



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

Vaniyambadi – 635 751

PG Department of Management Studies

for

**Postgraduate Programme
Master of Business Administration
(Human Resource Management)**

Regulations 2024 - 2025

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LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK FOR POSTGRADUATE EDUCATION

1. Preamble

The Department of BBA Established in the year 1998, marking the beginning of its journey towards academic excellence and a strong commitment to provide high-quality education and empowering rural women with vital analytical skills to address economic and social challenges. With innovative teaching methods and a curriculum aligned with national standards, it fosters a dynamic learning environment. The department focuses on nurturing entrepreneurial and leadership qualities, preparing students for success as entrepreneurs and leaders in the professional world. In 2018-2019, it introduced an MBA (HRM) program to equip professionals with the skills needed for effective human resource management in evolving business landscapes. A significant transformation occurred in 2021- 2022 when the department became a dedicated research hub, currently hosting Ph.D. scholars actively contributing to its academic and intellectual growth.

LEARNING OUTCOMES-BASED CURRICULUM FRAMEWORK FOR POSTGRADUATE EDUCATION	
Programme	MBA (HRM)
Programme Code	PA06
Duration	2 years [PG]
Programme Outcomes	<p>PO1: Acquire knowledge in Commerce and Trade to apply in day-to-day life for the betterment of self and society.</p> <p>PO2: Develop critical, analytical thinking, and problem-solving skills.</p> <p>PO3: Develop research-related skills in defining problems, formulating and testing hypotheses, analyzing, interpreting, and drawing conclusions from data.</p> <p>PO4: Address and develop solutions for societal and environmental needs at local, regional, and national levels.</p> <p>PO5: Work independently and engage in lifelong learning for continuous professional growth.</p> <p>PO6: Promote employability and entrepreneurship among students while emphasizing ethics and communication skills.</p> <p>PO7: Understand the importance of ethical behavior in business contexts and be able to recognize and address ethical dilemmas in their professional careers.</p> <p>PO8: Be prepared for lifelong learning and professional development, including the ability to adapt to changes in technology, business practices, and economic conditions throughout their careers.</p>
Programme Specific Outcomes:	<p>PSO1 – Conceptual foundation: Illustrate the role of business in society and functions of Business Management (Marketing, Product Development, Finance, HR Management, Strategy, Operations, and Logistics).</p> <p>PSO2 - Business Knowledge: An ability to apply conceptual foundations to solve practical problems in business.</p> <p>PSO3 – Entrepreneurship and Innovation: Analyze a problem and use the appropriate managerial and innovation skills for obtaining its solution and new business development.</p>

Eligibility for Admission:

A candidate, who has passed the Degree Examination, generally as the main subject of study at this university or an examination of any other university accepted by the Syndicate as equivalent thereto, shall be eligible for admission to the Master Degree at this university.

Methods of Evaluation and Assessment

Methods of Evaluation		
Internal Evaluation		25 Marks
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand / Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, short summary or overview	
Application (K3)	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, finish a procedure in many steps, Differentiate Between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

Semester-I						
CourseCode	CourseTitle	Hours Distribution				C
		L	T	P	S	
24PMSC11	CC-1 Management Principles and Business Ethics	3	1	2	0	4
24PMSC12	CC-2 Accounting for Managers	3	1	2	0	4
24PMSC13	CC-3 Human Resource Management	4	1	0	0	3
24PMSE11	EC-1 Managing Organizational Behaviour	3	1	1	0	3
24PMSE12	EC-2 Performance Management	3	1	0	0	3
24PMSA11	AECC -1 Managerial Skills for Effectiveness	1	1	0	0	2
24PCHR11	VE-1 Human Rights	1	1	0	0	2
					30	21

Semester-II						
CourseCode	CourseTitle	Hours Distribution				C
		L	T	P	S	
24PMSC21	CC-4 Quantitative Techniques for Decision Making I	5	1	0	0	4
24PMSC22	CC-5 Managerial Economics	5	1	0	0	4
24PMSC23	CC-6 Legal Aspects of Business	4	0	0	0	3
24PMSC24	CC-7 Business Research Methods	3	1	0	0	3
24PMSE21 or 24PMSE23	EC-3 Human Resource Development or Organizational Development	3	1	0	0	3
24PMSE22 or 24PMSE24	EC-4 Entrepreneurship Management	3	1	0	0	3
24PMSS21	SEC-1(NME) Executive Communication	1	1	0	0	2
					30	22

Semester-III						
24PMSC31	CC-8 Strategic Human Resource Management	2	1	2	0	5
24PMSC32	CC-9 Financial Management	2	1	2	0	5
24PMSC33	CC-10 Quantitative Techniques for Decision Making II	2	1	1	0	4
24PMSC34	CC-1 Information System for Business	2	1	1	0	3
24PMSC35	CC-12 Marketing Management	2	1	1	0	5
24PMSE31	EC-5 Computer Application in Business	2	1	1	0	3
24PMSS31	SEC-2 Business Etiquette	1	1	0	0	2
24PMSIN31	Internship	0	0	0	2	2
					30	29

Semester-IV						
24PMSC41	CC-13 International Business Management	3	1	2	0	5
24PMSC42P	CC-14 Project	0	2	4	6	5
24PMSE41	EC-6 Industrial Labour Relation	4	1	1	0	4
24PMSE42	Operations Management					
24PMSP41	PEC-1 Fundamentals of Business Analytics	1	1	0	0	2
24PMSL41	SLC - Corporate Social Responsibility	2	2	0	0	2
					30	18
Total Credit		90+2*				

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

FIRST YEAR : I SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC11	Management Principles and Business Ethics	Core	3	1	2	-	4	6	25	75	100
Learning Objectives											
LO1	To familiarize the students to the basic concepts of management in order to aim 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 on Leadership, Communication and Controlling.										
LO5	To create awareness and 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: 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). Strategic Management Process-Decision Making Process.								18		
3	Nature of Organizing: Organization Structure and Design Authority Relationships Delegation of Authority and Decentralization Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture Impact of Technology on Organizational design– Formal and Informal Organization. Span of control- Pros and Cons of Narrow and Wide Spans of Control– Optimum Span- Managing Change.								18		
4	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control 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 Management by Exception (MBE)								18		
5	Business Ethics: Importance of Business Ethics Ethical Issues and Dilemmas in Business Ethical Decision Making and Ethical Leadership Ethics Audit.								18		
	Total								90		

CO	Course Outcomes : At the end of the course learners will be able to:
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.
CO2	Possess knowledge on planning & decision making.
CO3	Have insights on organizing, managing change and Innovation
CO4	Learn leadership, communication and controlling skills.
CO5	Have better understanding on business ethics and social responsibility.

Textbooks:	
1	"Principles of Management" by P.C. Tripathi and P.N. Reddy, 6th edition McGraw Hill Education, 2022
2	"Management: Principles and Practice" by S. Chand and Company Ltd. by R.S. N. Pillai and Bagavathi S Chand Publishing 2013
Reference Books:	
1	Mukherjee, K., Principles of Management, 2 nd Edition, Tata McGraw Hill Education Pvt.Ltd., 2009
2	S.K.Mandal., Management Principles and practice, 3 rd Edition, Jaico Publishing House, Jan. 2011.
3	Griffin,R.W., Management, 11 th Edition, South Western College Publication, January 2018.
4	Koontz,H. and Wehrich,H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020 Certo, SC. and Certo,T, Modern Management, 13 th Edition, Prentice Hall, January 2014.
5	Mason Carpenter, Talya Bauer and Berrin Erdogan., Principles of Management, 9th edition 2019.
Web resources:	
1	https://deb.ugc.ac.in
2	http://www.managementconcepts.com
3	International journal of Management Concepts and Philosophy
4	Journal of Management, Sage Publications
5	https://www.simplilearn.com/principles-of-management-by-henri-fayol-article

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	2	3	2	3	2	3	3	2
CO2	2	3	1	3	2	3	2	3	3	3	3
CO3	3	3	2	2	2	2	2	3	3	3	3
CO4	3	2	2	3	3	3	3	3	2	3	3
CO5	2	2	3	2	2	2	2	3	2	2	2
Total	13	12	10	12	12	12	12	14	13	14	13
Average	2.6	2.4	2	2.4	2.4	2.4	2.4	2.8	2.6	2.8	2.6

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
24PMSC12	Accounting for Managers	Core	3	1	2	-	4	6	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)									18	
2	Financial Statement Analysis: Techniques: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis: Liquidity - Profitability-Turnover-Solvency									18	
3	Fund Flow Statement: Statement of Changes in Working Capital-Preparation of Fund Flow Statement- Cash Flow Statement Analysis– Problems – Distinction between Fund Flow and Cash Flow Statement									18	
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									18	
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									18	
	Total									90	
	Weightage of Marks: Theory 20% and Problems 80%										

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

Textbooks:

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	External	Total
24PMSC13	Human Resource Management	Core	4	1	-	-	3	5	25	75	100
Learning Objectives											
LO1	To embark importance of HRM role, functions and need										
LO2	To assimilate theoretical and practical implications of HRP										
LO3	To critically use appropriate training tools										
LO4	To analyze and implement an effective performance management										
LO5	To extrapolate and design compensation management techniques										
Unit	Content								Hours		
1	Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit-Gig Economy								15		
2	Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and de merits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate-Attrition and retention management								15		
3	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.								15		
4	Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life ;HR Analytics.								15		
5	Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP Financial and non-financial incentives, Productivity-linked Bonus, Compensation Criteria, Rewards and Recognition								15		
	Total								75		

CO	Course Outcomes : At the end of the course learners will be able to:
CO1	Gain an understanding importance of HRM policies
CO2	Implement appropriate HRP in workplace.
CO3	Learn leadership, communication and controlling skills.
CO4	Apply feasible Training method and manage career progressions.
CO5	Design and justify compensation framework.

Textbooks:

1	Human Resource Management University of Minnesota Libraries Publishing 2016
2	Human Resources Management – 3rd Edition Author: Debra Patterson
3	Human Resource Management Pravin Durai Associate Professor St Joseph’s College (Autonomous) Tiruchirappalli
4	Ashwathappa,K., Human Resource Management, 10 th Edition, Tata McGraw Hill Education Pvt.Ltd, 2023
5	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 th Edition 2017.

Reference Books:

1	Ivaneceovich,J.M., Human Resource Management, 12 th Edition, Tata McGraw Hill Education Pvt.Ltd., 2020.
2	Gary Dessler & Biju Varrkey, Human Resource Management, 16 th Edition, Pearson India Pvt.Ltd, 2020.
3	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 th Edition, Wiley India Pvt.Ltd., 2015.
4	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 th Edition 2019.

Web resources:

1	https://businessjargons.com/performance-management.html
2	http://www.managementconcepts.com
3	https://www.hr-guide.com/data/G400.htm
4	https://www.managementstudyguide.com/training-development-hr-function.htm
5	https://www.drnishikantjha.com/booksCollection/hrm-basic-notes.pdf

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	2	3	2	3	2	3	3	2
CO2	2	3	1	3	2	3	2	3	3	3	3
CO3	3	3	2	2	2	2	2	3	3	3	3
CO4	3	2	2	3	3	3	3	3	2	3	3
CO5	2	2	3	2	2	2	2	3	2	2	2
Total	13	12	10	12	12	12	12	14	13	14	13
Average	2.6	2.4	2	2.4	2.4	2.4	2.4	2.8	2.6	2.8	2.6

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
24PMSE11	Managing Organizational Behaviour	Elective	3	1	1	-	3	5	25	75	100
Learning Objectives											
LO1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
LO2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
LO3	To throw light on Group Dynamics and Interpersonal Communication										
LO4	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
LO5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
Unit	Content										Hours
1	Introduction to Organizational Behaviour: Historical background of OB Concept Relevance of OB–Contributing disciplines to the field of OB, challenges and opportunities for OB found actions of Individual Behaviour. Theory–social theory-Organizational Citizenship Behaviour.										15
2	Individual Difference-Personality –concept and determinants of personality–theories of personality – type of theories – trait theory – psychoanalytic theory – social learning theory–Erikson’s stages of Personality Development Chris Argyr is Immaturity to Maturity Continuum. Personality–Job fit. Perception: Meaning Process – Factors influencing perception–Attribution theory learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: –Components, Attitude–Behaviour relationship, formation, values.										15
3	Motivation: Early Theories of Motivation –Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self –Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.										15
4	Group Dynamics –Foundations of Group Behaviour – Group and Team- Stages of Group Development – Factors affecting Group and Team Performance-Group Decision making Interpersonal Communication – Communication Process –Barriers to Communication–Guidelines for Effective Communication Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process.										15
5	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress-Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance–Creating and Sustaining										15
	Total										75

CO	Course Outcomes : At the end of the course learners will be able to:
CO1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how to behave in an organization.
CO2	To provide insights on Individual Differences, perception, learning, Attitudes values and Motivation
CO3	To throw light on Group Dynamics and Interpersonal Communication
CO4	To elucidate on Leadership, Politics, Conflicts and Negotiation.
CO5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization

Textbooks:

1	Prasad.L.M., Organisational Behaviour, Sultan Chand and Sons,2019
2	C.B.Guptha, A Textbook Of Organisational Behaviours, S.Chand & Company,2020
3	K.As wattappa, Organisational Behaviour, Himalaya Publishing House,12 th Edition, 2016.
4	Luthans,F. Organizational Behaviour,12th Edition, Tata McGraw Hill Education,2017.
5	Stephen P.Robbins,Timothy A.Judge and Neharika Vohra,Essentials of Organisational Behaviour, 18 th Edition, Pearson Education, 2019.

Reference Books:

1	Neharika Vohra Stephen P. Robbins, Timothy A. Judge , Organizational Behaviour, Pearson Education, 18th Edition, 2022.
2	Fred Luthans, Organizational Behaviour, Tata Mc Graw Hill, 2017.
3	Ray French, Charlotte Rayner, Gary
4	Louis Bevoc, Allison Shearsett, Rachael Collinson, Organizational Behaviour Reference, Nutri Niche System LLC (28 April 2017)
5	Dr. Christopher P. Neck, Jeffery D. Houghton and Emma L. Murray, Organizational Behaviour: A Skill-Building Approach, SAGE Publications, Inc; 2nd edition (29 November 2018).

Web resources:

1	https://iedunote.com.organisational-behaviour/
2	https:// Organizational Behaviours.com.organisational-behaviour/
3	https://iedunote.com.organisational-behaviour/Stress-Managing
4	http://www.yourarticlelibrary.com/organisation/
5	Journal of Organizational Behaviour – wiley Online Library

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	2	2	2	2	3	3	2	3	3	2
CO2	3	3	2	3	2	3	2	3	3	3	3
CO3	3	2	3	2	2	3	2	3	3	3	3
CO4	3	3	2	2	2	3	2	2	2	3	3
CO5	3	2	2	3	3	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

FIRST YEAR : I SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSE12	Performance Management	Elective	3	1	-	-	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 interpret optimal use of performance analysis techniques.										
LO4	To elucidate role of Performance Management system and standards in place.										
LO5	To constitute and appraise high performance teams										
Unit	Content									Hours	
1	Introduction: Performance Management 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.									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.

Textbooks:	
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
3	M., Armstrong’s Handbook of Performance Management, 7 th Edition, Kogan Page, 2022
4	Prem Chadha, Performance Management It’s about performing not just appraising,12 th Edition Macmillan Publishers India Ltd. 2012
Reference Books:	
1	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
2	Madhu Arora, Poonam Khurana, SonamChoiden, Performance Management- Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.
3	Hedda Bird, The Performance Management Playbook, 1st Edition, Pearson, 2022.
Web resources:	
1	https://ebooks.lpude.in/management/mba/term_3/DMGT517_PERFORMANCE MANA GEMENT_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-general-insurance/

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

FIRST YEAR : I SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSA11	Managerial Skills for Effectiveness	Ability Enhancement Course	1	1	-	-	2	2	25	75	100
Learning Objectives											
LO1	To formulate individual communication strategies to cope with and manage complex situation										
LO2	To Understand and imbibe skills and competencies required to work through difficult communication situations.										
LO3	To sensitize students to the emerging perspectives from positive psychology, spirituality and wisdom approaches for personal effectiveness and leadership										
LO4	To grasp empowerment's concept, dimensions, development, inhibitors, delegation processes, and apply related skills effectively.										
LO5	To understand Image and Personality Branding and creating their own digital footprint and to market them as a brand.										
Unit	Content									Hours	
1	Introduction to skills & personal skills: Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills.									06	
2	Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counselling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas.									06	
3	Team building: Developing teams and team work, advantages of team, leading team, team membership. Skill development and skill application. Exercises on Goal Setting, Perfectionism and Time Management Activities related to Understanding Mind Body Connection, Self Esteem and Coping with Stress									06	
4	Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works. Skills development and skill application on above areas.									06	
5	Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing.									06	
	Total									30	

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	Enhance self-awareness and understand the importance of competent management.
CO2	Develop effective interpersonal and supportive communication skills.
CO3	Develop teamwork, leadership, and goal-setting skills, along with managing stress and time effectively.
CO4	Understand and apply principles of empowerment and effective delegation
CO5	Master skills in oral presentations, meeting conduct, project reporting, case analysis, Viva Voce, and assignment writing.

Textbooks:	
1	Understanding Communication, Communicating for Managerial Effectiveness: Problems, Strategies and Solutions, Clampitt P.G.(2017) ,Sixth Edition, Sage Publications Inc.
2	Foundation of Managerial Effectiveness, Dr. Shiney Chib &Laila N.Bhairaiya, Thakur Publication Pvt Ltd.
3	Communicating for Managerial Effectiveness, Phillip G. Clampitt - University of Wisconsin, Green Bay, USA 6 th Edition 2016, Sage Publications
Reference Books:	
1	Positive Psychology Coaching –Putting the Science of Happiness to work for your Clients Rober Biswas Diener and Ben Dean, 2007, Wiley 1st Edition
2	Never Eat Alone and Other Secrets to Success one relationship at a time, Keith Ferrazzi and TahlRaz, 2014, Currency Publication
3	You Branding Personal Branding Book –It’s all about you, Mark Cijo (2015), Create Space Independent Publication.
Web resources:	
1	MindTools - Management Training and Leadership Training - Provides resources on
2	Harvard Business Review - Management - Offers articles and insights on management
3	www.skillsyouneed.com - Offers guidance on interpersonal communication skills.
4	www.psychologytoday.com - Explains the difference between coaching and
5	www.mindtools.com - Outlines principles and strategies for supportive

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	1	2	2	2	2	3	3	2	3	3	2
CO2	3	3	3	3	2	3	2	3	3	3	3
CO3	1	2	1	2	2	3	2	2	2	2	1
CO4	3	3	2	2	1	3	2	2	2	3	3
CO5	3	2	2	1	3	3	2	2	2	1	1
Total	10	12	11	10	11	15	11	11	13	12	10
Average	2.2	2.4	2.7	2	2.7	3	2.2	2.2	2.6	2.4	2.2

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
24PMSC21	Quantitative Techniques for Decision Making I	Core	5	1	-	-	4	6	25	75	100
Learning Objectives											
LO1	To understand the concepts of probability, distributions, and decision-making criteria.										
LO2	To compute statistical measures and understand sampling distributions.										
LO3	To formulate hypotheses and select appropriate tests for analysis.										
LO4	To analyze relationships between variables using bivariate techniques.										
LO5	To explore advanced multivariate methods for business applications.										
Unit	Content										Hours
1	Probability and Decision Theory: Probability - Rules of probability (Formulas and Theory only) - Probability distribution (Binomial, Poisson and Normal Distributions) - Their applications in Business (Simple Problems) - Baye's Theorem and its Applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree (Simple Problems).										18
2	Descriptive Statistics and Sampling Distributions: Measures of Central Tendency (Mean, Median, Mode) Problems - Measures of Dispersion (Range, Variance, Standard Deviation, Interquartile Range) Problems – Sampling Distribution – Types – Central Limit Theorem & its Applications - Optimal Sample Size Determination (Simple Problems).										18
3	Testing of Hypothesis & Univariate Data Analysis: Testing of Hypothesis - Null and Alternative Hypotheses – Errors (Type I and Type II) - Steps in Hypothesis Testing (Theory) - Parametric Tests (One-Sample t-Test, z-Test for Single Mean) - Nonparametric Tests (One-Sample Sign Test, Wilcoxon Signed-Rank Test) (Simple Problems in the given Parametric and Non-Parametric test).										18
4	Bivariate Data Analysis: Parametric and Nonparametric Tests - t-Tests (Independent Samples t-Test, Paired Samples t-Test) - Chi-Square Test (Goodness-of-Fit & Test of Independence) - Correlation Analysis (Karl Pearson's Correlation Coefficient & Spearman's Rank Correlation) - Regression Analysis (Simple Linear) - Analysis of Variance (One-Way & Two-Way) (Simple Problems in Bivariate Analysis).										18
5	Multivariate Statistical Analysis: Overview - Exploratory & Confirmatory Factor Analysis - Discriminant Analysis - Cluster Analysis - Conjoint Analysis - Multiple Regression - Multidimensional Scaling (MDS) - Structural Equation Modeling (SEM) - Their Applications in Business (Only Theory & Case Studies based on Multivariate Analysis)										18
	Total										90
	Weightage of Marks: Theory 40% and Problems 60%										

CO	Course Outcomes: At the end of the course learners will be able to
CO1	List and identify probability rules, distributions, and decision-making models.
CO2	Illustrate sampling distributions and compute measures of central tendency and dispersion.
CO3	Analyze hypotheses using parametric and nonparametric tests.
CO4	Determine relationships and conduct bivariate analyses such as correlation and regression.
CO5	Assess multivariate statistical techniques and their business applications.

Text Books:	
1	Dr. P.R. Vittal, Quantitative Techniques, MarghamPublications, 2018.
2	N.D. Vohra, Quantitative Techniques for Management, Tata McGraw-Hill, 5th Edition, 2017.
Reference Books:	
1	C.R. Kothari, Quantitative Techniques, Vikas Publishing House, 3rd Edition, 2014.
2	S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 6th Edition, 2018.
3	Richard I. Levin & David S. Rubin, Statistics for Management, Pearson Education, 8th Edition, 2013.
4	Barry Render, Ralph M. Stair & Michael E. Hanna, Quantitative Analysis for Management, Pearson, 12th Edition, 2017.
5	Mark Berenson, David Levine & Timothy C. Krehbiel, Basic Business Statistics: Concepts and Applications, Pearson, 13th 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	3	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	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

FIRST YEAR : II SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC22	Managerial Economics	Core	5	1	-	-	4	6	25	75	100
Learning Objectives											
LO1	To familiarize the students about 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 Managerial Economic : The Fundamental Concepts affecting Business Decisions – the Incremental Concept, Equi - marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle.									18	
2	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Concepts, and tools of analysis for Demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input – Output Analysis–Consumer Behavior- Consumer Equilibrium									18	
3	The Production Function: Production with One Variable Input – Law of Variable Proportions–Production with Two Variable Inputs – Cost Concepts–Analysis of cost– Short and long run costs. Market Structure: Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.									18	
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.									18	
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 –Globalization and its Impact. Cashless economy and digitalized cash transfers: Economic models and its steps; FEMA - GST- Industrial Policy in India and its effects on growth.									18	
	Total									90	

CO	Course Outcomes: At the end of the Course learners will be able to
CO1	Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants
CO3	Have better idea and understanding about production function and market structure
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.

Textbooks:	
1	Dr. S Sankaran., Managerial Economics (Reprint- 2023) 1 January 2023.
2	Dwivedi D.N. Managerial Economics, 8th Edition. 2015
Reference Books:	
1	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19 th edition, Tata McGraw Hill, New Delhi, 2011
2	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3	R.L.Varshney, K.L.Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4	William F. Samuelson ,Stephen G. Marks ,Jay L., Zagorsky., Managerial Economics, Wiley Publishers,9 th Edition (2021)
5	H.L. Ahuja., Managerial Economics., 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/managieraleconomics/?courseid=4207
3	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857
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	2	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	2	3	2	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3
CO5	3	2	3	3	3	3	2	3	3	3	3
Total	15	13	15	15	14	15	13	15	15	15	15
Average	3	2.6	3	3	2.8	3	2.6	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
24PMSC23	Legal Aspects of Business	Core	4	-	-	-	3	4	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.										12
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										12
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										12
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.										12
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, 2000; UNICITRAL – United Nations Commission on International Trade Law.										12
Total										60	

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Have knowledge on understandings on law of contract.
CO2	Know the sale of Goods & Negotiable instrument act.
CO3	Have understandings on partnership and company law
CO4	Have familiarize with various labour laws.
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.

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 2
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	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	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

FIRST YEAR : II SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC24	Business Research Methods	Core	3	1	-	-	3	4	25	75	100
Learning Objectives											
LO1	To understand the basics and types of business research.										
LO2	To learn about research designs, measurement, and creating reliable instruments.										
LO3	To explore methods of data collection and sampling techniques.										
LO4	To learn data preparation, analysis, and using statistical software.										
LO5	To understand how to write research reports and the ethics in research.										
Unit	Content										Hours
1	Introduction: Business Research – Significance – Research Process – Types of Research – Exploratory and Causal Research – Theoretical and Empirical Research – Cross Sectional and Time series Research – Research Questions/ Problems – Research Objectives & Hypotheses – The Role of Theory in Research										12
2	Research Design and Measurement: Research design – Types – 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 Types of Scales – Construction of Instrument – Validity and Reliability of Instrument										12
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 of Optimal Sample Size – Sampling Techniques – Sampling Method										12
4	Data Preparation and Analysis: Data Preparation – Editing – Coding – Data Entry – Data Cleaning and Transformation - Validity and Reliability of Data – Qualitative Vs Quantitative Data Analyses – Application of Statistical Software for Data Analysis										12
5	Report Writing and Ethics in Business Research: Research Reports – Types – Report Writing Format - Contents of Report – Need for Executive Summary – Framing the Title of the Report – Chapterization – Different Styles of Referencing – Final Proof – Academic Vs Business Research Reports - Ethics in research – Subjectivity and Objectivity in Research – Ethical Issues in Research										12
	Total										60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Identify the type of business research and research problem.
CO2	Design research studies and create reliable data collection instruments.
CO3	Apply appropriate methods for data collection and sampling.
CO4	Prepare datasets for analysis and choose suitable methods for data analysis.
CO5	Write clear research reports while adhering to ethical guidelines.

Text Books:	
1	S. S. Sivanandam, Business Research Methods, Margham Publications, 1st Edition, 2020.
2	C.R. Kothari, Research Methodology: Methods and Techniques, New Age International, 4th Edition, 2019.
Reference Books:	
1	N. V. L. Narasimha Reddy, Business Research Methods, Himalaya Publishing House, 1st Edition, 2018.
2	Deepak Chawla & Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, 2nd Edition, 2017.
3	P. S. Satsangi, Research Methodology in Social Science, Vishal Publishing Co., 1st Edition, 2016.
4	William M. K. Trochim, Research Methods Knowledge Base, Atomic Dog Publishing, 3rd Edition, 2006.
5	Donald R. Cooper & Pamela S. Schindler, Business Research Methods, McGraw-Hill Education, 12th Edition, 2014.
Web Resources:	
1	https://www.scribbr.com/methodology/
2	https://www.researchgate.net/topics/Research-methodology
3	https://www.surveymzmo.com/resources/blog/research-methodology/
4	https://www.statista.com/statistics/1102350/research-methodology/
5	https://www.economics.utoronto.ca/undergraduate/courses/eco100y1/assignments/

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	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	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

FIRST YEAR : II SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSE21	Human Resources Development	Elective	3	1	-	-	3	4	25	75	100
Learning Objectives											
LO1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.										
LO2	To analyse and explore the models and factors influencing employee behavior and Learning.										
LO3	To explore the developing needs of Human capacity and its impact of HRD initiatives.										
LO4	To understand the training need & explore the technique for development.										
LO5	To explore the recent trends in Human Resource Development.										
Unit	Content										Hours
1	Introduction: Scope, Objectives, Importance and 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. Development of HRD Movement in India. Difference between HRM and HRD - Organisation of HRD Function.										12
2	Human Resource Development System: HRD Mechanisms – Climate and Culture – Model of Employee Behaviour - Influences of Employee Behaviour – External and Internal Factors. Learning and HRD: Learning Principles – Learning Ecosystem – Individual Differences in the Learning Process – Learning Strategies and Styles – Digital Learning Tools – Artificial Intelligence in Learning and Development										12
3	Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Loyalty and Commitment - Leadership Development - DEI (Diversity, Equity, and Inclusion). Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.										12
4	Training and Development: Scope of training - education and development; Training need analysis - Types of Training – blended learning, virtual reality (VR) training, and augmented reality (AR) in training programs - Outbound Training - Attitudinal training - Upskilling and Reskilling for Future Skills - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.										12
5	Recent Trends in HRD: Training for trainers and HRD professionals – Goal - Directed work system behavior- Dynamics of HR & Employee Engagement - Employee Experience (EX) and Engagement Technology - Sustainable Human Development - Sustainable HR Practices - Promoting Research in HRD.										12
	Total										60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Understand the need of the HRD professionals.
CO2	Integrate the concept and practical implication of learning & behavior.
CO3	Understand the developing need of Human capacity.
CO4	Understand Training need & its development.
CO5	Have a better understanding of recent trends in HRD.

Textbooks:	
1	Rishipal, Training and Development Methods, S.Chand, 2011.
2	Saks,A., Performance Management through Training and Development, Cengage Learning, 2010.
Reference Books:	
1	Gibb, S., Human Resource Development: Foundations, Process, Context, 3 rd Edition, Palgrave Macmillan, 2011.
2	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
3	Noe, R. and Deo, A., Employee Training and Development, 5 th Edition, Tata McGraw-Hill Education, 2012.
4	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 th Edition, Cengage Learning, 2012.
5	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
Web resources:	
1	https://www.hirequotient.com/hr-glossary/human-resource-development
2	https://101hrm.com/human-resource-development-hrd/
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
CLO1	3	2	3	3	3	3	2	3	3	3	2
CLO2	3	3	3	3	3	3	3	3	3	3	3
CLO3	2	3	3	3	3	3	3	3	3	3	3
CLO4	2	3	3	3	3	3	3	3	3	3	3
CLO5	3	2	3	3	3	3	2	3	3	3	3
Total	13	13	15	15	15	15	13	15	15	15	14
Average	2.6	2.6	3	3	3	3	2.6	3	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
24PMSE23	Organizational Development	Elective	3	1	-	-	3	4	25	75	100
Learning Objectives											
LO1	To generalize a fair comprehension of basic concepts on OD.										
LO2	To assimilate design elements of OD.										
LO3	To summarize the effects of Organizational culture and reinforcing techniques.										
LO4	To illustrate the effectiveness of working in teams.										
LO5	To interpret constructs of well-being and approaches to achieving a balance.										
Unit	Content										Hours
1	Introduction: Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.										12
2	Approaches: Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure- Forces Reshaping Organization – Life Cycles in Organization.										12
3	Organizational culture: Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.										12
4	Groups & teams: Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.										12
5	Wellbeing: Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.										12
	Total										60

CO	Course Outcomes: At the end of the course learners will be able to
CO1	Comprehend and justify basic concepts on OD.
CO2	Assimilate and design OD process.
CO3	Summarize Organizational culture and use reinforcing techniques.
CO4	Illustrate effectiveness of working in teams.
CO5	Interpret constructs of wellbeing and approaches to achieving a balance.

Text Books:	
1	K. Aswathappa, Organizational Behaviour, McGraw Hill Education India, 12th Edition, 2022.
2	C. Manivannan, Organizational Development, Charulatha Publications, Tamil Nadu, 1st Edition, 2018.
Reference Books:	
1	French and Bell, Organizational Development: Behavioral Science Interventions for Organization Improvement, Pearson India, 6th Edition, 2020.
2	Kavita Singh, Organizational Behaviour: Text and Cases, Pearson India, 3rd Edition, 2019.
3	Cummings and Worley, Organizational Development and Change, Cengage Learning, 10th Edition, 2019.
4	Stephen P. Robbins and Timothy A. Judge, Organizational Behaviour, Pearson Education, 18th Edition, 2021.
5	Terrence E. Deal and Allan A. Kennedy, Corporate Cultures: The Rites and Rituals of Corporate Life, Perseus Books, Updated Edition, 2000.
Web Resources:	
1	https://www.aihr.com/resources/five-stages-organizational-development
2	https://www.aihr.com/resources/od-interventions
3	https://www.mbaknol.com/management-articles/organizational-development/organizational-diagnosis-tools/
4	https://www.hrhelpboard.com
5	https://www.cleverism.com/organizational-structure-and-design/

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	3	2	3	3	3	3	3	3	3	3
CO2	3	3	2	3	2	3	3	3	3	3	2
CO3	2	3	3	2	3	3	3	3	3	3	3
CO4	3	2	3	3	3	3	3	3	3	3	3
CO5	3	2	3	3	3	3	2	3	2	3	3
Total	13	13	13	14	14	15	14	15	14	15	14
Average	2.6	2.6	2.6	2.8	2.8	3	2.8	3	2.8	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
24PMSE22	Entrepreneurship Management	Elective	3	1	-	-	3	4	25	75	100
Learning Objectives											
LO1	To introduce students to entrepreneurship and its growth in India.										
LO2	To impart knowledge on innovation, patents and licensing.										
LO3	To orient the students on new venture creation and Marketing Feasibility										
LO4	To enable students to prepare a feasible business plan										
LO5	To give inputs on financing available for new ventures.										
Unit	Content										Hours
1	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; - Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.										12
2	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation –The Technological Innovation Process – Creating New Technological Innovation – Licensing – Patent Rights										12
3	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels										12
4	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Business Model Canvas										12
5	Financing the New Venture: Financial appraisal of new project, Role of Banks – Institutional Finance to Small Industries –Finance for Entrepreneurs & Startups – Institutional Arrangement and Encouragement of Entrepreneurship-Government initiatives for promoting Entrepreneurship.										12
	Total										60

CO	Course Outcomes: At the end of the Course learners will be able to
CO1	Be able to know about growth of entrepreneurship in India
CO2	Gain knowledge on innovation, patents and licensing
CO3	Obtain knowledge on new venture creation
CO4	Be able to prepare a business plan
CO5	Gain knowledge on financing available for new ventures.

Textbooks:	
1	S.N.Maheswari., Financial Accounting, 6 th Edition, Vikas Publishing House. 2018.
2	T.S.Reddy and Y.Hariprasad Reddy, Cost and Management Accounting, Margham Publishers., 4 th Edition 2011 (Reprint 2024).
Reference Books:	
1	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
Web resources:	
1	http://www.jimssouthdelhi.com/sm/BBA6/EM.pdf
2	https://www.cengage.com/highered
3	https://roadmapresearch.com/entrepreneurship-beyond-curriculum
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	2	2	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3	3
CO3	3	3	3	3	2	3	2	3	3	3	3
CO4	3	2	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3
Total	15	13	14	15	14	15	13	15	15	15	15
Average	3	2.6	2.8	3	2.8	3	2.6	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
24PMSE24	Stress Management	Elective	3	1	-	-	3	4	25	75	100
Learning Objectives											
LO1	To understand the concept of stress management										
LO2	To understand the impact of stress										
LO3	To analyse the stress reduction techniques										
LO4	To study the strategies to cope up with stress										
LO5	To develop resilience to stress										
Unit	Content										Hours
1	Introduction to Stress Management: Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,										12
2	Impact of Stress: Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal										12
3	Stress Reduction Techniques: Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress										12
4	Coping Strategies: Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model										12
5	Developing Resilience to Stress: Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management										12
Total										60	

CO	Course Outcomes: At the end of the course learners will be able to:
CO1	Have a clear understanding on the concept of stress management
CO2	Illustrate the impact of stress and predict Stress warning signals
CO3	Develop ability to analyse the stress reduction techniques
CO4	Acquire the ability to identify the strategies to cope up with stress
CO5	Develop resilience strategies to stress

Text Books:	
1	Prof. P. K. Dutta, Stress Management, Himalaya Publishing House, 1st Edition, 2016.
2	Dr. P.N. Hari Kumar and Dr. Rajitha K, Stress Management, Margham Publications, 1st Edition, 2017.
Reference Books:	
1	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1 st Edition, 2022.
2	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1 st Edition, 2011.
3	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Live a Longer Life, 1 st Edition, 2014.
4	Emily Nagoski, Amelia Nagoski, Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1 st Edition, 2019.
5	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1 st Edition 2016.
Web Resources:	
1	https://www.apa.org/topics/stress
2	https://www.mayoclinic.org/healthy-lifestyle/stress-management/in-depth/stress-symptoms/art-20050987
3	https://www.health.harvard.edu/mind-and-mood/relaxation-techniques-breath-control-helps-quell-errant-stress-response
4	https://www.verywellmind.com/problem-focused-vs-emotion-focused-coping-3145234
5	https://www.apa.org/topics/resilience

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	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	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

FIRST YEAR : II SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSS21	Executive Communication	Skill Enhancement Course	1	1	-	-	2	2	25	75	100
Learning Objectives											
LO1	To understand communication theories, concepts, types, and modes used in organizations.										
LO2	To develop skills in writing business correspondence, reports, and proposals.										
LO3	To acquire the ability to plan and conduct meetings and interviews effectively.										
LO4	To analyze and apply skills for effective non-verbal communication.										
LO5	To demonstrate verbal and non-verbal communication through presentations.										
Unit	Content										Hours
1	Communication: Meaning and Significance of Communication for Management- Types of Communication- Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication - Dynamic Communication.										6
2	Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages -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, Proof reading and Evaluating- Letters of application and resume building.										6
3	Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports - online Report submission										6
4	Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences-Listening. Procedure for Regulating Speech-Evaluating Oral Presentations Drafting Speech- Participating in Group Discussions- Presentation Skills- Fluency Development Strategies- Attending Interviews										6
5	Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual, Audio-visual and Online aids for Communication.										6
	Total										30

CO	Course Outcomes: At the end of the course learners will be able to :
CO1	Understand communication needs in the industry and convey essential information effectively.
CO2	Draft clear, concise, and well-organized business correspondence.
CO3	Write effective business proposals and reports tailored to different contexts.
CO4	Plan and execute meetings and interviews with confidence and professionalism.
CO5	Display strong presentation skills, incorporating both verbal and non-verbal elements.

Text Books:

1	Dr. C. B. Gupta, Business Communication, Margham Publications, 4th Edition, 2022.
2	R. C. Bhatia, Business Communication, Ane Books Pvt. Ltd., 3rd Edition, 2021.

Reference Books:

1	P.D. Chaturvedi & Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson Education, 3rd Edition, 2020.
2	K.K. Ramachandran, Lakshmi K.K., & K.K. Karthik, Business Communication, Vikas Publishing House, 2nd Edition, 2021.
3	Lesikar Raymond V., Marie E. Flatley, Kathryn Rentz & Neerja Pande, Business Communication: Making Connections in a Digital World, McGraw Hill, 12th Edition, 2020.
4	Courtland L. Bovee & John V. Thill, Business Communication Today, Pearson Education, 14th Edition, 2019.
5	Mary Ellen Guffey & Dana Loewy, Essentials of Business Communication, Cengage Learning, 11th Edition, 2019.

Web Resources:

1	https://bizcomm.uark.edu/home/oral-communications-resources/
2	https://communicationprogram.wharton.upenn.edu/documenting-sources-in-business-communication/
3	https://owl.purdue.edu/owl/subject_specific_writing/professional_technical_writing/business_writing/index.html
4	https://ocw.mit.edu/courses/sloan-school-of-management/15-279-management-communication-for-undergraduates-fall-2012/
5	https://writing.utoronto.ca/advice/specific-types-of-writing/business/

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	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	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 : III SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC31	Strategic HRM	Core	2	1	2	0	5	5	25	75	100
Learning Objectives											
LO1	To familiarize the students with the basic concepts of Strategic Management.										
LO2	To analyze insights into Environmental Forecasting.										
LO3	To highlight Human Resource Strategy.										
LO4	To elucidate Strategic Human Resource Processes.										
LO5	To create awareness and emphasize the importance of HRM Strategy, Strategy formulation and decision using AI and application of AI in SHRM .										
Unit	Content										Hours
1	Strategic Management: Nature and Significance ;Dimensions of Strategic Decisions ; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation ;Porter’s Model.										15
2	Environment Forecasting : Analyzing the Company Profiles; formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy										15
3	Human Resource Strategy(HRS): Concept ,Approaches, HRS and Business Strategy ;Change Management Strategies ,Training and Development Strategies; Organizational Performance and HRS : HRM Strategy and Difficulties in its implantation.										15
4	Strategic Human Resource Processes: Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages ;selection of employees ;Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.										15
5	HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues ,HRM Strategy formulation using AI-Application of AI in SHRM.										15
	Total										75
	Weightage of Marks :Theory 100%										

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

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

Mapping with Programme Outcomes and Programme Specific Outcomes

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

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
24PMSC32	Financial Management	Core	2	1	2	0	5	5	25	75	100
Learning Objectives											
LO1	To create an understanding and familiarize students with the fundamentals of financial management and create awareness of the various sources of finance.										
LO2	To create awareness of various investment techniques in investment decision-making.										
LO3	To highlight the concept of the cost of capital and familiarize students with techniques for identifying the right source of capital.										
LO4	To educate students on the concept of capital structure and develop an understanding of the concept of dividends.										
LO5	To create an understanding of the concept of working capital, its need, importance, factors, and forecasting techniques.										
Unit	Content										Hours
1	Introduction: Financial management: Definition and scope – objectives of Financial Management - Functions and Role of Finance Manager. Sources of Finance–Short term& Long term-Overview of International Financial Management, Financial Planning-Theoretical concept of Risk Analysis.										15
2	Investing Decision: Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques – Net Present Value, Profitability Index and Internal Rate of Return-Problems-Risk analysis in Capital Budgeting.										15
3	Cost of Capital: Cost of specific sources of capital–Cost of equity capital –Cost of debt –Cost of preference–Cost of retained earnings-weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage(Basic problems)										15
4	Capital Structure: Factors influencing capital structure–optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani Miller (MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend Policy: Meaning, Classification- Sources available for Dividends- Dividend Policy General, Determinants of Dividend Policy.										15
5	Working Capital Management: Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management – Working Capital Financing-Sources of Working Capital.										15
	Total										75
Weightage of Marks :Theory 50% and Problems50%											

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

Text Books:

1	S. N. Maheswari, Financial Management, Sulthan Chand & Sons, 15 th Edition, 2019
2	I.M. Pandey Financial Management, Vikas Publishing House Pvt.Ltd., 11 th edition, 2018.

Reference Books:

1	Van Horne, J.C., Financial Management and Policy, 13 th Edition, Pearson, 2015.
2	Prasanna Chandra, Financial Management, 10 th edition, Tata Mc Graw Hill, 2019
3	Periasamy, P., Financial Management, 4 th Edition, Tata McGraw- Hill Education Pvt.Ltd., 2017.
4	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14 th Edition, 2015.

Web Resources:

1	https://accountingexplained.com/managerial/capital-budgeting/
2	http://www.studyfinance.com/lessons/workcap/
3	Journal of International Financial Management & Accounting
4	TheManagementAccountantJournal-icmai-rnj.in

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	1	2	2	3	2	2
CO2	3	2	2	1	1	2	1	3	3	3	1
CO3	2	3	3	2	2	1	1	2	3	3	1
CO4	3	3	2	1	1	1	1	1	2	3	1
CO5	3	2	1	1	2	1	1	2	2	3	1
Total	14	12	9	7	7	6	6	10	13	14	6
Average	2.8	2.4	1.8	1.4	1.4	1.2	1.2	2	2.6	2.8	1.2

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
24PMSC33	Quantitative Techniques for Decision Making II	Core	2	1	1	0	4	4	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	Content										Hours
1	Introduction: Overview of operations research – Origin – Nature, scope and characteristics of OR–Models in OR–Application of operations research in functional areas of management. Linear Programming Problem, structure–Limitations and applications, Mathematical model, Formulation – Problems.										15
2	Transportation problem: Basic Solution – North West corner Method, LCM, VAM, Matrices method–Optimal Solution–Stepping stone method–Modi method – Degeneracy. Assignment model: Hungarian method – Traveling salesmen problem.										15
3	Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Difference, Phases, Components, Rules for network construction- Project Scheduling and Project Crashing.										15
4	Deterministic Inventory models–Introduction, Functional Role, Factors of Inventory–EOQ with and without shortages, Replacement of items whose efficiency deteriorates with time (Simple problems).										15
5	Game Theory and Strategies: Games theory – two player zero sum game theory–Saddle Point–Mixed Strategies for games without saddle points–Dominance method – Graphical and L.P Solutions-; Simulation.										15
	Total										75
	Theory 40% Problem60%										

CO	Course Outcomes: At the end of the course learners 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	Find the value of the game and simulation solutions.

Text Books:	
1	J.K.Sharma,OperationsResearch,TheoryandApplicationsForthEdition,Macmillan Publishers, India Ltd.
Reference Books:	
1	V.K.Kapoor, Operations Research Problems and Solutions, Sultan Chand and Sons, Fourth Edition.
2	HamdyA.Taha, Operations Research An Introduction Eighth Edition
3	Paneer Selvam,Operations Research ‘,PrenticeHallofIndia,2002
4	Anderson Quantitative Methods for Business‘,8th Edition, Thomson Learning,2002.
5	Winston Operation Research‘,ThomsonLearning,2003
Web Resources:	
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

SECOND YEAR : III SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSC34	Information Systems For Business	Core	2	1	1	0	3	4	25	75	100
Learning Objectives											
LO1	To enable students to understand the fundamentals of information systems and the role of information in managerial decision-making.										
LO2	To provide insights into the fundamentals of information systems such as TPS, DSS, and EIS.										
LO3	To manage system applications and data to best support functional areas of business.										
LO4	To provide insights into securely managing databases and information using systematic processes.										
LO5	To elucidate the need and importance of ERP, its selection, and implementation in the workplace.										
Unit	Content										Hours
1	Introduction to information system -The management, structure and activities-Information needs and sources-types of management decisionsandInformationneed.SystemclassificationElementsof system,input, output, process and feedback.										12
2	Transaction Processing information system , Office Automation System (OAS)- Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system–Decision Support system-Executive information systems										12
3	Functional Management Information System :Production/Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system-finance transformation.										12
4	System Analysis and Design: The work of a System analyst - SDLC- System design–AGILE Model–Waterfall Model–Spiral Model– Iterative and Incremental Model –RAD Model- Requirement analysis-dataflow diagram, relationship diagram, design- Implementation- Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database; Data Warehousing and Data Mining Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security- Cryptography; RSA Model of Encryption; Data Science –Block Chain Technology; E-commerce and E-Business models; IOT-RFID.										12

5	Enterprise Resource Planning (ERP) System , Benefits of the ERP, ERP how different from conventional packages, Need for ERP , ERP components, Selection of ERP Package ,ERP implementation, Customer Relationship management. organization &Types, Decision Making, Data &information, Characteristics& Classification of information, Cost &value of information, various channels of information and MIS; Information system audit and control– E-Governance.	12
	Total	60
Weightage of Marks : Theory 100%		
CO	Course Outcomes: At the end of the course learners will be able to	
CO1	Evaluate the importance of data and information in managerial decision-making.	
CO2	Possess on the various Information Systems (IS) and its relevance to the organizational environment.	
CO3	Appreciate the application of IS on the various functions like Accounting, Finance, Marketing, Operations, and HR.	
CO4	Acquire knowledge of various models and emerging technologies.	
CO5	Assess the importance of selecting the appropriate ERP and its implementation	

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

Mapping with Programme Outcomes and Programme Specific Outcomes

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

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
24PMSC35	Marketing Management	Core	2	1	1	0	5	4	25	75	100
Learning objectives											
LO1	To develop an understanding and enhance knowledge about marketing theories, principles, strategies, functions and concepts.										
LO2	To provide opportunities to analyze marketing activities within a firm.										
LO3	To analyze and explore buyer behavior patterns in marketing situations.										
LO4	To understand branding, pricing, and strategies for marketing a product.										
LO5	To upgrade knowledge and awareness of MIS in Marketing.										
Unit	Content										Hours
1	Introduction : Marketing Management Philosophies–Functions and characteristics of marketing- The concepts of marketing–Marketing and Services – Digital Marketing – Social Media Marketing–Current marketing challenges ;Rural Marketing– E Rural Marketing–International Marketing–Industrial Marketing.										12
2	Strategic Marketing–Marketing Management Process– Analysis of Marketing opportunities ,Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process –Sales Forecasting –Techniques .Marketing Tactics, The Mix Service and Retail Marketing.										12
3	Buyer Behaviour: Factors Influencing Consumer Behaviour–Buying situation–Buying Decision Process–Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning–Competitive Marketing Strategies .Customer Life Cycle – Customer Life time Value, Product Portfolio Management.										12
4	Product Policies: Consumer and Industrial Product Decisions, Branding ,Packaging and Labelling –New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches ,Promotion Decisions: Promotion Mix–Integrated Marketing Communication– AdvertisingandSalesPromotion-SalesForceDecisions,Selection,Training, Compensation and Control–Publicity and Personal Selling – Distribution Management–Channel Management :Selection ,Co-operation and Conflict Management –Vertical,Horizontal and Multichannel Systems Consumer Protection–Awareness of Consumer Rights in the Market Place.										12
5	MIS: Marketing Information Systems-Customer Relationship Management(CRM) Customer Engagement Marketing– Sales force Automation.										12
										Total	60
Weightage of Marks :Theory 100%											

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

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

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	1	1	3	2	2
CO2	3	3	3	1	2	3	2	2	3	3	1
CO3	3	2	3	1	1	1	3	2	3	3	1
CO4	3	3	3	2	1	2	2	3	3	2	2
CO5	3	2	2	3	1	1	2	2	3	2	3
Total	15	12	12	8	6	8	10	10	15	12	9
Average	3	2.4	2.4	1.6	1.2	1.6	2	2	3	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
24PMSE31	Computer Applications in Business	Elective	2	1	1	0	3	4	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.										12
2	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sum product. Functions: Mathematical - Financial - logic – Text - Statistical.										12
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.										12
4	Cloud based apps – Google Drive, Google Sheets, Google Docs.										12
5	Cloud based apps - Google Forms, Google Slides – Google Cloud Print.										12
	Total										60

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	Extern	Total
24PMSS31	Soft Skills II-Business Etiquette	Soft Skills	1	1	0	0	2	30	25	75	100
Learning Objectives											
LO1	To understand the importance of Business Etiquette at the workplace.										
LO2	To determine the guidelines of exceptional work behavior.										
LO3	To explore Tech Etiquette in using various telecommunication devices and channels.										
LO4	To handle Multi-cultural challenges and practices.										
LO5	To understand business ethics and emerging issues in the workplace.										
Unit	Content										Hours
1	Introduction to Business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands-Introductions-Introductory scenarios-Addressing individuals.										6
2	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters-Planning a power point presentation – Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations - Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dining- Specific food Etiquette guidelines.										6
3	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy-Active listening-Putting callers on hold-Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email-Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines.										6
4	Business Attire & Professionalism: Business style and professional image-Dress code- Guide lines for appropriate business attire- Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues- Preventing sexual harassment- Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.										6

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

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

Text Books:

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

Reference Books:

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

Web Resources:

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

Mapping with Programme Outcomes and Programme Specific Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	3	2	2	2	2	3	2	1
CO2	3	3	3	2	2	1	3	3	3	3	2
CO3	3	3	3	2	2	2	1	3	3	3	1
CO4	3	2	2	3	1	1	1	3	2	1	3
CO5	2	1	1	1	1	1	3	1	2	1	2
Total	14	11	11	11	8	7	10	9	13	10	9
Average	2.8	2.2	2.2	2.2	1.6	1.4	2	1.8	2.6	2	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
24PMSC41	International Business Management	Core	3	1	2	-	5	6	25	75	100
Learning Objectives											
LO1	Understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
LO2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
LO3	To throw light on international trade theories and the management of business functional operations in an international context.										
LO4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
LO5	To know about regional economic integration and contemporary issues in international business.										
Unit	Content										Hours
1	Introduction to International Business : Meaning, Importance, nature and scope -International Business Vs. Domestic Business- Tariff and non-tariff barriers- transition from Domestic to International Business, Advantages and Disadvantages of International Business, Balance of Payment, Balance of Trade, Balance of Current Account .Modes of entry into International Business -Internationalization process and managerial implications Multinational Corporations and their involvement in International Business-Issues in foreign investments, technology transfer, pricing and regulations International collaborative arrangements and strategic alliances-Counter Trade; Import-Export Process and Documentation.										18
2	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction, Social Structure, Religion, Language, Education, Culture and the Workplace, Cultural Change, Cross cultural Literacy, Culture and Competitive Advantage.										18
3	International Trade Theory: Mercantilism, Neo-Mercantilism, Absolute and Comparative Advantage, Heckscher, Ohlin Theory, The New Trade Theory and Porter's Diamond National Competitive Advantage, General Agreement on Tariff and Trade(GATT)- World Trade Organization(WTO)-GATS-UNCTAD Trade Blocks; Customs Union-EU-PTA European Free Trade Area(EFTA)- Central American Common Market(CACM)- Latin American Free Trade Association(LAFTA)- North American Free Trade(ASEAN)- CARICOM-GSTP-GSP-SAPTA Indian Ocean RIM Initiative-BIMSTEC Bretton Woods Twins World Bank & IMF, International Finance Corporation Multi lateral Investment Guarantee Agency(MIGA).										18
4	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Trade Agreements and Commercial Relations Institutional support for export promotion , Export Processing Zones(EPZs)-Special Economic Zones(SEZs)- Exports by Air ,Post and Sea-Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India. Role of Commodity Boards Role of State Trading Agencies in Foreign Trade STC,MMTC, etc. Foreign Exchange Market Functions of Foreign Exchange Market-Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment— Advantages of FDI to Host and Home Countries. Commercial Relations and Trade Agreements with other countries Institutional Infrastructure for export promotion in India Export Assistance-Export Finance-										18

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

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

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2- Medium, 1- Low

SECOND YEAR : IV SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSE41	Industrial Labour Relations	Elective	4	1	1	-	4	6	25	75	100
Learning Objectives											
LO1	To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.										
LO2	To provide insights on Industrial Harmony and Conflicts.										
LO3	To throw light on Labour Relations, Joint Consultation.										
LO4	To explicate on Trade Union, Problems and role of Indian Trade Unions.										
LO5	To elucidate on Collective Bargaining, Tripartite Machinery.										
Unit	Content										Hours
1	Industrial Relations: The changing concepts of Industrial Relations – Factors affecting employee stability – Application of Psychology to Industrial Relations – Codes of Conduct- Code of Discipline – Grievance procedure – Labour management co-operation – Worker’s participation in management.										18
2	Industrial Harmony and Conflict: Harmonious relations in industry – Importance and means; Causes of industrial disputes – Machinery for settling disputes – Negotiation – Conciliation – Mediation – Arbitration and Adjudication – Strikes – Lock-outs – Layoff and Retrenchment.										18
3	Labour Relations: Changing concept of management–labour relations – Statute laws – Tripartite conventions – Development of the idea of social justice – Limitation of management prerogatives – Increasing labour responsibility in productivity. Joint Consultation: Principal types – Attitude of trade unions and management – Joint consultation in India.										18
4	Trade Unions: Trade Unions and their growth – Economic, social, and political conditions leading to the development of trade unionism – Theories of trade unionism – Aims and objectives of trade unions – Structure and governing of trade unions. Problems and Role of Indian Trade Unions: Recognition and leadership – Finances and membership – Compulsory versus free membership – Political activities – Welfare – Legislation – Majority and minority unions – Social responsibilities – Positive role in economic and social development.										18
5	Collective Bargaining: Meaning – Scope – Subject matter and parties – Methods and tactics – Administration of collective bargaining agreements – Charter of Demands & Counter Demands – Fair and unfair labour practices. Tripartite Machinery: At the center and in the states – I.L.O.: Its functions and role in labour movement – Industrial health and safety – Industrial legislations.										18
Total										90	

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

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

Mapping with Programme Outcomes and Programme Specific Outcomes

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

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
24PMSE42	Operations Management	Elective	4	1	1	0	4	6	25	75	100
Learning Objectives											
LO1	To understand the production function, production design & capacity planning,										
LO2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
LO3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
LO4	To elucidate the importance and usefulness of work-study and quality control tools										
LO5	To provide insights on service operations management and waiting line analysis.										
Unit	Content										Hours
1	Introduction Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.										18
2	Facility design : Plant Location: Factors to be considered in Plant Location Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design										18
3	Inventory control and maintenance: Basic Inventory Models Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock Inventory Costs-Classification and Codification of Stock- ABC Classification Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution Maintenance of Cost Balance- Procedure for Maintenance										18
4	Design of work systems and Quality Control: Work Study Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection-Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen										18
5	Service Operations Management: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.										18
Total										90	

CO	Course Outcomes
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.
CO3	Understand the Inventory models and the importance of maintenance techniques
CO4	Be aware of work-study procedures and the importance on quality control tools
CO5	Have insight on service operations, service delivery and waiting line analysis.
Textbooks:	
1	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5	Gerard Cachon and Christian Terwiesch, Operations Management, 3rd Edition, McGraw Hill, 2022.
Reference Books:	
1	Prof. K C Jain, Production and Operations Management, 1st Edition, Wiley, 2022.
2	Lee J. Krajewski, Manoj K. Malhotra & Larry P. Ritzman — A widely used managerial approach covering processes, forecasting, quality, lean, capacity, and supply chain topics.
3	William J. Stevenson — A comprehensive textbook covering strategy, process design, inventory, JIT & lean systems, scheduling, and project management.
4	Jay Heizer, Barry Render & Chuck Munson — Focuses on current trends like sustainability and SCM within OM.
5	Wallace J. Hopp & Mark L. Spearman — Foundational reference for manufacturing operations behavior and system design.
Web resources:	
1	http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt
2	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf
3	https://www.emerald.com/insight/publication/issn/0144-3577
4	https://www.inderscience.com/jhome.php?jcode=ijaom
5	https://www.open.edu/openlearn/money-business/leadership-management/understanding-operations-management/content-section

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2- Medium, 1- Low

SECOND YEAR : IV SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSP41	FUNDAMENTALS OF BUSINESS ANALYTICS	PEC	1	1	-	-	2	2	25	75	100
Learning Objectives											
LO1	To understand the meaning, definition, importance, and scope of Business Analytics and differentiate it from Business Intelligence, Data Mining, and traditional analysis.										
LO2	To gain knowledge of descriptive analytics tools, data visualization techniques, and their applications for interpreting and presenting business data effectively.										
LO3	To apply predictive analytics techniques such as regression, factor analysis, cluster analysis, and time series forecasting in solving business problems.										
LO4	To understand prescriptive analytics concepts and apply decision tree analysis, risk analytics, text analytics, and web analytics for decision-making.										
LO5	To explore the role of contemporary analytics (Financial, HR, Customer, Retail, Sales force, Social Media, and Supply Chain) in addressing modern business challenges.										
Unit	Content										Hours
1	Introduction: Meaning, Definition and Importance of Business Analytics – Analytics v/s Analysis –Business Analytics v/s Business Intelligence and Data Mining – Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems & Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem.										6
2	Descriptive Analytics Tools and Techniques: Concept of Descriptive Analytics – Meaning, Nature, Importance and Applications – Data Analysis – Data visualization – visualization techniques – Tables, Charts, Cross-tabulations, Dash boards.										6
3	Predictive Analytics Tools & Techniques: Concept of Predictive Analytics: – Linear Regression (Theory and Problems) – Factor Analysis (Theory) – Cluster Analysis (Theory) – Econometrics and Time Series Forecasting (Theory and Problems).										6
4	Prescriptive Analytics: Concept of Descriptive Analytics – Meaning, Nature, Importance and applications – Decision tree analysis –Risk Analytics – Text Analytics – Web Analytics (Theory).										6
5	Contemporary Analytics: Financial Analytics, HR Analytics, Customer Analytics for New Product Development, Retail Analytics, Sales force Analytics, Web and Social Media Analytics, and Supply Chain and Logistics Analytics (Theory)										6
	Total										30

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

Textbooks:	
1	Shmueli, Patel and Bruce, Data Mining for Business Intelligence, Concepts, Techniques and Applications, Wiley.
2	Powell and Baker, Management Science: The Art of Modeling with Spreadsheets, Wiley.

Reference Books:	
1	Ledolter, Data Mining and Business Analytics with R, Wiley.
2	Danielle Stein Fairhurst, Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals + website, Wiley, 2013.
3	Winston Wayne L., Microsoft Excel 2013: Data Analysis and Business Modeling, Microsoft Press, USA.
4	James Evans, Business Analytics, Pearson, 2nd Edition, 2017.
5	Naresh K Malhotra, Marketing Research, 5th Edition, Pearson Education /PHI 2007

Web resources:	
1	https://hbr.org/topic/data-analytics
2	https://sloanreview.mit.edu/tag/analytics/
3	https://public.tableau.com/en-us/gallery/
4	https://www.analyticsvidhya.com
5	https://www.ibm.com/analytics

Mapping with Programme Outcomes and Programme Specific Outcomes

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

3 – Strong, 2- Medium, 1- Low

SECOND YEAR : IV SEMESTER

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		
									CIA	External	Total
24PMSL41	Corporate Social Responsibility	SLC	2	2	-	-	2	4	25	75	100
Learning Objectives											
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 – relation between CSR and corporate governance – major code of CSR initiative in India – barriers to social responsibility – social responsibility of business. strategic CSR & Sustainable Development Goals (SDGs)Contemporary Issues in Indian CSR									12	
2	Designing a CSR policy –factors influencing CSR policy–managing CSR in an organization role of the human resource professional in CSR–global reorganization of CSR – ISO14000 – SA8000– AA 1000–codes–formulated by an Global compact – UNDP – global reporting Initiative.									12	
3	CSR reporting trend in developing countries – timing and mode of release of CSR reports – CSR policy of a multi-product, multi-location Indian MNC's – constitutions of corporate social responsibility – dimensions of CSR – benefits of CSR to the company. Comprehensive Topics in Corporate Social Responsibility (CSR)									12	
4	Corporate governance– concept, structure, process, origin–scope and present scenario–role of institutional investors in corporate governance – structure and development or board – role of capital marketing governance, governance rating future of governance – innovation practices – case studies with lesson learned.									12	
5	Corporate governance board and its power – responsibility – disqualification, board committee and their functions – remuneration committee – nomination committee, compliance committee – share holder grievance committee – investor relation committee – investment committee – risk management committee – and audit committee – regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the company act 2013 – corporate governance in PSU; and banks.									12	
	Total									60	

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 Ethicsin Management, Himalaya Publishing House –2009.
3	Fernando, A.C, Business Ethics and corporate governance. Pearson Education
4	Gosh, B.N Business Ethics and Corporate Governance. Tata Mc Graw Hill.
5	Keith Davis, Business and Society Mc Graw Hill
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	Mallin Christine A, Corporate Governance (Indian Edition) Oxford University Press, New Delhi.
4	Blowfield, Michal and Alan Murray, Corporate Responsibility Oxford University Press, New Delhi.
5	Velasuez, M.G. (2011).Business Ethics: Concepts and Cases.. PHI Learning
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