: Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades – International Marketing concepts with contemporary case studies. | | | | | | | | | | 12 |
| 2 | Rural Marketing : Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets. | | | | | | | | | | 12 |
| 3 | Market Selection & Product Strategy: Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets. | | | | | | | | | | 12 |
| 4 | Pricing & Promotion: Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns. | | | | | | | | | | 12 |
| 5 | Distribution & Logistics: Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| | |
|------------|---|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Explain rural economy dynamics and policy interventions in rural development. |
| CO2 | Analyze rural consumer behavior and market characteristics. |
| CO3 | Evaluate product and market strategies for rural marketing. |
| CO4 | Apply pricing and promotional strategies in rural markets. |
| CO5 | Assess distribution, logistics, and modern approaches like digital rural initiatives. |

Text Books:

| | |
|---|--|
| 1 | Pradeep Kashyap & Siddhartha Raut, The Rural Marketing Book, 2nd Edition, 2021 (Biztantra / McGraw Hill India). |
| 2 | C. S. G. Krishnamacharyulu & Lalitha Ramakrishnan, Rural Marketing: Text and Cases, 3rd Edition, 2020 (Pearson India). |

Reference Books:

| | |
|---|---|
| 1 | T. P. Gopaldaswamy, Rural Marketing: Environment, Problems and Strategies, 4th Edition, 2019 (Latest Reprint 2022). |
| 2 | Sukhpal Singh, Rural Marketing Management, Latest Edition, 2021. |
| 3 | R. V. Badi & N. V. Badi, Rural Marketing, Latest Edition, 2020 (Himalaya Publishing). |
| 4 | Balram Dogra & Karminder Ghuman, Rural Marketing: Concepts and Practices, Latest Edition, 2019. |
| 5 | Awadesh Kumar Singh, Rural Marketing in India, Latest Edition, 2021. |

Web Resources:

| | |
|---|---|
| 1 | https://rural.nic.in/ |
| 2 | https://www.nabard.org/ |
| 3 | https://hbr.org/ |
| 4 | https://economictimes.indiatimes.com/ |
| 5 | https://www.itcportal.com/businesses/agri-business/e-choupal.aspx |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 2 | 2 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO4 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO5 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| Total | 15 | 12 | 11 | 10 | 12 | 11 | 10 | 8 | 14 | 12 | 9 |
| Average | 3.0 | 2.4 | 2.2 | 2.0 | 2.4 | 2.2 | 2.0 | 1.6 | 2.8 | 2.4 | 1.8 |

3-Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

Finance Management

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|----------|---|---|---|---|---------|-------|-------|--------------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSF31 | Security Analysis And Portfolio Management | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand financial markets, investment alternatives, and portfolio management strategies. | | | | | | | | | | |
| LO2 | Apply security valuation techniques, and perform economic and industry analysis using models like CAPM and APT. | | | | | | | | | | |
| LO3 | Construct and manage efficient portfolios and evaluate their performance using standard metrics. | | | | | | | | | | |
| LO4 | Analyze mutual funds, risk-return optimization, and behavioral aspects of investment decisions. | | | | | | | | | | |
| LO5 | Examine modern portfolio management trends including ESG investing, passive vs active strategies, and the use of robo-advisors and AI. | | | | | | | | | | |
| Unit | Content | | | | | | | | | Hours | |
| 1 | Introduction to Investment : Financial and economic meaning of investment – Characteristics and objectives –Types of investment avenues –Investment process – Investment alternatives –Choice and evaluation –Concepts of risk and return –Time value of money | | | | | | | | | 12 | |
| 2 | Fundamental Analysis and Valuation Techniques: Economic analysis and forecasting –Industry analysis: classification, lifecycle, structure –Company analysis: financial statements, forecasting earnings –Tools for valuation –Investor ratios –Graham and Dodd model (Problem) –Qualitative and quantitative factors in valuation. Valuation of bonds and stocks | | | | | | | | | 12 | |
| 3 | Technical Analysis and Market Indicators: Basics of technical analysis –Chart patterns –Trend analysis –Dow Theory –Moving averages –Indicators and oscillators –RSI –ROC –MACD–Empirical test –Market efficiency hypothesis –Behavioural finance overview –Contrarian strategies –Sentiment indicators –Decision-making under uncertainty. | | | | | | | | | 12 | |
| 4 | Portfolio Management Theories and Models: Portfolio management Meaning, Objectives, process. Risk diversification and return maximization –Portfolio theory –Markowitz Model –Feasible and efficient frontier –Single-index model –Construction of optimal portfolios –Multi-index models –Portfolio diversification strategies. | | | | | | | | | 12 | |
| 5 | Capital Asset Pricing and Evaluation Models: Capital Asset Pricing Model (CAPM)(Problem)–Assumptions –Security Market Line (SML) –Capital Market Line (CML) –Arbitrage Pricing Theory (APT) –Risk factors and factor models. Portfolio evaluation methods: Sharpe ratio, Treynor ratio, Jensen’s alpha(Problem)–Risk-adjusted returns –Benchmarking and attribution analysis. | | | | | | | | | 12 | |
| | Total | | | | | | | | | 60 | |
| | Weightage : 60% Theory, 40% Problem. | | | | | | | | | | |

| CO | Course Outcomes : At the end of the course learners will be able to |
|-----|---|
| CO1 | Demonstrate knowledge of the investment environment, analysis techniques, portfolio construction, asset pricing models, and performance evaluation. |
| CO2 | Interpret investment concepts and market dynamics using economic, industry, and technical analysis tools. |
| CO3 | Apply analytical models and tools to make informed investment and portfolio decisions. |
| CO4 | Analyze financial data and risk-return factors to evaluate investment alternatives and portfolio performance. |
| CO5 | Evaluate investment strategies and portfolio models to optimize decision-making in dynamic markets. |

Text Books:

| | |
|---|--|
| 1 | Security Analysis and Portfolio Management (M.Com / MBA), Authors: Jalaja K. R., Raghunandan G., Vasantha Kumari K., Himalaya Publishing House,2023 , Edition: 1st Edition |
| 2 | Security Analysis and Portfolio Management Punithavathy Pandian, Vikas Publishing House 2020 2nd Edition (Revised & Updated) |

Reference Books:

| | |
|---|---|
| 1 | Frank K. Reilly & Keith C. Brown (with Sanford J. Leeds), Investment Analysis and Portfolio Management, Cengage Learning, 12th Ed., published February 29, 2024 |
| 2 | Zvi Bodie, Alex Kane, Alan J. Marcus (with Mohanty for some editions), Investments, McGraw Hill, 13th Ed., 2023 |
| 3 | Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill, 6th Ed., 2021 |
| 4 | V. K. Bhalla, Investment Management, S. Chand Publishing, 2018 |
| 5 | S. Kevin [surname unknown – original listing incomplete], Security Analysis and Portfolio Management, PHI Learning, 2015 |

Web Resources:

| | |
|---|---|
| 1 | https://www.investopedia.com/terms/s/security-analysis.asp |
| 2 | https://corporatefinanceinstitute.com/resources/valuation/security-analysis/ |
| 3 | https://www.khanacademy.org/economics-finance-domain/core-finance/investment-vehicles-tutorial |
| 4 | https://www.morningstar.com/investing-definitions/security-analysis |
| 5 | https://www.sebi.gov.in/sebi_data/faqfiles/portfolio-managers-faq.html |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | - | - | - | - | - | 2 | 1 | - |
| CO2 | 3 | 3 | 2 | 1 | - | - | - | - | 3 | 2 | 1 |
| CO3 | 2 | 3 | 3 | 2 | 1 | - | - | - | 3 | 3 | 2 |
| CO4 | 2 | 3 | 3 | 3 | 2 | - | - | - | 3 | 3 | 2 |
| CO5 | 2 | 3 | 3 | 3 | 3 | 1 | - | - | 3 | 3 | 3 |
| Total | 12 | 14 | 12 | 9 | 6 | 1 | 0 | 0 | 14 | 12 | 8 |
| Average | 2.4 | 2.8 | 2.4 | 1.8 | 1.2 | 0.2 | 0 | 0 | 2.8 | 2.4 | 1.6 |

3–Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|-----------------|----------|----------|----------|----------|----------|----------|-----------|-----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSF32 | Banking and Financial Services | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To provide conceptual knowledge of the Indian banking system, fund management, risk analysis, and financial services. | | | | | | | | | | |
| LO2 | To enable understanding of regulatory frameworks, e-banking platforms, and emerging fintech trends in financial services. | | | | | | | | | | |
| LO3 | To develop skills in applying banking regulations and financial strategies for credit appraisal and risk management. | | | | | | | | | | |
| LO4 | To enhance analytical ability to evaluate bank performance, financial statements, and service efficiency. | | | | | | | | | | |
| LO5 | To build a strategic perspective on banking and financial services for innovation, compliance, and financial inclusion. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Indian Banking System and Regulatory Environment: Overview of Indian banking structure –Public, Private, Cooperative banks –Key financial and legal regulations: RBI Act 1934/2006, BR Act 1949, NI Act 1881/2002 –CRR, SLR, BASEL norms overview. | | | | | | | | | | 12 |
| 2 | Bank Funds Management and Risk Analysis: Sources of funds: deposit and non-deposit –Designing and pricing deposit products –Loan management and credit appraisal –ALM practices –Investment strategies –Financial distress and prediction models –Risk management: interest rate, credit, forex, operational and market risks –Current issues in NPA management - NPA norms –Financial statements of banks –Performance evaluation using CAMEL framework | | | | | | | | | | 12 |
| 3 | Digital Payment Systems: NEFT,RTGS, IMPS –Plastic money, e-wallets, UPI –e-banking services and platforms –Cybersecurity risks in e-banking –forecasting of cash demand at ATM’s-IT Act 2000 and its application –RBI’s Financial Sector Technology Vision –ATM cash forecasting –Role of fintech in modern banking, Postal Banking –Case study. | | | | | | | | | | 12 |
| 4 | Financial Services : Asset-Based Financial Services: Role and need for financial services –NBFCs: types and RBI regulation –Leasing and hire purchase: evaluation and features –Credit rating –Mutual funds: structure, regulation, NAV calculation –Underwriting services –Case studies in leasing and mutual funds. Fee-Based Services: Overview of insurance industry –Insurance Act 1938 –IRDA regulation and guidelines –Insurance products: life, health, general –Venture capital financing –Bill discounting and factoring | | | | | | | | | | 12 |
| 5 | Emerging Trends in banking: Digital banking and block chain applications – Green banking –Financial inclusion and rural banking initiatives –ESG compliance in financial services –Regulatory challenges in neo banks –Data analytics in financial service delivery | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| CO | Course Outcomes : At the end of the course learners will be able to |
|-----|---|
| CO1 | Demonstrate knowledge of the Indian banking system |
| CO2 | Interpret regulatory frameworks |
| CO3 | Apply banking regulations and financial strategies for credit appraisal |
| CO4 | Analyze bank performance using financial statements |
| CO5 | Evaluate banking and financial services for effectiveness |

Text Books:

| | |
|---|--|
| 1 | Changing Dimensions of Financial Services and Banking Regulation, Vasant C. Joshi , Palgrave Macmillan (Springer Nature) 2025 ,1st Edition |
| 2 | Banking and Financial Services ,N. Mukund Sharma ,Himalaya Publishing House 2015 (Latest available edition) 1st Edition |

Reference Books:

| | |
|---|---|
| 1 | Peter S. Rose & Sylvia Hudgins, Bank Management & Financial Services, McGraw Hill – as of now, the 10th Ed. (co-authored with Marcia Erhemjants) was published in 2024. |
| 2 | Indian Institute of Banking and Finance (IIBF) – Principles and Practices of Banking, 2023 Edition, Macmillan/IIBF, released January 2023 |
| 3 | Gurusamy S., Banking Theory, Law and Practice, Tata McGraw Hill, 6th Ed., 2023 |
| 4 | M. Y. Khan, Financial Services, McGraw Hill, 11th Ed., 2023 |
| 5 | Padmalatha Suresh & Justin Paul, Management of Banking and Financial Services, Pearson, 4th Ed., 2017 |

Web Resources:

| | |
|---|---|
| 1 | https://www.rbi.org.in |
| 2 | https://www.sebi.gov.in |
| 3 | https://www.investopedia.com/terms/b/banking.asp |
| 4 | https://www.worldbank.org/en/topic/financialsector |
| 5 | https://corporatefinanceinstitute.com/resources/wealth-management/financial-services/ |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | - | - | - | - | - | 2 | 1 | - |
| CO2 | 3 | 3 | 2 | 2 | 1 | - | - | - | 3 | 2 | 1 |
| CO3 | 2 | 3 | 3 | 2 | 3 | 1 | - | - | 3 | 3 | 2 |
| CO4 | 2 | 3 | 2 | 2 | 2 | 1 | - | - | 3 | 2 | 2 |
| CO5 | 2 | 3 | 3 | 3 | 3 | 2 | 1 | - | 3 | 3 | 3 |
| Total | 12 | 14 | 11 | 9 | 9 | 4 | 1 | 0 | 14 | 11 | 8 |
| Average | 2.4 | 2.8 | 2.2 | 1.8 | 1.8 | 0.8 | 0.2 | 0 | 2.8 | 2.2 | 1.6 |

3–Strong,2-Medium,1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSF33 | Behavioral Finance | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | Understand psychological factors influencing financial decisions and their impact on markets and corporate behavior. | | | | | | | | | | |
| LO2 | Explain behavioral economics and cognitive biases affecting investor behavior and market efficiency. | | | | | | | | | | |
| LO3 | Analyze biases, heuristics, emotions, and social influences in financial decision-making. | | | | | | | | | | |
| LO4 | Evaluate deviations from traditional financial models using behavioral finance concepts. | | | | | | | | | | |
| LO5 | Apply behavioral insights and recent research trends to real-world investment and management decisions. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Foundations of Behavioral Finance Introduction to behavioral finance –Role of security prices –Efficient Market Hypothesis (EMH) and its limitations –EHM Failing -EMH in supply-demand framework –Investment decisions under uncertainty Equilibrium expected return model –Expected utility theory – Introduction to neoclassical economics –Return predictability and market anomalies-Limitations to Arbitrage. | | | | | | | | | | 12 |
| 2 | Behavioral Theories and Decision Frameworks Game theory and behavioral paradoxes: Nash Equilibrium, Keynesian Beauty Contest, Prisoner’s Dilemma – Monty Hall, St. Petersburg, Allais and Ellsberg paradoxes –Prospect Theory – Behavioral Portfolio Theory –SP/A theory –Historical evolution of rational thought-pasacl –Fermat to Friedman -savage. | | | | | | | | | | 12 |
| 3 | Cognitive Biases and Heuristics in Finance Information screening bias – Heuristics and decision shortcuts –Investor biases: overconfidence, anchoring, representativeness –Bayesian decision-making –Cognitive and emotional biases and neuro science–Forecasting errors –Group behavior and herding –Behavioral investing styles. | | | | | | | | | | 12 |
| 4 | Role of Arbitrageurs and Market Behavior Arbitrage: definitions and classifications –Long-short strategies –Risk and time horizon –Noise-trader risk – Transaction and short-selling costs –Fundamental vs. technical arbitrage – Destabilizing informed trading –Market anomalies and arbitrage limitations. | | | | | | | | | | 12 |
| 5 | Behavioral Aspects of Managerial Finance Firm behavior under behavioral constraints –Market timing and catering theory –Managerial biases –Institutional constraints and agency conflicts –Relative performance concerns –Behavioral elements in capital structure and dividend policy decisions. Behavioral Finance in Practice and Future Outlook Real-world examples of investor irrationality –Behavioral finance and pricing bubbles –Asset mispricing and correction –Behavioral finance and regulatory frameworks –Recent research trends in behavioral finance –Application in fintech, robo-advisory, and ESG investing. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| CO | Course Outcomes : At the end of the course learners will be able to |
|-----|--|
| CO1 | Demonstrate knowledge of behavioral finance concepts, decision-making theories, cognitive and emotional biases, arbitrage, and managerial behavior in finance. |
| CO2 | Interpret market behavior by relating Efficient Market Hypothesis, behavioral biases, and limitations of arbitrage to deviations from traditional models. |
| CO3 | Apply behavioral theories and identify biases to analyze and predict investor behavior and financial market outcomes. |
| CO4 | Analyze market anomalies, arbitrage constraints, and managerial behavioral aspects to assess financial decisions and market efficiency. |
| CO5 | Evaluate and develop financial strategies by integrating behavioral insights to improve investment and corporate decision-making. |

| Text Books: | |
|------------------|---|
| 1 | Behavioral Finance (McGraw Hill India), Prasanna Chandra , 2nd Edition , Recent revised edition (around 2022) , McGraw Hill India |
| 2 | Intermediate Behavioral Finance , Authors: Erick Rengifo & Giacomo Santangelo , Edition: 1st Edition , Around 2014 , Publisher: Routledge |
| Reference Books: | |
| 1 | Andrei Shleifer, Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, 2024 |
| 2 | Daniel Kahneman, Paul Slovic & Amos Tversky, Judgment under Uncertainty: Heuristics and Biases, Cambridge University Press, 2024 |
| 3 | Meir Statman, Behavioral Finance: The Second Generation, CFA Institute Research Foundation, 2024 |
| 4 | James Montier, The Little Book of Behavioral Investing: How Not to Be Your Own Worst Enemy, Wiley, 2024 |
| 5 | Michael M. Pompian, Behavioral Finance and Wealth Management: How to Build Investment Strategies That Account for Investor Biases, Wiley, 2024 |
| Web Resources: | |
| 1 | https://www.investopedia.com/terms/b/behavioralfinance.asp |
| 2 | https://corporatefinanceinstitute.com/resources/behavioral-finance/ |
| 3 | https://www.khanacademy.org/economics-finance-domain/core-finance/stock-and-bonds/behavioral-finance |
| 4 | https://www.cfainstitute.org/en/research/foundation/behavioral-finance |
| 5 | https://www.nber.org/subjects/behavioral-finance |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | - | - | - | - | - | 2 | 1 | - |
| CO2 | 3 | 3 | 2 | 1 | - | - | - | - | 3 | 2 | 1 |
| CO3 | 2 | 3 | 3 | 2 | 1 | - | - | - | 3 | 3 | 2 |
| CO4 | 2 | 3 | 3 | 3 | 2 | - | - | - | 3 | 3 | 2 |
| CO5 | 2 | 3 | 3 | 3 | 3 | 1 | 1 | - | 3 | 3 | 3 |
| Total | 12 | 14 | 12 | 9 | 6 | 1 | 1 | 0 | 14 | 12 | 8 |
| Average | 2.4 | 2.8 | 2.4 | 1.8 | 1.2 | 0.2 | 0.2 | 0 | 2.8 | 2.4 | 1.6 |

3-Strong,2-Medium,1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|----------|---|---|---|---|---------|-------|-------|----------|-----------|
| | | | | | | | | | CIA | External | Total |
| 25PMSF34 | International Financial Management. | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To understand the international financial environment and global monetary system. | | | | | | | | | | |
| LO2 | To analyze the foreign exchange market and exchange rate determination. | | | | | | | | | | |
| LO3 | To develop skills in managing foreign exchange risk and exposure. | | | | | | | | | | |
| LO4 | To evaluate international investment and capital budgeting decisions. | | | | | | | | | | |
| LO5 | To understand international financing sources and strategies of MNCs. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | International Financial Environment: Meaning and Scope of International Financial Management - International Monetary System - Balance of Payments (BOP) - Global Financial Markets and Institutions - Role of International Monetary Fund, World Bank, World Trade Organization. | | | | | | | | | | 12 |
| 2 | Foreign Exchange Market: Structure and Functions of Forex Market - Exchange Rate Determination - Spot and Forward Markets - Currency Derivatives (Futures, Options, Swaps) - Theories: PPP, IRP, Fisher Effect. | | | | | | | | | | 12 |
| 3 | Foreign Exchange Risk Management: Types of Exposure: Transaction, Translation, Economic -Hedging Techniques (Forward, Futures, Options, Swaps) -Risk Management Strategies -Internal and External Hedging. | | | | | | | | | | 12 |
| 4 | International Investment Decisions: Capital Budgeting in International Context-Cost of Capital and Risk Analysis -Foreign Direct Investment (FDI) - Country Risk & Political Risk Analysis. | | | | | | | | | | 12 |
| 5 | International Financing Decisions: Sources of Finance (Euro Market, ADRs, GDRs) - International Debt and Equity Financing -Working Capital Management in MNCs - International Taxation. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| | |
|------------|--|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Explain the international financial environment and institutions |
| CO2 | Analyze foreign exchange markets and exchange rate systems |
| CO3 | Apply risk management techniques for forex exposure |
| CO4 | Evaluate international investment decisions and risks |
| CO5 | Assess international financing sources and strategies |

| | |
|--------------------|--|
| Text Books: | |
| 1 | Jeff Madura & Roland Fox, <i>International Financial Management</i> , Thomson / South-Western, Revised Edition, 2024 |
| 2 | Vyuptakesh Sharan, <i>International Financial Management</i> , Prentice Hall of India, New Delhi, 5th Edition, 2025. |

| | |
|-------------------------|---|
| Reference Books: | |
| 1 | Alan C Shapiro & Peter Moles, <i>International Financial Management</i> , John Wiley & Sons, 2024 Edition. |
| 2 | Prakash G. Apte, <i>International Finance: A Business Perspective</i> , Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2023 |
| 3 | P. G. Apte, <i>International Financial Management</i> , 8th Edition, 2020 (McGraw Hill India). |
| 4 | V. Sharan, <i>International Financial Management</i> , 7th Edition, 2021 (PHI Learning). |
| 5 | Alan C. Shapiro & Paul Hanouna, <i>Multinational Financial Management</i> , 11th Edition, 2022 (Wiley). |

| | |
|-----------------------|---|
| Web Resources: | |
| 1 | https://www.investopedia.com/articles/economics/10/global-financial-markets.asp |
| 2 | https://corporatefinanceinstitute.com/resources/economics/purchasing-power-parity-ppp/ |
| 3 | https://corporatefinanceinstitute.com/resources/derivatives/hedging/ |
| 4 | https://corporatefinanceinstitute.com/resources/valuation/capital-budgeting/ |
| 5 | https://www.investopedia.com/terms/e/euromarket.asp |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 1 | 0 | 1 | 3 | 2 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 1 | 0 | 1 | 3 | 3 | 1 |
| CO3 | 3 | 3 | 2 | 2 | 2 | 1 | 1 | 1 | 3 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 1 | 1 | 1 | 3 | 3 | 2 |
| CO5 | 3 | 3 | 2 | 3 | 2 | 2 | 1 | 1 | 3 | 3 | 3 |
| Total | 15 | 14 | 10 | 11 | 9 | 6 | 3 | 5 | 15 | 14 | 9 |
| Average | 3.0 | 2.8 | 2.0 | 2.2 | 1.8 | 1.2 | 0.6 | 1.0 | 3.0 | 2.8 | 2.0 |

3–Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|-----------|
| | | | | | | | | | CIA | External | Total |
| 25PMSF35 | Corporate Finance | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To provide students with a comprehensive understanding of financial decision-making in corporations. | | | | | | | | | | |
| LO2 | To develop analytical skills in investment, financing, and dividend decisions. | | | | | | | | | | |
| LO3 | To equip students with tools for maximizing shareholder wealth. | | | | | | | | | | |
| LO4 | To understand risk-return trade-offs and capital market functioning. | | | | | | | | | | |
| LO5 | To apply financial theories in real-world corporate scenarios. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction to Corporate Finance : Meaning and Scope of Corporate Finance - Financial Goals: Profit Maximization vs Wealth Maximization - Functions of Financial Manager - Financial Environment and Financial Markets- Time Value of Money (Present & Future Value Concepts) - Risk and Return Basics. | | | | | | | | | | 12 |
| 2 | Investment Decisions (Capital Budgeting) : Nature and Importance of Capital Budgeting - Techniques: Payback Period, Accounting Rate of Return (ARR) ,Net Present Value (NPV) ,Internal Rate of Return (IRR) , Profitability Index, Capital Rationing, Risk Analysis in Capital Budgeting. | | | | | | | | | | 12 |
| 3 | Financing Decisions (Capital Structure): Meaning of Capital Structure - Theories of Capital Structure: Net Income Approach, Net Operating Income Approach- Modigliani and Miller Theory- Leverages: Operating Leverage, Financial Leverage , Combined Leverage , EBIT–EPS Analysis – Financial Analytics and Investment Modelling. | | | | | | | | | | 12 |
| 4 | Cost of Capital : Meaning and Importance- Cost of Debt -Cost of Equity (Dividend Model & CAPM) - Cost of Preference Shares - Weighted Average Cost of Capital (WACC) - Marginal Cost of Capital. | | | | | | | | | | 12 |
| 5 | Dividend and Working Capital Decisions: Dividend Policy: Theories: Walter Model, Gordon Model , MM Dividend Theory, Forms of Dividend - Working Capital Management: Concepts and Types of Working Capital- Determinants of Working Capital - Cash, Inventory, and Receivables Management - Working Capital Financing. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| | |
|------------|--|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Analyze financial statements and evaluate financial performance. |
| CO2 | Apply capital budgeting techniques for investment decisions. |
| CO3 | Understand and determine optimal capital structure. |
| CO4 | Evaluate cost of capital and its implications. |
| CO5 | Analyze dividend policies and working capital management. |

Text Books:

| | |
|---|---|
| 1 | Brealey, Myers & Allen – Principles of Corporate Finance 2025 |
| 2 | Prasanna Chandra – Financial Management: Theory and Practice 2025 |

Reference Books:

| | |
|---|---|
| 1 | Brigham & Ehrhardt – Financial Management: Theory & Practice 2025 |
| 2 | Van Horne & Wachowicz – Fundamentals of Financial Management 2025 |
| 3 | Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe, Bradford D. Jordan Edition & Year: 13th Edition, 2024 Publisher: McGraw-Hill |
| 4 | Principles of Corporate Finance ,Richard A. Brealey, Stewart C. Myers, Franklin Allen, Alex Edmans Edition & Year: 14th Edition, 2022 Publisher: McGraw-Hill |
| 5 | Fundamentals of Corporate Finance, Authors: Stephen A. Ross, Randolph W. Westerfield, Bradford D. Jordan , Edition & Year: 11th Edition, 2016, Publisher: McGraw-Hill |

Web Resources:

| | |
|---|---|
| 1 | https://www.investopedia.com/terms/c/corporatefinance.asp |
| 2 | https://corporatefinanceinstitute.com/resources/valuation/capital-budgeting |
| 3 | https://corporatefinanceinstitute.com/resources/knowledge/finance/ebit-eps-analysis/ |
| 4 | https://corporatefinanceinstitute.com/resources/knowledge/finance/cost-of-debt/ |
| 5 | https://www.investopedia.com/terms/d/dividendpolicy.asp |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 1 | 0 | 1 | 3 | 2 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 1 | 0 | 1 | 3 | 3 | 1 |
| CO3 | 3 | 3 | 2 | 2 | 2 | 1 | 1 | 1 | 3 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 1 | 1 | 1 | 3 | 3 | 2 |
| CO5 | 3 | 3 | 2 | 3 | 2 | 2 | 1 | 1 | 3 | 3 | 3 |
| Total | 15 | 14 | 10 | 11 | 9 | 6 | 3 | 5 | 15 | 14 | 9 |
| Average | 3.0 | 2.8 | 2.0 | 2.2 | 1.8 | 1.2 | 0.6 | 1.0 | 3.0 | 2.8 | 2.0 |

3–Strong, 2–Medium, 1–Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSF36 | Merchant Banking and Financial Services | Elective | 4 | 0 | 0 | 0 | 3 | 4 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To provide knowledge about merchant banking functions and financial services. | | | | | | | | | | |
| LO2 | To develop understanding of capital market operations and financial instruments. | | | | | | | | | | |
| LO3 | To equip students with skills in managing corporate financial decisions. | | | | | | | | | | |
| LO4 | To gain insight into corporate advisory services and strategic alliances. | | | | | | | | | | |
| LO5 | To enhance decision-making in investment, financing, and advisory services. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction to Merchant Banking : Meaning and Definition of Merchant Banking - Evolution and Growth (Global and Indian Scenario) - Functions of Merchant Bankers - Role in Economic Development - Merchant Banking vs Commercial Banking - Categories of Merchant Bankers. | | | | | | | | | | 12 |
| 2 | Issue Management : Meaning and Process of Issue Management -Types of Issues: Public Issue, Rights Issue , Private Placement - Book Building Process - Prospectus – Contents and Legal Requirements - Role of Merchant Bankers in Issue Management. | | | | | | | | | | 12 |
| 3 | Underwriting and Financial Services: Meaning and Types of Underwriting - SEBI Guidelines on Underwriting - Functions of Underwriters - Financial Services: Leasing, Hire Purchase, Venture Capital, and Factoring, Mutual Funds. | | | | | | | | | | 12 |
| 4 | Corporate Restructuring: Meaning and Objectives – Forms of Restructuring: Merger, Acquisition, and Demerger – Types of Mergers: Horizontal and Vertical – Process of Mergers and Acquisitions – Role of Merchant Bankers in Advisory Services – Due Diligence – Corporate Advisory Services: Project Counselling and Loan Syndication – Strategic Alliances. | | | | | | | | | | 12 |
| 5 | Regulatory Framework and Recent Trends : Role of Securities and Exchange Board of India (SEBI) - SEBI Guidelines for Merchant Bankers- Code of Conduct for Merchant Bankers - Risk Management in Merchant Banking- Recent Developments in Financial Services - Digital Transformation in Merchant Banking. | | | | | | | | | | 12 |
| | Total | | | | | | | | | | 60 |

| | |
|------------|--|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Understand the role and functions of merchant bankers. |
| CO2 | Analyze financial services and capital market instruments. |
| CO3 | Evaluate corporate financing and advisory decisions. |
| CO4 | Apply knowledge of advisory services and strategic alliances in business contexts. |
| CO5 | Apply financial management techniques in business decisions. |

Text Books:

| | |
|---|---|
| 1 | H.R. Machiraju – Merchant Banking: Principles and Practice 2025 |
| 2 | Prasanna Chandra – Financial Markets and Services 2025 |

Reference Books:

| | |
|---|--|
| 1 | J.C. Verma – A Manual of Merchant Banking 2025 |
| 2 | Aswath Damodaran – Corporate Finance: Theory and Practice 2025 |
| 3 | Merchant Banking & Financial Services, Madhu Vij & Swati Dhawan |
| 4 | Merchant Banking and Financial Services, Publisher: McGraw Hill Education (India) |
| 5 | S. Gurusamy, Merchant Banking and Financial Services, Publisher: Vijay Nicole Imprints Pvt. Ltd. |

Web Resources:

| | |
|---|---|
| 1 | https://www.investopedia.com/terms/m/merchantbank.asp |
| 2 | https://www.investopedia.com/terms/b/bookbuilding.asp |
| 3 | https://www.rbi.org.in/Scripts/BS_ViewMasDirections.aspx?id=10598 |
| 4 | https://corporatefinanceinstitute.com/resources/knowledge/finance/ |
| 5 | https://www.mckinsey.com/industries/financial-services |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 1 | 1 | 1 | 1 | 0 | 1 | 3 | 2 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 1 | 0 | 1 | 3 | 3 | 1 |
| CO3 | 3 | 3 | 2 | 2 | 2 | 1 | 1 | 1 | 3 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 1 | 1 | 1 | 3 | 3 | 2 |
| CO5 | 3 | 3 | 2 | 3 | 2 | 2 | 1 | 1 | 3 | 3 | 3 |
| Total | 15 | 14 | 10 | 11 | 9 | 6 | 3 | 5 | 15 | 14 | 9 |
| Average | 3.0 | 2.8 | 2.0 | 2.2 | 1.8 | 1.2 | 0.6 | 1.0 | 3.0 | 2.8 | 2.0 |

3–Strong, 2–Medium, 1–Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|------------|----------|----------|----------|----------|----------|----------|-----------|-----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSS31P | Information Technology Applications | SEC | 0 | 0 | 2 | 0 | 2 | 2 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To create awareness and understanding on the basic functions of MS Excel. | | | | | | | | | | |
| LO2 | To elucidate the students on the various advanced functions of MS Excel. | | | | | | | | | | |
| LO3 | To educate the students on MS Access and its application in database management. | | | | | | | | | | |
| LO4 | To enable the students to understand the functions and usage of various cloud-based apps like Google Drive, Google Sheets, and Google Docs. | | | | | | | | | | |
| LO5 | To enable the students to learn the functions and usage of cloud-based apps like Google Forms, Google Slides, and Google Cloud Printing. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Autofill copying and moving cells, inserting and deleting rows, printing; Formulas and functions Troubleshooting formulas, Functions and its forms like data base, reference, Databases – creating, sorting filtering and linking. | | | | | | | | | | 6 |
| 2 | MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sum product. Functions: Mathematical - Financial - logic – Text - Statistical. | | | | | | | | | | 6 |
| 3 | MS Access – Components, creating a database and project, importing and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout. | | | | | | | | | | 6 |
| 4 | Cloud based apps – Google Drive, Google Sheets, Google Docs. | | | | | | | | | | 6 |
| 5 | Cloud based apps - Google Forms, Google Slides – Google Cloud Print. | | | | | | | | | | 6 |
| | Total | | | | | | | | | | 30 |

| | |
|------------|--|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Have awareness and understanding on the basic functions of MS Excel |
| CO2 | Know the advanced functions of MS Excel |
| CO3 | Possess knowledge on MS Access and its application in data base management |
| CO4 | Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs |
| CO5 | Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing. |

Text Books:

| | |
|---|--|
| 1 | Computer Applications in Business Author: Dr. S. Vikas, Publisher: Sultan Chand & Sons, Edition: Latest Revised Edition (2022) |
| 2 | Computer Applications in Management Author: Dr. Deepak Bharihoke Publisher: Excel Books Edition: 2nd Edition (2019) |

Reference Books:

| | |
|---|---|
| 1 | Microsoft Office 365 Bible Author: Lisa A. Bucki Publisher: Wiley Edition: 2021 |
| 2 | Database System Concepts Authors: Abraham Silbers chatz, Henry F. Korth, S. Sudarshan Publisher: McGraw-Hill Edition: 7th Edition (2019) |
| 3 | Excel 2019 All-in-One For Dummies Author: Greg Harvey Publisher: Wiley Edition: 2019 |
| 4 | Microsoft Excel Professional 2021 Guide Author: CA Manmeet Singh Mehta Publisher: BPB Publications Year: 2022 |
| 5 | Microsoft 365 Access For Dummies Authors: Laurie A. Ulrich, Ken Cook Publisher: Wiley Edition: 2nd Edition Year: 2025 |

Web Resources:

| | |
|---|---|
| 1 | https://support.microsoft.com |
| 2 | https://workspace.google.com/learning |
| 3 | https://edu.gcfglobal.org |
| 4 | https://www.w3schools.com |
| 5 | https://www.tutorialspoint.com |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 1 | 1 | 3 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 3 | 2 | 1 | 1 | 3 | 3 | 2 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 | 1 | 1 | 3 | 3 | 2 |
| CO4 | 3 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 3 | 2 | 2 |
| CO5 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 2 |
| Total | 15 | 12 | 10 | 9 | 15 | 11 | 7 | 7 | 15 | 13 | 9 |
| Average | 3.0 | 2.4 | 2.0 | 1.8 | 3.0 | 2.2 | 1.4 | 1.4 | 3.0 | 2.6 | 1.8 |

3–Strong, 2-Medium, 1-Low

SECOND YEAR : III SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|-------------|-------------|----------|---|---|---|---|---------|-------|-------|----------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSIN1 | Internship | - | 0 | 0 | 0 | 0 | 2 | 0 | 25 | 75 | 100 |

Marks Distribution Format for Internship Evaluation

PG - III Semester

| Component | Examiner | Maximum Marks |
|--|--|---------------|
| Internal Assessment / Performance during Internship | Internal Examiner (Project Guide) | 25 |
| Viva Voce Examination | External Examiner (Head of the Department) | 25 |
| Internship Report Evaluation | Both Examiners (Joint Evaluation) | 50 |
| Total | | 100 |

Instructions:

- Both Internal and External Examiners must be faculty members of the college.
- The External Examiner will serve as the **Head of the Department**, and the Internal Examiner will be the **Internship Guide**.
- Marks should be entered in the prescribed format and signed by both examiners.
- Each candidate must submit **two copies** of the Internship Report – **Soft Building** (one for the department and one for Candidate).

SECOND YEAR : IV SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|--|----------|---|---|---|---|---------|-------|-------|---------|--------------|
| | | | | | | | | | CIA | Externa | Total |
| 25PMSC41 | Legal Aspects of Business | Core | 5 | 1 | 0 | 0 | 5 | 6 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To create knowledge and understanding on law of contracts | | | | | | | | | | |
| LO2 | To describe about sale of goods and Negotiable instrument act | | | | | | | | | | |
| LO3 | To have an overall understanding about partnership act and company law | | | | | | | | | | |
| LO4 | To familiarize various labor laws for effective administration of Human Resource of an organization | | | | | | | | | | |
| LO5 | To provide insights and awareness about consumer protection act, Cybercrimes, Intellectual property Rights. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent–Competency of Parties– Lawful Consideration– Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts– Privity of Contracts–Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance– Performance of Reciprocal Promises– Contracts which need not be performed, Discharge of Contracts: By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts –Remedies for Breach of Contracts. | | | | | | | | | | 18 |
| 2 | Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and Contract for work (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Hire Purchase. Conditions and Warranties: when condition to be treated as Warranty, Express and Implied Conditions & Warranties, Caveat Emptor –Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Characteristics | | | | | | | | | | 18 |
| 3 | Partnership Act: Evolution – Definition of Partnership –Difference between Partnership and Joint Family Business– Kinds of Partnerships–Registration– Rights and Liabilities of Partners–Dissolution. Company Law: Evolution of Company Form of Organization – Companies Separate Legal Entity– Comparison of Company with Partnership and Joint Hindu Family Business– Kinds of Companies– Comparison of Private and Public Companies– Formation of Companies– General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus– Management of Companies – General Idea of Management of Companies– Officers, Meetings – Resolutions – Account and Audit– Winding up of Companies– General Idea of the Different Modes of Winding Up | | | | | | | | | | 18 |
| 4 | Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986 - Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- RTI Act 2005. | | | | | | | | | | 18 |
| 5 | Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property– Trademarks Act 1999 – The Copyright Act 1957– International Copyright Order, 1999 – Design Act, 2 | | | | | | | | | | 18 |
| | Total | | | | | | | | | | 90 |

| | |
|------------|---|
| CO | Course Outcomes : At the end of the course learners will be able to |
| CO1 | Understand the fundamental principles of contract law, including formation, performance, discharge, and remedies for breach of contracts. |
| CO2 | Analyze key aspects of sale transactions and negotiable instruments. |
| CO3 | Examine partnership and company law frameworks and their operations. |
| CO4 | Evaluate major labour laws related to employee welfare and industrial relations. |
| CO5 | Understand consumer protection, cyber laws, and IPR for business compliance. |

| | |
|-------------------------|---|
| Text Books: | |
| 1 | Kapoor N.D. Legal Systems in Business, Sultan Chand & Sons, Edition 2 (2021). |
| 2 | M.R. Sreenivasan, Business Law, Margham Publications, 6th Edition, 2023. |
| Reference Books: | |
| 1 | R.K. Bangia, Business Law, Allahabad Law Agency, 23rd Edition, 2022. |
| 2 | S.K. Agarwal, Business Law for Management, Excel Books, 5th Edition, 2021. |
| 3 | M.C. Kuchhal, Business Law, Vikas Publishing House, 8th Edition, 2020. |
| 4 | Rao, P.M., Mercantile Law, PHI Learning, 2011. |
| 5 | Daniel Albuquerque, Legal systems in Business, Oxford University Press India, 2 nd Edition, 2015. |
| Web Resources: | |
| 1 | http://www.legalserviceindia.com/article/ |
| 2 | https://www.moc-list.com/course/business-law-wma |
| 3 | https://ilj.law.indiana.edu/ |
| 4 | http://www.freebookcentre.net/Law/Law-Books.html |
| 5 | https://www.indialawjournal.org |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 |
| CO5 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Total | 15 | 15 | 15 | 13 | 14 | 15 | 12 | 13 | 15 | 14 | 14 |
| Average | 3 | 3 | 3 | 2.6 | 2.8 | 3 | 2.4 | 2.6 | 3 | 2.8 | 2.8 |

3-Strong,2-Medium,1-Low

SECOND YEAR : IV SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSC42 | Strategic Management | Core | 4 | 1 | 0 | 0 | 4 | 5 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To introduce the concept of Strategy, Formation Process, Corporate Governance and Social Responsibility. | | | | | | | | | | |
| LO2 | To familiarise the students in performing Competitive analysis using SWOT and Porter's Model. | | | | | | | | | | |
| LO3 | To educate on various Strategic alternatives and its applications in promoting business initiatives. | | | | | | | | | | |
| LO4 | To provide information relating to Strategy implementation in different perspectives of decision making for organisational effectiveness. | | | | | | | | | | |
| LO5 | To impart Technological and managerial knowledge while dealing with any other different situations with required evaluation and control. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Strategy and Process : Concept of Strategy, Nature and Characteristics of Strategy, Strategy Formation Process – Conceptual framework for Strategic management, Functional level Strategy, Benefits, Risk of Strategic Management – Stakeholders in business – Strategic Business Unit – Corporate Governance and Social responsibility. | | | | | | | | | | 15 |
| 2 | Competitive Advantage : Internal and External Environment – SWOT Analysis - Porter’s Five Forces Model - Strategic Groups - National Competitive advantages (India) and Competitive advantage Resources - Capabilities and competencies – Core competencies - Low cost and differentiation Generic Building Blocks of Competitive Advantage - Distinctive Competencies - Resources and Capabilities durability of competitive Advantage - Avoiding failures and sustaining competitive advantage. | | | | | | | | | | 15 |
| 3 | Strategies : The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies – Functional Strategy, Network Level Strategy, Business level strategy - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances - Building and Restructuring the Corporation - Strategic analysis and choice - Corporate Portfolio Analysis - McKinsey's 7s Framework - GE 9 Cell Model, Strategic Position and Action Evaluation (Space) - Distinctive competitiveness - Selection of matrix - Balance Score Card. | | | | | | | | | | 15 |
| 4 | Strategy Implementation & Evaluation: Implementation process - Resource allocation, designing organisational structure - Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change - Politics - Power and Conflict - Techniques of strategic evaluation & control, Strategic Audit. | | | | | | | | | | 15 |
| 5 | Other Strategic Issues: Managing Technology and Innovation - Strategic issues for Non-Profit organisations - New Business Models and strategies for Internet Economy - Strategies for Foreign Direct Investment, Strategies for International Trade in India. | | | | | | | | | | 15 |
| | Total | | | | | | | | | | 75 |

| CO | Course Outcomes |
|-----|--|
| CO1 | Understanding on Strategic management concepts and principles. |
| CO2 | To apply various models in developing Competitive Analysis. |
| CO3 | To choose the right Strategic decisions to solve business issues. |
| CO4 | To make effective decisions in Strategy Implementation. |
| CO5 | To use Technology and managerial knowledge in deriving solutions to business problems in Modern Economy. |

Text Books:

| | |
|---|---|
| 1 | Fred R. David, Forest R. David & Purva Kansal, Strategic Management: Concepts and Cases – A Competitive Advantage Approach, 17th Edition, 2023 (Pearson). |
| 2 | Arthur A. Thompson, Margaret A. Peteraf, John E. Gamble & A. J. Strickland III, Crafting and Executing Strategy, 23rd Edition, 2022 (McGraw Hill). |

Reference Books:

| | |
|---|--|
| 1 | Azhar Kazmi, Strategic Management and Business Policy, 4th Edition, 2020 (McGraw Hill India). |
| 2 | Adrian Haberberg & Alison Rieple, Strategic Management: Theory and Application, 2nd Edition, 2021 (Oxford University Press). |
| 3 | Michael E. Porter, Competitive Strategy, Reprint Edition, 2021 (Free Press). |
| 4 | Kaplan Robert S. & David P. Norton, The Balanced Scorecard, Reprint Edition, 2020 (Harvard Business Review Press). |
| 5 | Henry Mintzberg, Strategy Safari, 2nd Edition, 2020 (Pearson). |

Web Resources:

| | |
|---|---|
| 1 | https://hbr.org |
| 2 | https://www.investopedia.com |
| 3 | https://www.mckinsey.com |
| 4 | https://www.bcg.com |
| 5 | https://www.strategy-business.com |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 1 | 2 | 2 | 2 | 1 | 2 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 3 | 2 | 2 | 1 | 3 | 2 | 1 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| CO4 | 3 | 2 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 2 |
| CO5 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 2 |
| Total | 15 | 13 | 10 | 12 | 14 | 11 | 11 | 8 | 14 | 11 | 8 |
| Average | 3.0 | 2.6 | 2.0 | 2.4 | 2.8 | 2.2 | 2.2 | 1.6 | 2.8 | 2.2 | 1.6 |

3–Strong, 2-Medium, 1-Low

SECOND YEAR : IV SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|-------------|-------------|----------|---|---|---|---|---------|-------|-------|----------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSP43 | Project | Core | 0 | 0 | 0 | 0 | 6 | 0 | 25 | 75 | 100 |

Marks Distribution Format for Project Evaluation

PG – IV Semester

| Component | Examiner | Maximum Marks |
|---|--|---------------|
| Internal Assessment / Performance during Project | Internal Examiner (Project Guide) | 25 |
| Viva Voce Examination | External Examiner (Head of the Department) | 25 |
| Project Report Evaluation | Both Examiners (Joint Evaluation) | 50 |
| Total | | 100 |

Instructions:

- Both Internal and External Examiners must be faculty members.
- The External Examiner will be a faculty member from another college, and the Internal Examiner will be the Project Guide.
- Marks should be entered in the prescribed format and signed by both examiners.
- Each candidate must submit two copies of the Project Report – Soft Binding (one for the department and one for the candidate).
- Students must present their project work during the Viva Voce Examination.
- The Project Report should be prepared according to the prescribed college format and guidelines.
- Attendance, regular progress, and timely submission of the project work will be considered for internal evaluation.
- Any form of plagiarism or copied content in the project report will lead to disciplinary action or reduction of marks.

SECOND YEAR : IV SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|----------|---|---|---|---|---------|-------|-------|----------|-------|
| | | | | | | | | | CIA | External | Total |
| 25PMSP41 | Management Information System | PEC | 1 | 0 | 1 | 0 | 2 | 2 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To understand MIS concepts and types of information systems. | | | | | | | | | | |
| LO2 | To analyze system design and development methodologies. | | | | | | | | | | |
| LO3 | To understand database management systems. | | | | | | | | | | |
| LO4 | To evaluate security and integrated systems. | | | | | | | | | | |
| LO5 | To explore emerging IT technologies. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Introduction: Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems. | | | | | | | | | | 6 |
| 2 | System Analysis And Design: System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram | | | | | | | | | | 6 |
| 3 | Database Management Systems: DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining. | | | | | | | | | | 6 |
| 4 | Integrated Systems, Security And Control : Knowledge based decision support systems, integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web. | | | | | | | | | | 6 |
| 5 | New It Initiatives: Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing. | | | | | | | | | | 6 |
| | Total | | | | | | | | | | 30 |

| CO | Course Outcomes |
|-----|---|
| CO1 | Explain MIS concepts and applications. |
| CO2 | Apply system analysis and design techniques. |
| CO3 | Demonstrate knowledge of DBMS concepts. |
| CO4 | Evaluate information system security and control. |
| CO5 | Analyze modern IT innovations and technologies. |

| Text Books: | |
|------------------|---|
| 1 | Kenneth C. Laudon – Management Information Systems – 16th Edition, 2020, Pearson Education |
| 2 | James A. O’Brien – Introduction to Information Systems – 18th Edition, 2021, McGraw Hill Education |
| Reference Books: | |
| 1 | Effy Oz – Management Information Systems – 8th Edition, 2020 |
| 2 | D.P. Nagpal – MIS – Latest Edition, 2021 |
| 3 | Alexis Leon – MIS – Latest Edition, 2022 |
| 4 | Turban – Information Technology for Management – 11th Edition, 2021 |
| 5 | Kenneth C. Laudon & Jane P. Laudon – Management Information Systems: Managing the Digital Firm – 18th Edition, 2025, Pearson Education |
| Web Resources: | |
| 1 | https://www.tutorialspoint.com/management_information_system/index.htm |
| 2 | https://www.geeksforgeeks.org/management-information-system-mis/ |
| 3 | https://www.ibm.com/topics/information-system |
| 4 | https://www.pearsoned.co.in/web/books/9789356060876_Management-Information-System_Jane-P-Laudon.aspx |
| 5 | https://www.sultanchandandsons.com/book/271/management-information-system |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | 1 | 3 | 2 | 1 | 1 | 3 | 2 | 1 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 2 | 1 | 1 | 3 | 3 | 2 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 | 1 | 1 | 3 | 3 | 2 |
| CO4 | 3 | 2 | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 2 |
| CO5 | 3 | 3 | 2 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 2 |
| Total | 15 | 13 | 11 | 11 | 15 | 11 | 7 | 7 | 15 | 13 | 9 |
| Average | 3.0 | 2.6 | 2.2 | 2.2 | 3.0 | 2.2 | 1.4 | 1.4 | 3.0 | 2.6 | 1.8 |

3-Strong,2-Medium,1-Low

SECOND YEAR : IV SEMESTER

| Course Code | Course Name | Category | L | T | P | S | Credits | Hours | Marks | | |
|----------------------------|---|------------|----------|----------|----------|----------|----------|----------|-----------|-----------|--------------|
| | | | | | | | | | CIA | External | Total |
| 25PMSSL1 | Export and Import Management | SLC | 1 | 1 | 0 | 0 | 2 | 2 | 25 | 75 | 100 |
| Learning Objectives | | | | | | | | | | | |
| LO1 | To acquaint export and import dynamics, recognizing their importance and the underlying need in the global business landscape. | | | | | | | | | | |
| LO2 | To possess a thorough understanding of international trade, including its underlying reasons, key features, and the multitude of benefits and advantages it offers to businesses. | | | | | | | | | | |
| LO3 | To develop a comprehensive understanding of international trade documentation, including commercial and regulatory documents | | | | | | | | | | |
| LO4 | To develop a thorough comprehension of the most recent Foreign Trade Policy (FTP), encompassing its pivotal highlights and regulatory provisions. | | | | | | | | | | |
| LO5 | To be proficient in the processing of export orders, including quality control measures, pre-shipment inspection procedures, and understanding INCOTERMS. | | | | | | | | | | |
| Unit | Content | | | | | | | | | | Hours |
| 1 | Overview of export and import : Export and Import Overview – Importance-Need- Starting an export Business and Export Pricing, Location Prospective buyers and selecting overseas agents - Developing Export Strategy- Marketing Plan and Export Marketing Mix. | | | | | | | | | | 6 |
| 2 | International trade: International Trade: Reasons, Features, Benefits, Advantages. Registration Formalities, Types of Exporters – Manufacturer/Merchant Exporter. Methods of entry into foreign market. | | | | | | | | | | 6 |
| 3 | Documentation: A.D.S. – Commercial and Regulatory Documents viz L/C, B/L, Shipping Bill, Invoice, Pricing Factors, Objectives, Strategies. Payment Terms – L/C, D/A, D/P. Sale Terms – FOB, CIF, C&F. Financing – Pre-Shipment and Post-Shipment. Insurance-Marine, Credit, Exchange Rate. Calculation of FOB, CIF and C&F Prices. | | | | | | | | | | 6 |
| 4 | Foreign trade policy: F.T.P.(Latest): Highlights. Export Incentives, Schemes, Assistance viz EPCG, FMS, FPS, MDA, DBK, Institutional Frame Work – Export Promotion Organization viz EPC, CB, DGFT, FIEO, ICA. | | | | | | | | | | 6 |
| 5 | Process: Processing of an Export Order: Quality Control, Pre-Shipment Inspection, INCOTERMS. Realizing Payment of Export Proceeds, Negotiation of Documents – CHA, SEZ, EOU, Deemed Exports. | | | | | | | | | | 6 |
| | Total | | | | | | | | | | 30 |

| CO | Course Outcomes |
|-----|---|
| CO1 | Develop an understanding of export and import |
| CO2 | Outline the nature of international trade |
| CO3 | Formulate the methods of EXIM documentation |
| CO4 | Understand the importance and relevance of foreign trade policy |
| CO5 | Compile the ways and means of processing the EXIM orders. |

| Text Books: | |
|------------------|---|
| 1 | T.A.S. Balagopal, Export Management, 2nd Edition, 2017, Himalaya Publishing House. |
| 2 | Dr. Khushpat S. Jain, Export Procedures and Documentation, 2nd Edition, 2018, Himalaya Publishing House. |
| Reference Books: | |
| 1 | Dr. Khushpat S, Jain. Export Procedures and Documentation. Himalaya Publishing House, 2018 |
| 2 | T.A.S. Balagopal. Export Management. Himalaya Publishing House, 2017. |
| 3 | Dr. Francis Cherunilam. International Marketing (Text and Cases). Himalaya Publishing House, 2016 |
| 4 | Paras Ram. Export-What, Where and How. Anupam Publishers, 2015 |
| 5 | Government of India: Export - Import Policy, 2020 |
| Web Resources: | |
| 1 | https://www.scribd.com/document/844548940/Export-Import-Management |
| 2 | https://www.bms.co.in/export-import-procedures-documentation-syllabus-and-reference-books/ |
| 3 | https://managementb.iisuniv.ac.in/courses/subjects/export-import-documentation-procedure-0 |
| 4 | https://dbrau.ac.in/wp-content/uploads/2023/09/Export-and-Import-management.pdf |
| 5 | https://pdfcoffee.com/import-export-management-pdf-free.html |

Mapping with Programme Outcomes and Programme Specific Outcomes

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|
| CO1 | 3 | 2 | 1 | - | - | - | - | - | 3 | 2 | 1 |
| CO2 | 3 | 3 | 2 | 1 | - | - | - | - | 3 | 2 | 1 |
| CO3 | 2 | 3 | 3 | 2 | 1 | - | - | - | 3 | 3 | 2 |
| CO4 | 3 | 2 | 2 | 3 | 1 | 1 | - | - | 3 | 2 | 2 |
| CO5 | 2 | 3 | 3 | 2 | 2 | 1 | - | - | 3 | 3 | 2 |
| Total | 13 | 13 | 11 | 8 | 4 | 2 | 0 | 0 | 15 | 12 | 8 |
| Average | 2.6 | 2.6 | 2.2 | 1.6 | 0.8 | 0.4 | 0 | 0 | 3.0 | 2.4 | 1.6 |

3-Strong,2-Medium,1-Low